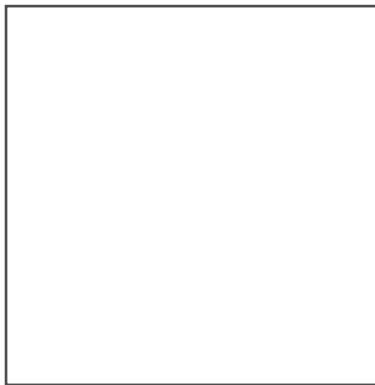


The Impacts of Mega-Events held at Satellite Venues
- Case study of Weymouth & Portland,
possible Olympic sailing venue in 2012

By

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**A dissertation submitted in partial fulfilment of the requirements for
the degree of MSc. in Tourism and Planning Management**



September 2004

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ABSTRACT

The mega-event industry is growing internationally with a diverse portfolio ranging from the “Spectacle Par Excellence” of the Olympic games through to cultural celebrations and historical anniversaries. To gain long-term benefits from the hosting of mega-events, it is imperative to plan

effectively and well in advance. The lack of plans or poor planning, are significant and often result in negative impacts rather than positive legacies. Whilst attention is often focussed on the main centre of activity of the mega-event, there are often cases, especially the Olympics, where satellite sites are required to host events. Often this is due to the existence of already established, world class sporting facilities or for historical reasons as seen in the 2004 Athens Olympics.

This dissertation investigates the impacts seen at satellite sites and will attempt to argue the case for future mega-events, especially the Olympics, to capitalise on existing facilities rather than build new, thereby avoiding the possibility of incurring long-term financial burdens. Furthermore, to ascertain if the impacts of hosting mega-events at satellite sites have less of a negative impact than at newly constructed sites. It also evaluates the importance given to tourism planning and the roles local communities can play alongside non-governmental organisations are also discussed, as are the opportunities for urban regeneration.

The research is based at Weymouth & Portland, Dorset, and the potential venue of the Sailing Competition of the 2012 London bid.

ACKNOWLEDGEMENTS

"Education is the acquisition of the art of the utilization of knowledge. This art very difficult to impart. We must beware of what I will call "inert ideas" that is to say, ideas that are merely received into the mind without being utilized or tested or thrown into fresh combinations."

Alfred North Whitehead, *Aims of Education and other Essays*, NY: MacMillan, 1924.

Returning to education after a substantial break was never going to be easy but I must thank foremost my family. Jeff, my husband, for his unwavering support and encouragement especially through the long, dark evenings and very early mornings; Matthew and Thomas for their patience with Mummy disappearing yet again in the evening 'to be a student'; and my parents for being on hand to help and take the kids 'off for the day'.

My supervisor Professor John Fletcher, for his knowledge and understanding, and especially his encouragement when the trees really did crowd out the wood, who kept me going with his advice and motivation. It was truly an honour and privilege to be able to study alongside him, Professor Stephen Wanhill and all the other academic staff.

Very special thanks to Lorraine Brown, Derek Robbins, Diane Hibbert and Caroline Littlewood, for all their support and encouragement. I would like to also say thank to the 'teamwork' from my fellow students who treated me as one of their own and not as someone's mum. Our chats and exchanges of ideas kept me on my toes but certainly enriched my knowledge of all things academic and otherwise.

The research for this project would not have been possible without the assistance of Weymouth and Portland Borough Council and it's Chief Executive, Tom Grainger. Special thanks to Martyn Gallivan whose patience with my many requests was unbelievable. He freely gave of his time and enthusiasm and no doubt without his assistance my dissertation would have been extremely difficult to complete.

Thanks also to the residents of Weymouth & Portland for their co-operation in completing the questionnaires and interviews and finally to John Tweed of the Weymouth & Portland Sailing

Academy, whilst being exceptionally busy not only with the building of the new facilities, but also with the training of the Olympic sailors.

Many long hours were spent in the University library where all the staff, but especially academic services, showed unswerving understanding of my frustrations and ineptitude with technology.

Table of Contents

Abstract

Acknowledgements

List of contents

Appendices

List of Tables & Figures

List of Abbreviations

Chapter One – Introduction

1. Overview
2. Research Area of Study and Rationale for Choice of Study
3. Research Objectives
4. Research Hypotheses
5. Research Methodology
6. Layout of the Dissertation
7. Summary of Chapter One

Chapter Two – Literature review

2.1 Introduction

2.2 Mega-events

- 2.2.1 Mega-events as Civic Celebrations
- 2.2.2 Mega-events as generators of tourism
- 2.2.3 Costs of hosting mega-events
- 2.2.4 Problems with definitions of mega-events
- 2.2.6 “The Ostersund Declaration on mega-event Tourism”
- 2.2.7 Mega-events and life cycles
- 2.2.7.1 Butler’s Resort Life cycle
- 2.2.8 “Mega-event Strategy”
- 2.2.9 Significance of events

2.3 Impacts of mega-events

- 2.3.1 Economic impacts
- 2.3.1.1 Economic Multipliers
- 2.3.1.2. Economic Evaluation
- 2.3.1.3. Negative Economic Impacts
- 2.3.1.4. Anti-Olympic Movements and their own EIA’s
- 2.3.1.5 Zone Of Influence
- 2.3.1.6 The “London” and “Los Angeles” effect.
- 2.3.2 Other Impacts
- 2.3.3 Political Impacts
- 2.3.4. Socio-cultural Impacts

2.3.4.1 Doxey's Index of Irritation	
2.3.4.2 Alternatives to Doxey's Index	
2.3.4.3 "Demonstration Effect"	
2.3.4.4. Moral changes and the "Confrontation Effect"	
2.3.4.5 Cultural Drift	
2.3.4.6 Demolitions and re-housing	
2.3.4. Visitor Experience	
2.3.5. Physical/Environmental Impacts	
2.3.5.1 Carrying Capacity	
2.3.5.2 Impacts on Coastlines	
2.4 Tourism Planning and Urban Regeneration	
2.4.1 Government Intervention in Tourism Planning	
2.5 Sports and Tourism	
2.6 Sporting Events	
2.7 Olympic Games	
2.7.1 "Spectacle par excellence"	
2.7.2. Satellite venues	
2.8 Conclusion	

Chapter three – Methodology

3.1 Introduction – Purpose of Research in Tourism	
3.2 Setting the research into context and justifying the research methods	
3.3 The merit of literature review	68
3.4 Primary research	69
3.4.1 Triangulation	70
3.4.2. Quantitative Research	71
3.4.2.1. Questionnaire Survey	71
3.4.2.2. Sampling and sample size	72
3.4.2.3. Questionnaire layout and wording	73
3.4.2.4 Piloting the questionnaire	74
3.4.3 Qualitative Research	74
3.4.3.1 Telephone Interviews and their transcripts	75
3.4.4 Focus Groups	75
3.5 The Case Study as research design	76
3.6 Limitation of the Research	77
3.6.1 Single Case Study	78
3.6.2 Bias	78
3.6.3 Limited Time	79
3.6.4 Secrecy of bid	79
3.6.5 Summary of limitations	79
3.6.6 Efficiency of data inputting	80
3.7 Evaluation of Research and Conclusion	80

Chapter Four – Case Study

4.1 Introduction	82
4.2 Present day Weymouth and Portland	82
4.3 Attractions	83
4.4 Local Transport Infrastructure	83
4.5 Weymouth's Community Partnership in action	84
4.6 London 2012 bid	85

4.7 Weymouth's role in the 2012 bid	86
4.8 Development of Sailing Facilities	86
4.9 Conclusion	88

Chapter Five – Research Findings

5.1 Introduction	90
5.2 Response rate	90
5.3 Clarity of replies	91
5.4 Ease of understanding of the questionnaire	91
5.5 Findings	92
5.5.1 Tourism employment	92
5.5.2. Opportunities for work within tourism businesses	92
5.5.3 Reasons tourists visit Weymouth area	93
5.5.4 Overall is tourism positive for Weymouth?	95
5.5.5 Positive Impacts of Tourism	95
5.5.6 Negative Impacts of Tourism	96
5.5.7 would you like to see more Tourists In Weymouth?	96
5.5.8 Government spending on infrastructure and public consultation	97
5.5.9 In-depth analysis of preferred communication channels	98
5.5.10 Public interest in large-scale events in the local area	99
5.5.11 Types of event requested	
5.5.12 Results of “do you sail” question	
5.5.13 Awareness of Olympic bid	
5.5.14 Gender	
5.5.15 Age	
5.5.16 Occupation	
5.5.17 Postcode variance	
5.5.18 Time spent living in the area	
5.6 Analysis of interviews	
5.6.1 Community involvement in tourism planning	
5.6.2 Resident's opinions of present infrastructure	
5.6.3 Weymouth's future	
5.6.4 Future of sailing centre	
5.6.5 Use of satellite sites	
5.7 Conclusion	

Chapter Six – Conclusions & Recommendations

6.1 Introduction	108
6.2 To determine the impacts of mega-events	108
6.3 To decide if the impacts can be accurately predicted	109
6.4 To identify the long-term viability of the infrastructure required at satellite venues	109
6.5 To evaluate the effectiveness of the local communities voice in planning issues	109
6.6 To study the opportunities available through media exposure and resort rejuvenation	110
6.7 Hypothesis 1	111
6.8 Hypothesis 2	111
6.9 Hypothesis 3	112

6.10 Hypothesis 4	113
6.11 Hypothesis 5	114
6.12 Hypothesis 6	114
6.12.1 Wimbledon Case Study	
6.13 The future for Weymouth	116
6.14 Conclusions and opportunities for further study	116

Appendices

Appendix 1 – “Sailing for the World” Olympic Bid document
Appendix 2 – Pictures of developments at WPSA
Appendix 3 – Questionnaire distributed to residents of Weymouth & Portland
Appendix 4 – Transcript of interview given by Jacques Rogge, President IOC, BBC2, 18 th May 2004.
Appendix 5 – Map of Weymouth Attractions
Appendix 6 – Map of Portland Attractions
Appendix 7 – Ordnance map showing route of proposed Weymouth Relief Road
Appendix 8 – Map of developments at Osprey Quay, Portland, Dorset
Appendix 9 – Transcript of interview with John Tweed, Project Manager at WPSA
Appendix 10 -Transcript of interview with Christopher Gorrington, Chief Executive of AELTCC
Appendix 11 – Transcript of interview with Nigel Reed, Weymouth Councillor and Chairman of Chamber of Commerce
Appendix 12 – Transcript of Interview with South West Tourism
Appendix 13 – Interview transcripts with residents
Appendix 14 – Interview transcript with Martyn Gallivan, Weymouth & Portland Borough Council
Appendix 15 – Summary of comments from Questionnaires
Appendix 16 – Suggestions for future events
Appendix 17 – Summary of SPSS findings

LIST OF TABLES AND FIGURES

Table 1 –	AIEST definition of mega-events
Table 2 –	Reasons for growth in mega-events
Table 3 -	Olympic Impact Studies
Table 4 –	Key Techniques in sustainable tourism
Table 5 –	Strategies for optimising the tourism impacts of mega-events
Table 6 –	Chronology of the Olympic games and their impact on the urban structure of host cities
Figure 3.1 –	Research Process
Figure 3.2a –	Aims and Objectives

Figure 3.2b – Statement of Hypotheses
 Figure 3.4 - Triangulation Process
 Figure 3.6a – Methods of data collection and level of personal involvement
 Figure 3.6b – Timetable of Research
 Figure 5.5.3a – Importance of festivals and events
 Figure 5.5.3b – Reasons why visitors come to Weymouth
 Figure 5.5.5 – Positive impacts of tourism as perceived by residents
 Figure 5.5.6 – Negative impacts of tourism as perceived by residents
 Figure 5.5.7a – Would you like to see more tourists?
 Figure 5.5.10 – Would you like more large-scale events in Weymouth?
 Figure 5.5.13 – Do you sail?
 Figure 5.5.15 – Age Analysis of Panel Members
 Figure 5.5.16 – Occupations of Respondents

List of Abbreviations

WPSA	Weymouth & Portland Sailing Academy
RYA	Royal Yachting Association
SWDRA	South West Regional Development Agency
IOC	International Olympic Committee
BOA	British Olympic Association
LTA	Lawn Tennis Association
WPBC	Weymouth & Portland Borough Council
MOD	Ministry of Defence
RSPB	Royal Society for the Protection of Birds
SSSI	Site of Special Scientific Interest
DCC	Dorset County Council
OEC	Outdoor Education Centre
SSSP	Standard Scientific Statistical Package
AEIST	Association Internationale d'Experts Scientifiques du Tourisme
BBC	British Broadcasting Council
TIR	Tourist Intensity Rates
WTO	World Tourism Organisation
ISAF	International Sailing Federation

Chapter One - Introduction

1.1 Overview

Effective planning is the key to the success of any enterprise. The planning of mega-events will have major impacts whether political, social, economic, environmental and technological, all of which need to be considered not just for the main sites, but for all other venues as well (Chalip, 2002; Getz, 1991 & 1997; and Hall, 1992). In the case of the planning and staging of mega-events such as the Olympics, World Rugby and Football Cups, Commonwealth Games, the

central venue site and host city receive all the focus and attention, whilst some events are held at satellite venues.

Such satellite sites still have the responsibility of staging world-class events. This will involve planning in remote venues, communities and towns that form part of the overall tender and hosting of the event and the associated expense whether the bid is successful or not. However, these remote locations do not often receive the credit and fame of their host cities, nor their place in history. Their planning role will take possibly seven years from the time of winning the bid to the staging of the event in the case of the Olympics (www.bbc.co.uk/sport). Governments and local councils could change politically during this planning process, yet the events need support and careful strategic planning for them to be successful in their outcome.

The UK is presently awaiting the outcome of its bid to host the 2012 Olympic games. The main site and focus of the games will centre on a new complex to be developed in the East End of London in the Lower Lea Valley. However, several events will take place at satellite centres (Daily Mail, Nov 12, 2003) such as, the sailing at Weymouth & Portland, shooting at Bisley, horse riding at Badminton and tennis at Wimbledon.

Each of these satellite venues will be heavily involved in the planning of their particular sports within the overall structure of the Olympic games, alongside the event management at the main venue site in the Lower Lea Valley. The televised transmissions from these remote sites will only last for a few days, yet the planning and preparations including the subsequent staging of the Para-Olympic games, will take many months (Sailing for the World, Olympic Bid Document, Weymouth & Portland Sailing Academy – Appendix 1).

Mega-events have become increasingly popular as tourist attractions, contributing to the regeneration and the prestige of many urban areas, the 1992 Barcelona Olympics becoming the benchmark for urban renewal and regeneration known as the “Barcelona” Model (Monclus, 2003). Huge investments in new developments are required to host such mega-events, but it is only recently that interest has been paid to the need to plan effectively to gain major long-term benefits. The lack of plans or poor plans, are significant and often result in negative impacts rather than legacies (Shaw & Williams, 2000 & Andersson et al, 1999).

It is only in recent years that research has been carried out into the planning of these mega-events and their related impacts. Few studies are concerned with analysing the reasons for the sometimes negative outcomes; instead, concentrating on the economic advantages.

Roche (1994, p 19) writes, *“mega-events are risks at the best of times and their history contains as many tales of disillusion, incompetence and failure as it does of glorious success”*.

1.2 Research Area of Study and Rationale for Choice of Study.

The research for this dissertation is focused on the study of tourism planning in respect of mega-events at satellite sites and the associated impacts. The writer has followed with interest the selection and tendering processes undertaken in previous years by Manchester and how successfully they staged the Commonwealth Games in 2002 (www.manchester.gov.uk, www.sportengland.org/cg2002, www.manchester2002.co.uk). www.bbc.co.uk/manchester/2002/index.shtml)

In 2003, the staging of the Rugby World Cup in Sydney used many of the facilities commissioned for the Olympics in 2000, which were in many writers’ opinions, the best yet (Madden, 2002; Morse, 2001; Waitt, 2001 & 2003).

There has been much comment concerning the organisation and planning of the Athens Olympics including www.janes.com; www.bbc.co.uk; www.rte.ie/sport who all report that the games are behind schedule with regards to the stadiums, the transport infrastructure will not be ready on time and that the security needed for 10,000 athletes will not be in place sufficiently. There are planning aspects allowing some countries to be very successful at the staging of mega-events and yet in other events organisers can get things wrong as in Atlanta 1996 (British Olympic Association Report of the Atlanta 1996 Olympics). The crucial planning element is to ensure that the event is remembered for all the right reasons, leaving behind positive legacies and to benefit all involved, especially the local community, at all venues including those away from the main sites. The research will therefore evaluate the impacts of hosting mega-events, especially at satellite venues, with the case study of Weymouth & Portland as a potential Olympic venue in 2012.

Weymouth does not benefit from an all year around resort profile and therefore international recognition and a chance to revamp its image within the international media will greatly enhance the town and its surrounding areas both in prestige as well as economic benefits. Weymouth & Portland Bays are already used for many international water sport events. There is a Royal Yachting Association (RYA) "centre of excellence" in the Weymouth and Portland Sailing Academy (WPSA), presently being redeveloped (see pictures in Appendix 2) with a £6 million grant from the Sport England Fund and The South West of England Regional Development Agency (SWRDA) (www.ospreyquay.com/news & www.yachtingmonthly.com/auto/newsdesk). This grant has been given in preparation of the Olympic bid but also to increase and improve the facilities to host more annual world-class events.

The writer is using Weymouth as the case study as it is local to her place of residence, an area in which some prior knowledge is held, as the writer is a qualified Yacht master (theory) and Day Skipper (practical) with a background in sailing, and where contacts have been made within local government and the sailing community. Hammersley (2002) writes that choosing a convenient setting for research can influence the successful outcome of that research.

1.3 Research Objectives.

Aim of research is:

To examine the impacts of hosting mega-events at satellite venues.

Objectives:

- A. To determine the impacts of mega-events
- B. To decide if the impacts can be accurately predicted
- C. To identify the long-term viability of the infrastructure required at satellite venues
- D. To evaluate the effectiveness of the local community's voice in planning issues
- E. To study the opportunities available through media exposure and resort rejuvenation.

1.4 Research Hypotheses. (in brackets the objectives they relate to)

- The lifecycle of the impacts of mega-events is a constant irrespective of the approach used to sustain them. (Objective A)
- Mega-events have a positive net impact on the destinations in which they occur and they can be accurately predicted. (Objectives A & B)
- Local communities must have a voice in the planning process of mega-events to safeguard the socio-cultural impacts. (Objective D)
- Hosting mega-events can help to rejuvenate and redevelop urban areas. (Objectives B & E)

- The infrastructure required to host mega-events and to capitalise on the long-term benefits, justifies the disruption to communities and businesses. (Objectives B & C)
- The impacts of hosting mega-events can be positive if advantage is taken of existing available infrastructures. (Objectives A & C)

1.5 Research Methodology.

Chapter 3 contains full details of the methodology adopted for this dissertation and consists of primary and secondary research. A triangulation approach has been adopted for the research through questionnaires, interviews and secondary research to ascertain the necessary data to be able to test the research hypotheses.

1.6 Layout of the Dissertation.

This dissertation is made up of six chapters and seventeen appendices. A brief description of the contents of each chapter follows:

Chapter 1: introduces the background and area of study, including the aims, objectives and research hypotheses. It further gives an explanation of the research undertaken, the methods used and the personal rational for choosing this particular area of study.

Chapter 2: this chapter examines the literature connected to the study, namely mega-events and their impacts. The history of mega-events and especially the Olympic games is investigated and the impacts both short and long-term investigated through analysis of mega-event life cycles. The opportunities for resort regeneration and redevelopment through well-planned tourism infrastructures will be investigated. The involvement of local communities in past events and their ability to have a say in the planning process alongside any recommendations arising will be discussed. Finally in this section, a review of any previous research on satellite venues will be explored.

Chapter 3: The focus of this chapter will be to present and justify the different methods selected to test the validity of the research hypotheses, as well as outlining how the obtained data was analysed. The limitations of the research will also be addressed and an overall evaluation of the research is offered.

Chapter 4: The case study will concentrate on the British Olympic bid and the importance of Weymouth & Portland within that framework. It then evolves into a study of the Sailing Facilities and infrastructure presently sited in and around the Weymouth area and gives a factual presentation of the case study. The objective is to provide the necessary framework for the findings and analysis that follow in chapter 5.

Chapter 5: contains the main findings and the analysis. The chapter is divided into two sections, presenting and discussing the survey findings from the questionnaires and interviews respectively.

Chapter 6: holds the conclusions to the research study and summarises the support for the research hypotheses. It also offers best practice and recommendations for further research.

1.7 Summary of Chapter One

This chapter introduces the dissertation and outlines the structure to be followed, including summarising the subsequent chapters beginning with the literature review.

Chapter Two – Literature Review

2.1 Introduction

The purpose of this chapter is to present a critical assessment of the relevant literature on mega-events and their planning timescales. The review attempts to measure the extent to which organisers of mega-events can strategically plan, with particular reference to the Olympic games, using life-cycle analysis. It also evaluates the importance given to tourism planning and the impacts seen before, during and after the event. The roles local communities can play alongside non-governmental organisations in effective planning are also discussed, as are the opportunities for urban regeneration.

The literature review covers existing written theories to guide the topic of this research and to analyse the findings and knowledge already written on the issues. The explanatory approach is used, as it is “*more focused and seeks to discover existing research, which might throw light on a specific research question or issue*” (Veal, 1992, p84)

2.2 Mega-events

Events have long played an important role in society and special events have a role in the development of the tourism industry, especially as they have the potential to attract visitors globally. The event industry is wide ranging from the smallest of exhibitions, conferences and parties to large-scale sport and entertainment events Getz (1991). In addition, he writes, “*a special event is a onetime or infrequently occurring event outside the normal program or activities of the sponsoring or organising body. To the customer, a special event is an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience*” (Getz, 1991 p.44).

According to Hall (1992), mega-events, otherwise referred to as special or hallmark events, are major fairs, festivals, expositions and cultural and sporting events which are held on either a regular or one-off basis. He further writes that these events have become a key tool in the tourism marketing strategies at international, national and regional levels through their primary function of providing tourism opportunities. These events are also extremely significant as “*they may leave behind legacies which will impact on the host community far more widely than the immediate period in which the event actually took place*” (Hall, 1992, p1). Humphries and Plummer (1994), agree that the short-term impacts are mostly financial whereas the long-term impacts are referred to as the Olympic Legacies.

2.2.1 Mega-Events as Civic Celebrations.

Increasingly towns and cities are using special events as a means of serving a host of policy objectives from delivering tourists, to regenerating communities and celebrating moments in time, to arousing civic pride, inspiring the arts and stimulating regional economies (Bowdin et al, 2001, Hall, 1992). Gunn, (1988, p 259 in Hall, 1992) argues, “*Probably the fastest growing form of visitor activity is festivals and events*”. Law (1993, p 97) agrees that they are “*large events of world importance and high profile which have a major impact on the image of the host city*”.

Examples of impacts include; large-scale public expenditure, improved infrastructure, the redevelopment of urban areas and increased world profile. In contrast Hall (1992, p. 1) argues,

that the study of mega-events “is fraught with definitional, methodological and theoretical problems which reflect the many research directions that exist within the study of tourism”. Moreover, Armstrong (1986, in Hall, 2000) recognises that the hosting of international events promotes esteem, allowing local people to display their skills, cultural attitudes and civic pride.

2.2.2 Mega-Events as generators of tourism.

Ritchie (1984, p2) defines Hallmark events as, “major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention.”

Other writers (Ritchie, 1984; Buck, 1977; Hall & Selwood, 1987 all in Hall, 1992) believe that the primary function of the hallmark tourist event is to allow the host community the opportunity to have a prominent role in the tourism market for a short, well-defined period of time. The event is distinguished from other attractions as it is not continuous or a seasonal phenomenon.

2.2.3 Costs of hosting Mega-Events.

Of critical importance in relation to defining special events is the large outlay of public monies, which may be associated with the hosting and with bidding for such events, (Hall, 2000). The majority of hallmark events have substantial government involvement, whether national, state or local, with the level of governmental financial assistance increasing in relation to the size and marketing scale of the event.

Ritchie (1984, p 2) understood the events to have “an ability to focus national and international attention on the destination”, whilst Burns and Mules (1986, pp 6-7) argue that “hallmark events are events that are expected to generate large external benefits, or where the external benefits are so widely distributed and the event costs are so substantial that they are funded, either partially or wholly, with public monies.”

2.2.4 Problems with definitions of Mega-Events.

The 1987 Congress of the Association Internationale d’Experts Scientifiques du Tourisme, (AIEST), (Getz, 1999, Marris, 1987 in Andersson et al, 1999, Jafari, 1988) resolved that mega-events could be defined in three different ways see Table 1.

Table 1- AIEST definition of Mega-Events

1	By volume (1 million+ visitors)	
2	By a money measure (Canadian \$ 500 million+)	
3	In psychological terms (“must see”)	
Source author and Getz, 1999		

Nevertheless, substantial difficulties remain in the definition of mega-events. While they may have certain common characteristics, such as large visitor numbers in relation to the size of the event or attraction, there are also fundamental differences, which have significant implications for the analysis of their impacts.

Getz (2003) argues that mega-events can be categorised by the strain the event places on the destinations infrastructure. Whilst communities do not necessarily need new facilities, they encourage the event as a catalyst for infrastructure improvements because external funds can be obtained.

Mega-events (such as World Fairs and Expositions, the World Cup Finals of Football and Rugby or the Olympic and Commonwealth Games) are events targeted expressly at the international tourism market and may suitably be described as ‘mega’ by virtue of their size in terms of

attendance, target market, level of public financial involvement, political effects, extent of media coverage, construction of facilities and impact on economic and social fabric of the host community alongside any environmental degradation. Domestic tourists are still attracted to these events, but it is the international dimension in promoting these short-term tourist attractions, which leads to the large scale of the associated impacts. The expressions, 'hallmark', 'special' and 'mega-event', therefore apply to a wide range of events, which exhibit a broad range of impacts at various scales (Getz, 1991 & Hall, 1992 & 2000).

2.2.5 "The Ostersund Declaration of Mega-Event Tourism".

At the 1997 "Talk at the Top" International Conference on the Impacts of Mega-Events, held at Ostersund, Sweden on 7/8th July, (this conference developed "The Ostersund Declaration of Mega-Event Tourism"), it was recommended that any research directed towards analysing the economic, socio-cultural and environmental effects of events should be improved and coordinated on a global basis. At present each individual event carries out its own detailed work (Andersson, 1999 and Fayos-Sola, 1998). Each event is different and unique, yet there are trends seen running through the planning processes and from the volume of published literature, that could be co-ordinated globally. The conference further recommended that international tourism standards be developed concerning the methodology for the study and the measurement of mega-events, enabling the collection of reliable data to quantify and compare the impacts and long-term effects of mega-events. This will involve the co-operation of governments, universities and professional bodies to realise the full potential of mega-events in social and economic development.

2.2.6 Mega-Events and life cycles.

However, despite all the above writers' positive observations of hosting mega-events, it is only Getz (2000) writing in Gartner and Lime (2000), who questions the life cycle and saturation issues involved in hosting these events. He believes that with the rapid expansion seen within the events sector over the past few decades, it is perhaps opportune to debate whether this rate of expansion can continue or whether they will enter a period of decline "*or a golden age of permanent maturity*" (Getz, 2000, p.175). He believes that no single factor has been responsible for this rapid growth, rather a combination of the global growth in population, disposable incomes, increased leisure time and mobility. Hall, 1992 & 2000, agrees that a number of reasons are responsible for this growth as shown in Table 2.

Table 2 - Reasons for growth in Mega-events with appropriate references.		
1	Positive imaging - putting the region, city & community on	(Monclus, 2003) - Barcelona, (Stamakis et al, 2003), (Law, 1993), (Chalkley and Essex, 1999),

	the	(Auld & McArthur, 2003)
	map.	
2	One city seeks to emulate the	(Madden, 2002), (Searle, 2002),
		(Toohey & Wallingford, 2001),
	success of another city	(Waitt, 2001), (Brissenden, 1987)
3	Economic development	(Hall, 1992), (Auld & McArthur, 2003),
	potential as seen by	(Hughes, 1993), (Jeong, 1999)
	government	(Mathieson & Wall, 1982), (Crompton, 1995)
4	Segmentation and	(Chalip L, 2002), (Crompton & McKay, 1997),
	specialisation	(Morse, 2001), (Shackley, 2000)
	within the tourism market	
5	Availability of government	(Hall, 1992), (Gunn, 1994), Persson, 2002)
	grants for sports, art and	
	culture	
6	Attracting of investment by	(Burgan & Mules, 1992),
	the	(Shone, 2001), (WTO, 1997)
	use of profile and image	
7	Promotion of civic pride and	(Brissenden, 1987), (Chalkley and Essex,
	the	1999),
	desire to overcome	(Law, 1993)
	adverse circumstances	
8	The changing nature of	(Boniface and Cooper, 1994),
	leisure	(Cooper and Fletcher, 2000),
	activity in western society	(Faulkner et al, 2000), (Pearce and Butler,
		1999),
		(Crompton and McKay, 1997)
Source: Hall, 1992; Getz, 1997 and the dissertation author		

Hall, (1992) further writes that some events may be a response to social problems, for example seen in Italy, where the Mayor of Rome organised street festivals to encourage the citizens of Rome to celebrate the traditional street life of the city after a series of attacks by the Red Brigade. The festivals proved immensely successful and have now become a permanent feature of city life.

However, Jones (1993 in Getz, 2000) also believes that the event market could be reaching saturation point. She noted that a 1992 Policy Studies Institute Report, discovered that more than half the festivals running in the UK that year were running at a loss and organisers were finding it increasingly difficult to compete for audiences. Another reason for this high failure rate was due in part to the inexperience and lack of managerial skills of the organisers, particularly in the marketing of the events.

2.2.7 Butler's Resort Life Cycle

Whilst destinations can have life-cycles as seen through an examination of Butlers' resort cycle model (Butler, 1980 in Mathieson and Wall, (1982) and Butler, 2000 in Faulkner et al, (2000)), care should be taken to ensure that the events' sectors evolution does not necessarily vary directly with that of the resort. This is because many events whilst taking place in tourist areas, are not just dependent on the tourist market for their success. Getz (1991), questions Butler's theory by arguing that some destinations are constantly evolving, for example Niagara Falls, which he believes is in permanent state of maturity, where product introduction, growth, maturity and decline occur simultaneously. Behind this theory is the belief that this happens in order to attract new and repeat visitors and to encourage longer stays.

Bonnemaïson (1990) in Hall, 1992, p 42, argues that *"cyclical events, such as markets, fairs and festivals – temporary urbanism – appear and disappear like apparitions or television images,*

visible when on and invisible when off.” Nevertheless, hallmark events may leave long term architectural, economic, social, political and environmental legacies, positive and negative, well beyond the immediate period of the event as seen in Barcelona, after the 1992 Olympics (Fayos-Sola, 1998).

Whilst other writers criticise the life cycle concept, (Lambkin and Day, (1989); Hart et al (1984), both in Getz, (2000), in Gartner and Lime, 2000), in preference to the population ecology model or a more detailed evaluation of the underlying generation process (Lundtorp and Wanhill, 2001), they agree that the notion of carrying capacity is a better measure of eventual survival. They write that over time competition will intensify as resources become scarce and only those organisations that adapt strategically will survive. Getz (1999 and 2000) writes that whilst fashions change, so can the fortunes of the organisers through not paying due attention to organisational culture and its impact on the corporation. Organisations, which are prepared to learn and adapt through strategic planning and research, are more likely to survive in the events market.

Linberg et al (1997); O’Reilly, (1986); & Getz, (2000), believe that the less an event is tied into purely profit making commercially, the less likely it will succumb to old age or competition. Unlike resorts, cities and institutions (such as the Olympics, Football Association) do not fade away and die, so if the event is not on a permanent site, it can be moved spatially or temporally in response to problems and can even be temporarily shut down (e.g. moving national football matches to the Millennium Stadium in Cardiff whilst the Wembley complex is being rebuilt, BBC online). Further events can be reborn under new names and management. From a community’s point of view, it is not the individual life cycles that are of importance, rather the overall portfolio that is of greater importance (Getz, 2000).

2.28 “Mega-Event Strategy”.

Andranovich et al (2001) discuss the “mega-event strategy” which they believe to be a new and potentially high-risk strategy for stimulating local economic growth. In their study they highlighted cases in the United States, where private organising committees rather than government public bodies, were involved in the preparations of three Olympic games; Los Angeles, Atlanta and Salt Lake City. The subsequent planning review resulted in questions being asked about policies that did little to engender public opinion, or deal with social issues, but rather to maximise profits for the private organisation involved. Indeed, whilst all the bids promoted the uplifting of the people and fighting poverty, none of them had the funds to do so. Alongside these developments has been the expressed strategic decision by different organisations to use events to promote places as well as charitable or social causes. He further writes that this growth has also benefited business corporations through event marketing and that corporate sponsorship has been the main reason for many events actually taking place at all.

However, the comments of several journalists on the Atlanta games, show they are best remembered for the big corporate sponsorship overload (Washington Post online; www.canoe.ca; Atlanta ’96 – Official Olympic Report) and the Salt Lake City games being remembered for the scandal of the bribery of IOC officials in the awarding of the bid (Toohey and Veal, 2000).

2.29 Significance of events.

Ritchie (1984) classified hallmark events according to their religious, cultural, commercial, sporting and political emphasis. There is also the social and economic importance, the

significance of which changes according to the perspective of the viewer, be they the organiser, the host community, the stakeholder or the visitor. He further writes that different cultures and western versus non-western attitudes will play a significant role in this perception. Friedmann (1990, in Hall, 1992) writes that many non-western cultures have different ways of celebrating their traditions based on their religious and cultural values.

2.3 Impacts of Mega-events.

The prioritisation of objectives will certainly influence the impacts of an event. If tourism predominates, then marketing efforts will be maximised with the risk of negative social and environmental consequences. If tourism volumes are stressed, rather than an emphasis placed on lower numbers but higher yield, then problems such as over supply and breaching carrying capacity are at risk (Andersson et al, 1999).

2.3.1 Economic Impacts

Hall argues (1992, p 65) *“although the economic effects of hallmark events can be extremely beneficial to host communities, substantial methodological problems remain in the evaluation of economic impacts”*. Bramwell, (1997), believes there is a temptation to evaluate mega-events too soon after the event has taken place and before the full impacts can be assessed. Roche (1994) supports this and agrees that mega-events are short-term events with long-term consequences. He writes that mega-events involve the creation of infrastructure and event facilities with long-term debts and therefore require long-term use programming.

Getz (1991, p 76) suggests that *“typical economic impact assessments appear to serve only one purpose; that of exaggerating the economics of events to gain political advantage.”* The misuse of multipliers and econometric models is a symptom of this problem. However, Fleming and Toepper, (1990, in Hall, 1992) argue that despite the reservations, the development of methodologies and information on employment and economic benefits are vital to government and private industry as a base for projections and future decision making about the hosting of mega-events. Fayos-Sola, (1998) agrees that mega-events have the potential for increases in employment and income generation, yet the effects of mega-events are often indirect and long-term, with the primary impact more limited and expensive to achieve. Andersson, (1999) believes that to truly evaluate an event requires a more in-depth approach looking at intangible measures such as emotions, friendships and experiences.

Organisers of events need analysis of economic impacts to evaluate the benefits for the local economy, assess projected levels of attendance and finally to provide information for the public domain (the local community), on the merits of the event, especially if it is considered a potentially contentious issue.

2.3.1.1 Economic Multipliers

Mathieson and Wall (1982) and Kasimati (2003) write that the positive economic impacts can be measured by the use of economic and income multipliers that investigate the direct, indirect and induced spending within the event area. In addition there are also sales multipliers, output multipliers and employment multipliers. The impacts on the balance of payments, employment and income and entrepreneurial activity are all positive. Hall (2000) believes that the most critical determinant for estimating the economic impacts on the host community is to establish the balance of visitor spending versus local spending as the greater the amount of visitor spending, then the larger the potential flow of income into the host community.

2.3.1.2 Economic Evaluation.

There are three main forms of economic evaluation, tourism multipliers, input-output analysis and cost-benefit analysis (Cooper et al, 2000; Hall, 1992 & 2000; Archer and Cooper, 1999 in Theobald, 1999; Fletcher, 1989;) The utility of any evaluation model will be its ability to generate valid and useful data for the necessary decision-making. Even without a guarantee of the Olympic Games, Utah committed \$59 million in state funds in 1989 to winter sports on the basis of the economic impact assessments prepared (Turco et al, 2002) and that the morale of employees was elevated through the economic reports. Burgan and Mules (1992 & 2001) stress the importance of ensuring that only the expenditure accrued directly from the event is included in any impact studies. This means excluding any expenditure from tourists who would have visited regardless of the mega-event. However, Humphreys and Plummer

(www.selig.uga.edu/forecast/olympic/OLYMTEXT.HTM) carried out an economic study prior to the hosting of the Atlanta 1996 games, using a version of the input-output modelling system called RIMS 11. They quoted in their study that the total economic impact is the sum of the direct and indirect impacts and their respective induced impacts.

Goldblatt (1997) argues that the better the research conducted prior to the hosting of a mega-event, the greater the probability that the event will match the planned outcomes of the organisers.

The goals for the Cape Town, bid for the 2004 Olympics stressed its support for tourism and economic development as well as the opportunity to position Cape Town as one of the world's great cities, after years of international boycotting, and the internal problems seen within the country. At the same time the goal was to generate community sports and recreation facilities (Leipold and Van Zyl, 1996 in Andersson, 1999 and Kasimati, 2003). The facilities proposed for this bid have enabled South Africa to successfully bid and be awarded the hosting of the 2010 World Cup of Football (The Sunday Telegraph, May 16th, 2004 & Daily Mail, May 19th, 2004).

2.3.1.3 Negative Economic Impacts.

Negative economic impacts include, opportunity costs, over-dependence on tourism, higher inflation and fluctuating land values, seasonality and external costs. These impacts include high leakages from developing countries whereby tourism income is taken out of the country back to the tourism developers' home nation. Land speculation was seen in Australia during the America's Cup Defence, (Hall, 1992). Low returns on investment because of seasonal fluctuations in demand and over-dependence have been lodged as major criticisms of the tourist industry in general (Turco et al, 2002 & Standeven & DeKnop, 1999).

Kasimati, (2003) argues that through studying the economic aspects of previous summer Olympics, the larger the assessed area, the smaller the leakages that are likely to happen and then the larger the multiplier is likely to be. Various estimates have been made for the Athens 2004 games including a total economic impact of US \$15.9 billion, 5.9 million visitors and 445,000 new jobs in a period spanning 10-12 years (Kasimati, 2003)

2.3.1.4 Anti-Olympic Movements and their own Economic Impact Assessments.

Kasimati, (2003) discusses anti-Olympic movements that exist and prepare their own versions of economic impact studies, which they believe often show the true picture. The "bread not circuses" movement in Toronto and the Sydney "People Ingeniously Subverting the Sydney Olympic Farce", both made use of the Internet to spread their messages of discontent. They

argued that the money being spent on the games was being diverted from more important causes. Already Vancouver has an anti-Olympic alliance, "The Impact of the Olympics on Community Coalition", even though the winter Olympics are not until 2010. Their main aim is to act as a community watchdog and to ensure that the environmental, social, economic and civil rights issues remain in the public domain and also that the Olympics will benefit everyone. To achieve this, the writings of Fletcher and Wanhill (2000) believe that for there to be successful development, there needs to be a partnership between all the tourism stakeholders, with the coordinating role belonging to the public sector (national and local government). Globalisation has weakened the power of national governments with regard to economic activity, yet they should ensure collaboration between nations by enforcing regulation and intervention in development where needed.

Haxton, (www.sport.gov.gr/243144/paper11.html) discusses that though community involvement in the planning of Olympic games is only a recent development, and therefore there is little research in this area, it is important to concentrate in the future on the reporting of all planning leading up to the hosting of the games and not just on the event itself. He argues that a participatory approach to planning, involving the community, is paramount to overcome growing concern about the potential impacts of such events. *"Potential host communities appear to be questioning whether in fact the purported benefits are realistic and whether they outweigh the potential negative impacts"* (p, 2).

2.3.1.5 Zone of Influence

Smaller events in smaller towns will have a larger impact per business yet the visitors might not stay as long because there is less to see and do; this is described as the "Zone of Influence" by Andersson (1999) and Hall (1992, 2000 & 2002). The concentration of mega-event activities has several advantages but because of the nature of some of the activities, especially in the variety of sporting events at the Olympics, is not always possible. The advantages of concentrating the facilities include lower travel costs, more efficient use of transport and venues, better management of visitors and as a consequence fewer negative impacts on the environment and community (Hall, 2002). Conversely, the dispersal of events could prevent congestion. It is the nature of the event that determines how much dispersal is acceptable or geographically necessary, for example the location of suitable sailing facilities (www.athenshousing.com/olympicshistory/olympicports/sailing.html).

Teigland (in Andersson, 1999) examined the inbound/outbound traffic of the Lillehammer 1994 Winter Olympics and concluded that Oslo benefited more as the gateway into the country while areas north of the main Olympic site in Lillehammer, suffered a decline. In comparing Lillehammer to Calgary in 1988, and comparing their respective zones of influence, Calgary, with its own international airport and being a bigger site with several sites within the city itself, did not suffer through the displacement of tourists to the surrounding areas and suffer the consequent drop in tourism demand for the mega-event.

The economic effects of hosting mega-events are not always distributed uniformly, due to the displacement of non-event related tourist expenditure and the changes seen in the spending habits of the local residents. Zwolak, (1987 in Hall, 1992) reports that during the America's Cup in 1987, major hotels experienced a downturn in food and beverage income even though the hotel occupancy rates were up as guests were choosing to eat at the events rather than in their hotels. The local restaurants also reported significant downturns in trade as guest stayed at event sites.

Turco et al (2002) discuss how the economic impacts of hosting sporting events are geographically distributed as sports tourists make purchases at different stages of their trips. The direct economic impacts will occur in the “support area” and care must be taken to distinguish income retained from income exported, by identifying the geographic origin and destination of the expenditures.

2.3.1.6 The “London” and “Los Angeles” effect.

There is also the danger that tourists who would normally visit the sites in question, may stay away whilst the events are taking place, due to concerns about overcrowding, price inflations and latterly terrorism. A phenomenon called the “London” effect, after the Royal Wedding of 1981 or the “Los Angeles” effect, after the 1984 Olympic games (Zwolak, 1987 in Hall, 1992, and Getz, 1991) has already been seen in Athens where accommodation prices have been reduced in some cases by as much as 40%.

Brown (1999, in Anderson 1999) carried out a study trying to anticipate the impact of the 2000 Olympic games in Sydney, and proposed a controversial scenario. Whereas the Australian Tourist Commission predicted A\$7.3 billion added to Australia’s Gross Domestic product, Brown believed the major impacts would be disruption and decreases in arrivals to the country in the weeks before, during and after the event. Leiper (1997, in Andersson, 1999) agrees and drew upon reports from the Atlanta games to support his argument and there is evidence that some businesses experienced very turbulent markets for example low visitor numbers to Atlanta Zoo throughout 1996.

2.3.2 Other Impacts

Whilst many different writers discuss the economic impacts of hosting Olympic mega-events (Andersson, 2001; Brown et al, 2002; Burgan & Mules, 2001; Fayos-Sola, 1998; Humphreys & Plummer, 1995; Kang & Perdue, 1994; Kasamati, 2003; Madden, 2002; Morse, 2001; Ritchie, 1984;), only a few study the non-economic impacts and these are shown in Table 3.

Table 3 - Olympic Impact Studies

Games/bid	Studies	Issues Covered
Montreal, 1976	Robin (1988)	Benefits to sport and culture
Calgary 1988	Ritchie and Aitken (1984, 1985)	Various
	Ritchie and Lyons (1987, 1990)	Urban impact/Community involvement
	Hiller (1989, 1990)	Community impacts/perceptions
	Haxton (1993)	
	Mount and Leroux (1994)	Business impact
Seoul, 1988	Kang (1988)	Various
	Jeong et al. (1990)	Urban impact
Albertville, 1992	May (1995)	Various
Lillehammer, 1994	McIntyre (1995)	Environment
Toronto bid (for 1996)	Lenskyj (1992, 1994*, 1996*) * same studies	Community involvement

	Kidd (1992)	
Atlanta, 1996	French and Disher (1997)	Various
Sydney, 2000	Darcy and Veal (1994)	Various
	Booth and Tatz (1994)	Community involvement Urban imaging
	Lenskyj (1994*, 1996*)	
	Hall (1995, 1996)	

Source: Haxton P A (www.sport.gov.gr/2/24/243/2431/24314/243144/paper11.html)

2.3.3 Political Impacts

The virtues of international tourism and the hosting of mega-events have been celebrated by the World Tourism Organisation as a major force for peace and understanding between nations. The reality is often far removed from this image (Archer and Cooper 1999, in Theobald, 1999). Hall (1994) believes that until political scientists work together and collaborate their studies, especially in the political roles played by tourism development around the world, then the role of tourism as a major source for peace will never materialise. Also important is the investigation of the stage within the tourism lifecycle, at which community involvement is most appropriate and the stages at which communities are most vulnerable to external political and commercial decision making (Hall, 1992 and Haxton, (www.sport.gov.gr/243144/paper11.html)).

Bowdin et al (1999) believe that Government's have realised the ability of events to raise their profiles as politicians and of the cities they govern, besides economic benefits. Shone (2001) agrees that certain types of events, especially large-scale, do have political impacts even if is only to provide a mechanism to indicate some form of political status. Hall (1992), whilst agreeing, explains that at the macro-level events can advance political objectives or values, whilst at the micro-level events may be used for personal political ambitions or to raise institutional goals.

Mega-events can also become forums for displaying publicly any political differences and allows the high profile boycotting of events by nations who may have different political ideals, as seen in the United States boycott of the Moscow Olympics after the Soviet invasion of Afganistan. There appear to be no boycotts expected at the Athens 2004 games, with a record 201 nations represented, yet the bill for the security operation will exceed the estimated US \$750 million (Hope, 2004, The Times, April, 17th, 2004 & The Guardian, March 13th, 2004).

2.3.4 Socio-Cultural Impacts

Shone (2001, p 66) states that the benefits of hosting mega-events include opportunities *"to create better social interaction, help to develop community cohesion, increase cultural and social understanding and improve the communities identity and confidence in itself"*

Archer and Cooper (1999) comment that whilst early work on the effects of tourism concentrated on the economic aspects because such impacts were more readily quantifiable, economic benefits are often offset by adverse and previously unmeasured environmental and social consequences.

Carnacho (1999, p 5) states, *"not only is it beneficial in economic terms, it is right and proper that the people of a nation should be offered an opportunity to widen their horizons and to become*

aware of their history and their religious, cultural, industrial and political heritage.” Hughes (1993, p 61) argues “despite evidence that awareness of the host persists after the event, there is little evidence that visits increase”.

Fox, (1977 in Matheison and Wall, 1982) believes that socio-cultural impacts of tourism affect value systems, behaviour, family relationships, life styles, safety, morals and traditions and ceremonies, affecting people directly rather than financially or environmentally. These impacts refer to changes in the quality of life of residents in tourism destinations.

Standeven (1993, in Weed and Bull, 2004) suggests that sports tourism and event tourism allows for celebration and displaying of cultural differences, especially through the official opening and closing ceremonies, without feeling the pressure to conform to global convergence of cultures. However, she also urges caution for the threat that large-scale sports tourism can encourage cultural homogeneity from globalisation.

Shaw & Williams (2000) write that changes brought about by ‘guest – host’ encounters run through both social and cultural dimensions and should be viewed separately, yet Mathieson and Wall (1992) argue that it is extremely difficult to do this as they interact.

2.3.4.1 Doxey’s Index of Irritation

Few studies measure the social impacts of tourism, the most widely used framework for describing the effects of tourists on a host society being “Doxey’s Index of Irritation” developed in 1976. This index represents the changing attitudes of the host population to tourists along a linear scale with increasing levels of irritation as the volume of tourists grows. The stages of progression begin with euphoria as tourism develops, to apathy, irritation and finally antagonism in the face of increasing development. The sequence is determined both by numbers and compatibility of each group, related to culture, economic status, race and nationality (Turner & Ash, 1975 in both Mathieson and Wall, 1982 and Shaw & Williams, 2000).

Doxey’s scheme, useful in exploring the reactions of residents, is limited in that it does not allow for the inclusion of visitor management schemes, which may reduce visitor pressure, or cases where local communities become involved in tourism planning. Haywood (1988) encourages responsible and responsive planning of tourism in the community. Though his suggestion was written over 16 years ago, it is still relevant in today’s planning processes. He advocates citizen involvement through a more participatory approach, not the abandonment of centralised government tourism planning but more tourism planning at the community level. Many of his suggestions appear in the South-West Tourism document “Towards 2015” (the regional body responsible for the South-West of England and their strategic plan for the future).

An important factor in the growth of hostility towards tourists is the ratio of numbers of tourists to locals and associated disruption levels, relative to the size and spatial distribution of the host community. This is most keenly felt on small island communities as seen in Doxey’s study of Barbados (Matheison and Wall, 1982). Harrison (1992, in Shaw & Williams, 2000) measures numerical impact through “tourist intensity rates” (TIRs) and also highlights the cases of Bahamas and Barbados who have very high TIR’s.

2.3.4.2 Alternatives to Doxey's Index of Irritation

Bjorkland and Philbrick (1975), in both Shaw and Williams, (2000) and Mathieson and Wall, (1982); and Ap and Crompton (1993) have suggested alternative more flexible models that are more dynamic allowing different sections of the community to hold different views at the same time.

Host/visitor conflicts are negative impacts of sports tourism, especially spectator disorder at sporting events. The policing at such events often pushes the problem outside of the immediate area and, particularly with football hooliganism, focuses on town and city centres. However, these problems are not insurmountable if recognised and addressed by all the relevant parties involved, particularly by organisers and locals as much as by the participants themselves (WTO Conference – Sport & Tourism, 2001).

2.3.4.3 “Demonstration Effect”.

Another socio-economic impact is the phenomenon called “demonstration effect”. This is where locals, especially young people, adopt the behaviour and consumption patterns of the visitors. This can be positive where locals are encouraged to adopt better levels of education and living standards (Rivers, 1973 and Sharpley, 1994, both in Shaw & Williams, 2000; Mathieson and Wall, 1982; Archer and Cooper, 1999 in Theobald, 1999). Conversely, there is much evidence that locals adopt bad habits and start to live beyond their means demanding ever more imported luxurious goods, causing an economic drain on the local economy (Clevedon, 1979 in Shaw and Williams, 2000). In addition, young people choose not to enter local traditional jobs as they no longer seem attractive and better incomes can be gained from working in the tourism marketplace.

2.3.4.4 Moral Changes and the “Confrontation Effect”.

Archer and Cooper, (1999 in Theobald, 1999) believe that the “demonstration effect” should be further developed and called the “confrontation effect” as the least desirable by-products of tourist/local confrontation can lead to increases in crime, gambling, prostitution and drug trafficking, yet the result for some locals can be prosperity.

Other impacts include the loss of traditional languages and the spread of aids and other health risks in tourist destinations, in addition to traffic congestion and the additional costs of police and fire protection (Turco et al, 2002). Positive initiatives involving communities and local governments have developed partnerships dedicated to reducing these impacts (Jud 1975 & Stronge 1974, in Mathieson and Wall, 1982).

2.3.4.5 Cultural Drift.

Tourists enjoy forms of culture that are based around tangible objects; the purchasing of local crafts, visiting cultural sites, folklore as reflected in special festivals (Mathieson and Wall, 1982). Many writers have discussed this subject further including Nunez (1887, in Shaw & Williams, 2000) who writes about cultural borrowing between two contact cultures. An alternative approach from Collins (1978, in both Mathieson and Wall, 1982 and Shaw & Williams, 2000) discusses “cultural drift”, whereby changes in the host culture are at first only temporary but then become exploitive. The level of interaction will ultimately depend on the patterns of these encounters and the level of intervention and co-operation between local communities through new initiatives.

Mathieson and Wall (1982, p163) write that “*intercultural communication can lead to the removal of social or national prejudices and the promotion of better understanding and positive social*

change”, yet Hassan (1975) writing in Mathieson and Wall, argues that contemporary tourism does not often encourage strong intercultural relationships, rather tourism can create new prejudices due to stereotypical images. Similarly, the over commercialisation and commodification of culture can result in loss of meaning when money becomes involved. The destruction of local crafts and rituals leads to “staged authenticity” according to MacCannell (1973 in both Mathieson and Wall, 1982 and Shaw & Williams, 2000). There are also many examples where tourism has resulted in the revival of craft activities, known as emergent authenticity, with positive impacts.

2.3.4.6 Demolitions and Re-housing.

Another consequence of hosting mega-events is the desire by governments to “remove” from the view of the world’s press and visiting dignitaries, undesirable neighbourhoods. Prior to the International Monetary Fund and World Bank meeting in Bangkok in 1991, 1900 residents from the slums next to the convention centre were relocated on the grounds that they could provide “shelter for terrorists”. However, it was considered at the time that the government was more concerned about the image portrayed to the world’s bankers. (Handley, 1991 in Hall, 1992)

The relocation of residents and the building of barriers to hide less desirable areas are seen as potentially explosive political issues when planning mega-events (Hall, 1992). Richter (1989, in Hall, 1992) writes that the opportunity to host mega-events affords an opportunity to demonstrate the strengths and achievements of the host city to the rest of the world.

In order to gain many of the positive impacts of hosting sports tourism events, there is sometimes the need to demolish low-income housing to make way for new facilities and infrastructure. For the Barcelona Olympics in 1992, the displacement of indigenous communities took place along the waterfront. The redevelopment of the land was seen as a positive move to improve the environment and the image of the city, yet the displacement of these peoples to new improved housing elsewhere, whilst giving a better standard of living, still uprooted them from their working and social networks and communities (Andersson, 1999).

2.3.4 Visitor Experience

From the visitor’s perspective, attending mega-events allows the opportunity to participate in a once in a lifetime experience, very different to everyday life (Getz, 1989). Various classifications of tourists have identified those most likely attracted by mega-events, the allocentrics, explorers and the high-contact travellers (Smith, 1989, Cooper et al, 2000). Due to the nature of the mega-event there is universal appeal and peoples’ motivations to visit include physical, cultural, interpersonal and status. To be accurate in these motivators, visitor surveys should be collected from visitors during the event. In more specialised events, such as sporting events, spectators are likely to be people who already participate in and follow the sport, and for a “hallmark” or special event such as the Olympic games, then people may visit regardless of any interest in the sport, as they wish to enjoy the experience (Turco et al, 2002).

2.3.5 Physical/Environmental Impacts

The word ‘environment’ has a lot of emotion attached to it (Mathieson and Wall, 1982) and in recent years there has been a wealth of environmental legislation and agreements passed with the primary intention of protecting the “natural capital” of the world’s resources for the future (McCool and Moisey, 2001; Swarbrooke, 1999).

“The environment, be it predominantly natural or largely man-made, is one of the most basic of resources for tourism” (Mathieson and Wall, 1982, p 93). However, it is tourism and the growth

seen over the last 50 years that is leading to some of the negative changes seen in the environment. Sites, landscapes, eco-climates and natural wonders that have encouraged the development of tourism are being gradually eroded by visitors, yet tourism provides the incentive to restore and protect ancient monuments, archaeological treasures and for the conservation of natural resources (Mathieson & Wall, 1982; McCool & Moisey, 2001 and Weed & Bull, 2004). The relationship between tourism and the environment is symbiotic. The insensitive use of the countryside, with its finite resources and similarly the incompatibility of some sports with each other, for example fishing and water skiing, require spatial management strategies providing local government's recognise that these problems exist (Weed and Bull, 2004).

The Rio de Janeiro Earth Summit in 1992 and The Johannesburg Summit of 2002 brought the issue of sustainability and the environment to the centre stage yet, whilst the United States refuses to ratify such treaties as the Kyoto Accord, there will never be global agreement on this issue (www.bbc.co.uk/1/hi/world/europe). Despite this there are several key techniques used by tourism planners to adopt "best practices" for sustainability as displayed in Table 4.

Table 4 - Key techniques in sustainable tourism:	
Environmental Impact Assessment	Mathematical models
	Cost-benefit analysis
	The materials balance model
	The planning balance sheet
	Rapid rural appraisal
	Geographic information system
	Environmental auditing
Visitor management techniques	Zoning
	Honeypots
	Visitor dispersion
	Channelled visitor flows
	Restricted entry
	Vehicle restriction
	Differential pricing structures
Carrying capacity calculations	Physical carrying capacity
	Ecological carrying capacity
	Social carrying capacity
	Environmental carrying capacity
	Real carrying capacity

	Effective or permissible carrying capacity
Limits of acceptable change	Review and evaluation of issues in destination area Identification of likely changes and suitable indicators of change Survey of indicators of change Specification of quality standards associated with tourism development Desired conditions within development area Management to maintain quality
Area protection	National parks Wildlife refuges/reserves Biosphere reserves Country parks Biological reserves Areas of outstanding natural beauty Sites of special scientific interest
Source: modified from Mowforth and Munt (1988) in Hall (1992)	

In addition, sports tourism developments can have negative impacts on local communities, especially the trend of building new facilities on the outskirts of towns. The Department of the Environment, Food and Rural Affairs (www.defra.co.uk/environmental/statistics/land) has ruled that development on the “greenbelt” sites will only be allowed if no other alternative is available and that they would prefer the redevelopment of “brownfield” sites (derelict former industrial areas). Brighton and Hove Albion Football Club are presently dealing with this issue with their desire to relocate to an out of town site (www.seagulls.co.uk and BBC South Today online).

A crucial factor in evaluating an events success is its geographical location and available transport infrastructure. In many Olympic bids, this area has received criticism, especially the London 2012 bid (www.channelnewsasia.com – “Olympics: Blair promises London transport will be fixed in bid for 2012 Olympics”). Hensher & Brewer, (2002) reported on the success of the Sydney games efficient transport infrastructure, after the problems experienced at Atlanta four years earlier, and this was due in part to the organiser’s ability to learn from the past.

2.3.5.1 Carrying Capacity.

The impact of tourism and mega-events should include the concept of carrying capacity. This relates to the point beyond which further levels of visitation or development would lead to unacceptable deterioration in the physical environment and of visitors’ enjoyment (Archer & Cooper; Williams & Gill both in Theobald, 1999; O’Reilly, 1986). Carrying capacity plays a pivotal role by intervening in the relationship between visitor and resources. The character of the resource i.e. its natural features, are equally important and the resort/area must decide its physical limits and robustness to continued tourism development (Mathieson and Wall, 1982; O’Reilly, 1986).

2.3.5.2 Impacts on Coastlines.

In western countries and particularly in the UK, it is the fragile coastlines that have received maximum environmental damage (Mathieson & Wall, 1982; Shaw & Williams, 2000), from tourists and through the development of ports, refineries, marinas, sporting facilities and power

generators. A lot of the damage has been caused through inadequate planning with not enough consideration being given to complex ecostructures, whereby flora and fauna disappear due to drainage and excavation. The effects arising from sightseeing include disruption to zonations, destructions to habitats, erosion of dunes and interference with breeding habitats of wildlife (Matheison & Wall, 1982), in addition to problems with litter, sewage disposal, fires and erosion.

Other impacts include the architectural pollution of developments, for example the Costa del Sol in Spain (Pearce, 1978 in (Matheison & Wall, 1982); the overloading of infrastructure, the segregation of local residents, and traffic congestion. Along some parts of the Mediterranean coastline, locals have been barred from enjoying natural facilities, as almost half the coastline has been acquired through development for the sole use of hotel guests (Archer and Cooper, 1999 in Theobald, 1999). Widmer & Underwood (2004) have carried out research on the patterns of boating traffic in Sydney harbour before, during and after the 2000 Olympic games to measure the environmental impacts (Widmer & Underwood, 2004).

2.4 Tourism Planning and Urban Regeneration.

Mega-events have become increasingly popular as tourist attractions, contributing to the opportunity for urban regeneration, for example in Manchester and Cardiff (Law, 1993). Law (1993, p 93) focuses on the potential of sport and leisure to promote tourism and especially in regenerating city centres and inner areas. He writes “*sport and tourism may also increase civic pride, community spirit and collective self image*” and he continues, “*The role of sport and tourism in urban regeneration in Britain has only recently begun to be considered*”.

Gunn (1994) believes that for successful tourism planning there needs to be three levels; continuous national tourism planning, regional strategic planning, and local tourism planning. He believes that all three levels need to be integrated and a strategic vision adopted advocating an orderly and structured planning process, combining objectives’ determination with research and synthesis. A feasibility study looks at the viability of accomplishing the event, identifying possible sources of income. It also gathers information regarding the community and special interest groups, and if used effectively, helps to develop good relations within the community and overcome any objections to the event-taking place (Farmer et al in Turco et al, 2002). Similarly Getz, (1997) writes that whilst a feasibility study will assess the affordability and profitability of an event, it should also be used to evaluate the desirability and suitability. He believes that any event being staged should play a role in the destination’s tourism plan and that sound planning should accompany the pursuit of events rather than the irrationality that is often seen. Table 5 shows strategies aimed at communities and destinations contemplating a bid for a mega-event or in the process of planning an event.

Table 5 - Strategies for optimising the tourism impacts of mega-events.

Plan for the long-term	Specifically plan for pre and post event impacts as well as the event itself. Have a clear vision for the future and focus on the intended legacies of the event. Clear guidelines and responsibilities of organisers and reporting channels, by planning the organisational and marketing evolution necessary to ensure long-term benefits for all.
Optimise facility development and use of	The development of new facilities represents one of the largest costs and entails great risks of over-supply with limited use after the event. The use of cruise ships to supply temporary accommodation where feasible is a popular

existing facilities	option as is turning accommodation facilities into low cost affordable housing or university accommodation as seen in Atlanta (Toohey and Veal, 2000)
Plan for sustained awareness and image-making efforts	Combat negative publicity, as seen in the British Press and their criticisms of the London 2012 bid - (Woodridge I, 2004, Daily Mail, May 22nd). Involve the press from the planning and feasibility stages right through to the after event summaries and looking to the future. Smith (1986, in Getz, 1991, p.253) notes, "it is the media, backed by word-of-mouth which generates and controls the hype". Getz (1991) also writes that although travel and sports writers have their own specialised readership, it is news reporters who have the largest audiences and therefore the biggest influence. In return the television distribution rights for the coverage of the Olympics will cost US\$800 million for the 2006 winter games and US\$1700 million for the 2008 summer games (Persson, 2002)
Tourist facilitation	Making the stay of the visitors as comfortable as possible. The ease of purchasing tickets must be considered on a global scale with the utmost precision to combat "black market" tickets being sold at inflated prices. Similarly, the ease of entry for all nationals across international borders must be considered and the provision of information in as many languages as possible. The host population must be willing and helpful to all visitors.
Target marketing	The possibility of attracting higher-yield, quality visitors must be considered as opposed to the mass market, large volumes. Residents however, should not be excluded
Combat displacement effects	In order to avoid visitors staying away through fear of overcrowding, price inflations, crime and terrorism, a concentrated programme of information and an image-making campaign must be initiated as soon as possible. Residents must be persuaded that the event is so unique that they should forego their other trips.
Dispersal of benefits	If possible spread the events over a large area to avoid congestion. However, depending on the event it may be more prudent to concentrate facilities to reduce costs and to make it a more pleasant experience for the visitor.
Maximising tourism benefits	Encourage visitors to stay longer by organising pre and post event celebrations. Use high quality souvenirs to encourage visitors to buy more items and use local suppliers to increase the multiplier effect. Include in the event planning entertainment opportunities, yet do not over-supply permanent facilities.
Source: author and Andersson et al (1999)	

Watt (1998) writes that the centrality and significance of events to schemes of urban regeneration has been recognised by the UK Government, however, it has been slow to react. The Conservative Government of 1994 gave Manchester £55 million to help in its bid to stage the 2000 Olympics, yet even though this bid was unsuccessful, the facilities built helped it to win the right to host the Commonwealth Games in 2002. At the time, Prime Minister John Major said that the building of the new facilities would "*not only be a recognition of the importance of the Olympic Games, but the building of the new facilities required would play a key role in the economic regeneration of the Eastern Manchester area*" (Getz, 2000, p 9).

Chalkley & Essex, (www.geog.plym.ac.uk/research/groups/olympic_games.htm) and Hughes, (1993), discuss the evolution of the Olympic games to the present day, representing the opportunity for economic regeneration in the host nation. Associated to this comes the further opportunity for infrastructure investment and environmental improvement alongside marketing opportunities for international prominence and national prestige, resulting in the Olympics becoming *“a highly desirable event to host and therefore has a significant focus of global inter-urban competition and policy”* (p.2).

Interest in staging the Olympics has grown, especially since 1992. Prior to this the number of cities bidding for the games was relatively few, as the games were perceived to be too large and expensive for many hosts. However, the commercial success of the 1984 Los Angeles games and the urban transformation opportunities seen with the Barcelona games in 1992 reversed the trend (see Table 6). Potential bid cities now appreciate opportunities presented by global television coverage, yet the intensity of competition has made the bidding process somewhat controversial, as a *“result of the questionable integrity and unaccountability of some of the IOC members and the tendency of the candidate cities to spend lavishly to out do their competitors”* Chalkley & Essex, (1999, p 2). To address this situation Jack Rogge the IOC President speaking in the documentary *“Olympic Legacy”* (BBC 2, 18th May, 2004, see transcript – Appendix 4), vowed to rebuild the reputation of the IOC by stringent guidelines regarding bid consortiums entertainment and to review the requirements for each games by refocusing on the games sporting foundations and less on the corporate entertainment and lavish extravaganzas. For the Moscow games of 1980, only vitally essential installations were built in accordance with the then Communist Governments’ five-year plan, having seen at the previous games (Montreal, 1976) the financial burdens and legacies that remained (Chalkley and Essex, 1999 & Hall, 1994).

Table 6 - Chronology of the Olympic games and their impact on the urban structure of host cities	
Phase One: 1896-1904	Small scale, poorly organised and not necessarily involving any new development
1896 Athens	
1900 Paris	
1904 St Louis	
Phase Two: 1908-1932	Small scale, better organised and involving construction of purpose built sports facilities
1908 London	
1912 Stockholm	
1920 Antwerp	
1924 Paris	

1928 Amsterdam		
1932 Los Angeles		
Phase Three: 1936- 1956	Large scale, well organised and involving	
	construction of purpose built sport facilities	
1936 Berlin	with some impact on urban infrastructure	
1948 London		
1952 Helsinki		
1956 Melbourne		
Phase Four: 1960 -2004	Large scale, well organised and involving	
	construction of purpose built sport facilities	
1960 Rome	with significant impacts on urban structure	
1964 Tokyo		
1968 Mexico City		
1972 Munich		
1976 Montreal		
1980 Moscow		
1984 Los Angeles		
1988 Seoul		
1992 Barcelona		
1996 Atlanta		
2000 Sydney		
Phase Five: 2004 -2008	As above but with increased security	
	requirements	
2004 Athens		
2008 Beijing		
Phase Six: 2012 onwards	IOC Presidents' desire to place more emphasis on	
	caring for the environment, to return the games	
	to the festival of sport that they should be, to	
	reduce the amount of "extravaganza".	
Source adapted by author from Chalkley and Essex,		
www.geog.plym.ac.uk/research/groups/olympic_games.htm		

Hughes (1993), writes that because of the large influx of tourist's expected at Olympic events, extra capacity of hotels, restaurants and transport may be required. Any permanent additions to the infrastructure will need to be fully utilised after the event to justify the expense, otherwise there will be costly long-term consequences. Searle, (2002), argues that Homebush, the Olympic site for the Sydney 2000 games, is now suffering, having been used again for the Rugby World Cup in 2003, yet due to competition from other local stadiums is not projecting the events and profits needed to remain viable. He writes that the state government of New South Wales now proposes more urban development around the two main Olympic stadiums to be called the Olympic Park. Hughes (1993) agrees that it is unrealistic to expect tourism flows to stay at the levels of the Olympic event, and therefore the facilities should be redeveloped for urban use. The contribution of tourism will only be a component of the overall strategy for urban regeneration rather than as a major force. He believes that the tourism associated with the Olympics is too short-term in nature, yet the hopes for regeneration lies in the improvements to the environment and infrastructure and enhanced image and awareness of the area, coupled with renewed civic pride.

In the United Kingdom, successive Governments have recognised the economic importance and role of tourism and sports facilities in urban regeneration, particularly in creating jobs (Weed & Bull, 2004, Argawal, 2004). The London 2012 bid plans to revitalise and regenerate the Lower Lea Valley to the east of the City of London (BBC online, "UK Olympics 'would boost capital'"). In 1990 the Department of the Environment, published five objectives for urban regeneration schemes:

1. To foster enterprise and business activity

2. To improve job prospects
3. To improve inner city environments
4. To make the area attractive to residents and inward investors
5. To enhance safety and make it an attractive area in which to live, work and recreate.

Source: Weed & Bull (2004)

In 2003, the Department of Culture, Media and Sport (DCMS) announced, *"it whole heartedly supports the bid to host the 2012 Olympic and Para-Olympic games in London"* (online).

2.4.1 Government Intervention in Tourism Planning

Current WTO policy is that governments should be responsible for the development of tourism infrastructure, and should divest themselves of any interest or involvement in tourism plant and structures. Their role should be as a catalyst through stimulating market growth and supporting the private sector with fiscal and other incentives to invest. (WTO report, "Towards new forms of Public-Private sector partnership, 1997)

Smith, (2004), discusses the regeneration of seaside towns within the UK and that whereas in the 1990's the issue of sustainability was paramount, the 2000's will become the 'phenomenon of cultural regeneration' as seen in Bournemouth (Mansfield, 2004). Smith (2004) believes that regeneration through cultural development will help to revive many declining resorts, arguing that old resorts never die; they just keep reinventing themselves, in contrast to Butler's lifecycle theory. Agarwal, (2002, p 25) and Hovinen (2002), also criticise Butler's model, whilst acknowledging its universal usefulness, believing that restructuring helps to make sense of the economic options available to resorts. *"Hence, strategies such as environmental or service quality enhancement, product diversification, specialisation, or repositioning can be used to help counteract decline"* (Agarwal, 2002, p 9).

2.5 Sports and Tourism

Mazitelli (1989, in Hall, 1992) writes that major sporting events contribute substantially more to tourism development as sports visitors tend to spend more on accommodation, stay longer, and spend more in the local community. They encourage communities to host events in order to expand the markets of existing firms, attracting new businesses and entrepreneurs. However, care should be exercised as the nature of impacts can vary with the age and status of the event and with the size of the community especially if the community is unaccustomed to such an influx.

The earliest example of sports tourism is the Ancient Olympic games of 776BC, when as many as 40,000 people travelled to Olympia to see the professional sportsmen of their day take part (Davies, 1997 in Weed and Bull, 2004). The development of Sports Tourism continued through the centuries with examples being Roman Gladiators, Medieval Knights, jousting, real tennis, alpine climbing and walking (through the Grand Victorian tours), football, golf, cricket. It is symbolic that the biggest growth and development in sports tourism was seen in the renewal of the Modern Olympics in 1896 (Weed and Bull, 2004).

There are several benefits from linking sport and tourism including, economic and community development, marina/dockland development and community regeneration initiatives. The benefits of hosting sports events are supplemented in most cases by the post-event economic boost (Getz, 1991 & 2003, Ritchie, 1984), although recent studies indicate this phenomenon as not as great as once expounded (Waite, 2001 & 2003; Searle, 2002; Stamkakis et al, 2003;

Morse, 2001; Madden, 2002).

Hinch & Higham (2001), write that the concepts of tourism and sport are related and overlap. *“Sport is an important activity within tourism and tourism is a fundamental characteristic of sport”* (p. 48).

2.6 Sporting Events

Sporting events are the most well known form of hallmark event. *“Mega-sporting events are a powerful travel lure. The biggest draw large international audiences to the host site. Television provides free advertising and promotion to places that regularly stage mega-sporting events. And this exposure attracts tourists to these places on a year round basis”* (Rooney, 1988, p 87 in Hall, 1992).

Goldblatt (2002) believes that the line has been blurred between sporting events and entertainment due to the spectacles surrounding the hosting of big sports events. Fireworks, musical shows, pre and post game entertainment all add to the sense of celebration. Swarbrooke (1999) identifies those factors which he believes contribute to the success of visitor attractions, whether they be sports attractions or not, where success is measured in terms of profitability, visitor numbers or consumer satisfaction.

2.7 Olympic Games

“The impact of an Olympic games on a host city is immense and profound and requires huge commitment by Governments, Business and the Community. The sporting programme of the games lasts only 16 days, yet their successful staging is the result of years of dedication and hard work by literally thousands of people” (Hall, 1992, p 36).

A successfully staged and financially managed Olympic games leaves a strong, positive image and legacy for the host city and nation, such as new sporting facilities as well as upgraded and new infrastructure, enhanced worldwide reputation and increased tourism, trade and investment. (Sydney Olympic Games Review Committee, 1990 in Hall, 1992; Stamatakis et al, 2003) The International Olympic Committee (IOC) has two major objectives in awarding the games; the first that the legacy of the facilities will stimulate athletic development, which would not have been possible with inferior facilities and secondly, to heighten the profile of the sports involved by providing better opportunities for training in addition to sites for other national and international competitions (Hall, 1992, p36; www.olympic.org/uk/organisation/missions -accessed 04/06/04). Downey (1993, in Weed and Bull, 2004), writes that as a result of hosting the Olympics in 1956, Melbourne has been able to capitalise and attract major sporting events. Monclus (2003) & Law (2003) both write about the infrastructure developments seen in Barcelona as a result of the city hosting the 1992 Olympic Games. A new ring road, airport and the re-development of the waterfront for the Olympic Village were all planned for the future, but their development was brought forward for the games.

Ironically, even a failed bid can generate new infrastructure as seen in Manchester's Velodrome built for its unsuccessful Olympic Bid for the 2000 games, yet it was paramount to the successful hosting of the Commonwealth games in 2002 (Weed and Bull, 2004).

The hosting of major sporting events provide a “place identity” encouraging local politicians and business people to work together to boost the image of the city and to present a “corporate civic

project" (Crithcher, 1991 in Weed and Bull, 2004). Ritchie (1994), supports this with his findings that 88% of Calgary residents welcomed the Winter Olympics in 1988 and that 87% of Freemantle residents would like to host another event like the America's Cup.

Bramwell (1997) discusses the 1991 World Student Games in Sheffield and how they were integrated in a sustainable development strategy. This strategy continues to promote economic efficiency, environmental and social issues and the approach has enabled the city to host further sports events, including Euro 1996 and The World Masters Swimming Championships.

2.71 "Spectacle par Excellence"

The Olympic games are seen by many to be the epitome of manufactured imagery, serving to confuse the public as to what is real and what is not (Hall, 1992). The Olympic games is regarded by MacAloon (1984 p, 245 in Hall, 1992) as the "*spectacle par excellence*" within which the needs of the spectators, whether in the stadiums or through the television, are paramount. As Coubertin, the founder of the modern day Olympics wrote in 1910 (Hall, 1992, p 21), "*The crowd has a part to play, a part of consecration*". MacAloon writes that this vision has been tarnished by the present day view that "more is better" through the extravaganza seen in the staging of recent games. Jacques Rogge the International Olympic Committee's President, has been quoted as saying that the IOC is currently looking at ways to moderate the games and return them to the events they were meant to be, a festival of sporting achievement and not overtaken by corporate advertisers (Olympic Legacy, BBC TV broadcast, Tuesday, 18th May 2004 – see transcript in Appendix 4).

For the host city and nation the reasons for bidding for the opportunity to host the games are manifold. The sporting legacy combined with the honour, global recognition and the infusion of external funding for the necessary improvements in infrastructure are enough to justify the event. However, it is on the basis of the economic stimuli that arise from these events, through the event itself and the tourism opportunities for and after the event, that usually win the necessary support.

Despite the political overtones of the Olympics, it is often only economic impact studies that are available, carried out by host regions prior to and after the event and the majority of research on sports events has ignored the broader social and political aspects. Yet Jeong's (1988) study of the 1988 Summer Olympics in Korea recognises the importance of hosting the games in helping Korea to overcome its poor image in the international tourism market, following the Korean War more than three decades earlier. In addition, Korea felt it was too reliant on the Japanese market for tourists and wanted to stimulate traffic from the west. Jeong's (1988) findings show that the political and socio-cultural impacts were just as important as the economic.

The hosting of major sporting events often requires the construction of large sports facilities (Stamatakis et al, 2001). Indeed the high associated costs of construction large sports facilities has, encouraged the desire to hold these large scale events. The 1976 hosting of the Montreal Olympics left the city with Can.\$ 600 million debt, yet the Tourism Development Minister for the city justified the expenditure on the long-term spin-offs including the future hosting of mega-events (Hall, 1992). It is often the desire by governments for "hard data" that means the social and political dimensions are neglected. The Nagano Winter Olympics in 1998, whilst technological and communications networks were very successful and promoted Japanese telecommunications infrastructure worldwide, much press coverage was instead given to the environmental damage caused by the infrastructure development on the beautiful and fragile

Japanese countryside (www.ntt.co.jp/news/news98E/980204b.html & www.nolimpiadi.8m.com/enolimo3.html).

The size and significance of each event often requires substantial security arrangements to be put in place and the budget for Athens 2004 has doubled in the wake of the September 11th atrocities and the recent bombings in Spain (www.news.bbc.co.uk).

2.7.2 Satellite Venues

Due to the variety of events held within the modern Olympic games, it is not possible to always hold them close to the Olympic village. Getz (1989) writes that the criteria to qualify as a mega-event includes all the programme of events taking place in the same community or tourist region. However, especially as discussed with the nature of the Olympic games, this is often not possible geographically, especially for the water sports.

In the UK bid, tennis, sailing, shooting and horse riding are all to be held away from the central area (news.bbc.co.uk/sport1/hi/other_sports/Olympics_2012). This is because of the specialist facilities often required by these sports and therefore each successive games will be different. For Athens 2004, the sailing will be at Agios Kosmas, which is 34km from the Olympic Village and 14km south of the centre of Athens (www.sailing.org/olympics2004), yet in Beijing for the 2008 games, the sailing will be held at a site to be constructed 690km away from Beijing. It is proposed that an air shuttle service will operate between the two sites for athletes, officials and dignitaries (www.sailing.org/olympics2008).

In Atlanta for the 1996 games, temporary facilities were built for the sailing events in Wassaw Sound, which is in Savannah, and is 375 km from Atlanta. The permanent facilities were not sufficient for the calibre of an Olympic event and rather than spend money on new permanent infrastructure, temporary ones were constructed (www.sailing.org/96olympics/general). However, White (1996) writes that whilst Atlanta enjoyed all the glamour and media attention, for the people of Savannah, the Olympics of 1996 were no less memorable. Yachting may not have received national and international recognition, but the Olympic celebrations and sailors competing endeared themselves to the local population. (www.hq.usace.army.mil/cepa/pubs/oldpubs/sept/story.10/htm).

Haxton, (www.sport.gov.gr/243144/paper11.html), writes that the planning of mega-events that utilise existing facilities (e.g. Wimbledon, Bisley, Weymouth) do not have the contentious issue of new facilities as seen in many mega-event planning schedules. This is especially true for many satellite sites, as they are chosen because of their established facilities and should therefore not experience as many negative impacts through hosting their satellite events.

2.8 Conclusion

The literature review has highlighted many potential impacts, both positive and negative of hosting mega-events and the following chapters will explain the design, implementation and results of the author's research to concur or disagree with these potential impacts at potential satellite Olympic venues.

In addition, the research will highlight further opportunities for additional study in an area where there is very little published material at present and even less previous research available.

Chapter Three – Methodology

3.1 Introduction- Purpose of Research in Tourism.

Research has an increasing presence within the tourism industry. It is shaping programmes and policies in both the public and private sectors, research becoming vital in evaluation and providing insight into the development of tourism.

This chapter describes the research methods chosen for this study of the impacts of hosting mega-events at a satellite venue, Weymouth, UK. It is the aim and objective of this dissertation to reveal further information relating to the impacts of mega-events at satellite locations, an area in which there is little previous published material and research. Ultimately, the findings will have implications for continuing research in this area. The various stages within the overall research process (figure 3.1) will help to give a better understanding to the following chapters.

Figure 3.1 – Research Process

Source: Cooper et al, 2000 & Antonius, 2003 (adapted)

3.2 Setting the research into context and justifying the research methods

Bell (1999) & Punch (2000) suggest that a good researcher should always ask the three following questions: 'what do I need to know; what is the best way to collect information and when I have the information, what will I do with it'?

Next, the research aims and objectives are written (figure 3.2a), next research hypotheses are formulated and finally the research designed. Bell (1999) & Punch (2000) maintain that research projects must begin with the statement of hypotheses (figure 3.2b). Verma & Beard in Bell (1999), define a hypothesis as an initial proposition that is verified through subsequent research and can be either quantitative or qualitative.

Once the need for research has been established a critical path analysis in the selection of the most appropriate research methods needs consideration. The methodological research for this dissertation will be based on both qualitative and quantitative approaches, as the future impacts of mega-events will be difficult to evaluate on a solely quantitative basis.

Figure 3.2a – Aims and Objectives

Aim of research is:

To examine the impacts of hosting mega-events at satellite venues.

Objectives:

- A. To determine the impacts of mega-events
- B. To decide if the impacts can be accurately predicted
- C. To identify the long-term viability of the infrastructure required at satellite venues
- D. To evaluate the effectiveness of the local community's voice in planning issues
- E. To study the opportunities available through media exposure and resort rejuvenation.

Source: dissertation author

Figure 3.2b – Statement of Hypotheses

- The lifecycle of the impacts of mega-events is a constant irrespective of the approach used to sustain them. (Objective A)
- Mega-events have a positive net impact on the destinations in which they occur and they can be accurately predicted. (Objective A & B)
- Local communities must have a voice in the planning process of mega-events to safeguard the socio-cultural impacts. (Objective D)
- Hosting mega-events can help to rejuvenate and redevelop urban areas. (Objectives B & E)
- The infrastructure required to host mega-events and to capitalise on the long-term benefits, justifies the disruption to communities and businesses. (Objectives B & C)
- The impacts of hosting mega-events can be positive if advantage is taken of existing available infrastructures. (Objectives A & C)

Source: dissertation author

In order to relate the secondary research, through the literature review, to the aims of the dissertation and to test the hypotheses, it is necessary to carry out primary research. This involves the sailing community and the RYA, local government, national government, British Olympic Association, local community, local and national tourist authorities and SWRDA. The research will provide valuable insights into the processes, motivations and demands of the relevant communities and organisations. It is possible that the findings could also be used and applied in the planning processes for the 2012 events, or any other mega-events, to help alleviate any future potential problems at a local level.

3.3 The Merit of Literature Review

Secondary data is the analysis of data collected by other researchers or institutions. Reviewing previous research is a necessary step in the research process (Bell, 1999; Veal, 1997 & Clark et al, 2002). It can save the researcher valuable time and resources if conducted properly and although it is important to try to obtain data sources of a high quality; it is acknowledged that this may not always be the case. A poor secondary data collection could have a detrimental effect on a research project conversely; it can be extremely efficient as a means of carrying out high quality research.

As part of the literature review, a thorough précis of existing published work is undertaken over a period of 3-4 months, on the subject of planning and staging of mega-events. This includes books and academic journals, electronic databases, Official Government Publications and Statistics, reports and documents, magazines and journals, conference papers and Internet sites from the following sources in addition to the library database;

- The International Olympic Committee (IOC)
- British Olympic Association (BOA)
- Royal Yachting Association (RYA)
- Federation Internationale de Football Associations (FIFA)
- Rugby Football Union (RFU)
- Commonwealth Games Committee.
- Wimbledon and The Lawn Tennis Association (LTA)
- The use of Internet sites and Internet searches for relevant articles will be treated with caution due to their “unlicensed and uncensored” content. It is imperative to focus the literature review towards only relevant articles and information.

The literature review provides a coherent framework for both the research design in the writing of questionnaires and semi-structures interviews, and also in the evaluation and discussion of the primary data.

3.4 Primary research

Clark et al (2002, p 39) write, *“the use of more than one research method to examine a particular phenomenon may improve understanding of that phenomenon, and each technique may reveal facets of the phenomenon that would not be yielded by the use of alternative methods”*

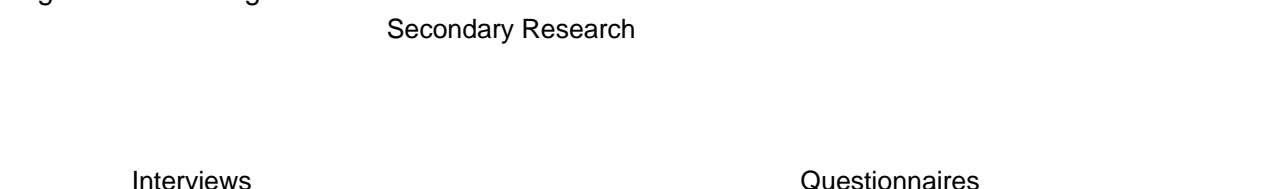
Bell (1999), believes to produce a balanced report, the use of at least three methods of research will allow the researcher to cross check findings. This approach is called triangulation (figure 3.4).

3.4.1 Triangulation

“Triangulation is not a tool or a strategy of validation, but an alternative to validation” (Denzin & Lincoln (1994, p 2) in Jennings, (2001). Thus, triangulation is not used in order to correct any bias or to improve validity for that is not the purpose of triangulation (Denzin 1989, Fielding & Fielding, 1986 & Flick 1992 in Jennings 2001).

Triangulation is used because *“no single method ever adequately solves the problem of rival causal factors and because each method reveals different aspects of empirical reality, multiple methods of observations must be employed”*(Denzin, 1978, p. 28 in Jennings, 2001).

Figure 3.4 – Triangulation Process



The author is using interviews and questionnaires to establish research after completing the literature review and it could be possible to extend the research to include focus groups. The research could become a useful tool to help encourage local involvement and ownership in what will be a major exercise in planning and management for a resort mainly used to seasonal, middle market, seaside tourism. Whilst the local council have had a successful history in the

past of hosting the Tall Ships festivals on three occasions, the possibility of being central to the British bid to host the 2012 Olympic Games will involve more planning, over a much longer timeframe.

The main planning for the event will be a joint enterprise between the local council and the RYA, the former for their experience in town centre management and the latter for their sailing festival knowledge and technical experience.

There will be long-term ramifications for the local community. Ryan (2001) discusses public authorities' desire to generate additional economic benefits for towns whilst creating added social value for residents. The residents' opinions, ownership and co-operation are essential.

3.4.2 Quantitative Research

Quantitative research is defined as that which involves statistical analysis, relying on numerical evidence, analysed by computer software and used to draw conclusions or test hypotheses. To ensure reliability and validity, it is necessary to study large samples (Veal, 1997). One of the most successful ways of reaching a large sample of the population is via questionnaires.

3.4.2.1 Questionnaire Survey

Questionnaire surveys, the most commonly used form of research in leisure and tourism, involve the gathering of information from individuals using a formally designed schedule of questions (Veal, 1997). The replies given will rely on the respondent's powers of recall, honesty and ability to understand the questions (Bell, 1999). The quantitative research for this dissertation is via a questionnaire distributed to 1000 members of the Council's Citizens Panel. The panel members were chosen after a request was made for any council taxpayer's who were interested, to join the panel for the purpose of exchanging views and representing the interests of the community. Over 2500 replies were received and the council then chose 1000 members who they felt best represented a cross section of the community.

As part of the questionnaire response, volunteers are requested for further in-depth interviews from within the population, alongside the Weymouth Chamber of Commerce. The main focus of the questions is to ascertain the support from within the community for the new sailing facilities, and the hosting of mega-events in Weymouth.

3.4.2.2 Sampling and sample size

Weymouth Council mailed 1000 questionnaires out on behalf of the interviewer, to members of the Citizens Panel. A deadline of three weeks was given for the replies to be returned to the council offices via freepost. The replies were then inputted and analysed via SPSS version 11.5, a statistical computerised programme.

It is recognised by the author that this panel, being ratepayers, does not represent true random sampling, but the council believes them to reflect a true cross section of the population of Weymouth (the research will prove otherwise). Despite this possible bias, the writer believes the survey to be a vital research method because of the size of the population it will reach in the limited time frame involved.

3.4.2.3 Questionnaire Layout and wording

There are many techniques used in questionnaire design and care must be taken to choose the

correct design for the research. The questionnaire (appendix 4) is aimed at extracting opinions on, assessing knowledge of and determining the respondents' relationship to and involvement in the tourism industry and, more pertinently, the sailing community and infrastructure.

The questionnaire included 20 questions, divided into the following groups:

- Opinions on tourism industry and local events and their impacts
- Opinions on present and future infrastructure
- Awareness and knowledge of Olympic connection
- Personal characteristics
- Opportunity to add further comments

Veal (1997) argues that it is not necessary to pay a lot of attention to the user-friendliness of a questionnaire, yet the writer believes that many of the respondents may not be familiar with interviewing despite being members of the panel, and therefore the questionnaire should be as user friendly as possible. A mix of Likert Scale questions with 6 opinions to avoid an excess of noncommittal answers together with closed questions, were incorporated in to the design. Ritchie and Lewis (2003) believe that it is very important to be sensitive to the language and terminology used by the respondents and therefore to "mirror" it as far as possible.

In order to obtain as high a response rate as possible, the council kindly posted all questionnaires with a covering note stating their support of the author's work and included a freepost reply envelope. Each reply was numbered and coded according to the qualitative data available on those responses that included comments.

3.4.2.4 Piloting the Questionnaire

Clark et al (2002) recommends that the final survey be piloted several times before it is used, to ensure the questionnaire is easy to understand and complete. It was piloted in June with residents of Bournemouth and Southampton and also with representatives of Weymouth Council. Their suggestions for alterations and amendments ensured that the questionnaire was eventually distributed with the author's satisfaction as to its purpose and that of the wording, understanding of the questions and time taken to complete. It was further hoped that there would be no double meanings leading to confusion for the respondents.

3.4.3. Qualitative Research

The purpose of qualitative research is to probe and to uncover subtle and complex issues more deeply than with a less structured approach via questionnaires. New questions may be added as the research progresses. The drawback is the time involved in recording and analysing the data and the small sample size involved.

Semi-structured interviews were conducted in June, July and August with key individuals in the Weymouth area including representatives of the council and the sailing community, having been piloted in June. The questions were organised into groups relating to their topic area, with plenty of opportunity for further questions where appropriate, making the analysis easier than using unstructured interviews. Semi-structured interviews allow both the interviewer and the interviewee, the opportunity to expand the line of questioning without losing the focus of the interview.

3.4.3.1 Telephone Interviews and their Transcripts

The interview as a form of research and a method of collecting qualitative data is at its most useful when it gives an insight into how individuals of group's think (Churchill, 1999). It allows the opportunity to discover the respondent's first thoughts on the subject and then to uncover

more layers of meaning. Interview responses give much greater depth and opportunities to further clarify areas to avoid misunderstanding. The respondent should never be rushed although it is important to indicate from the outset the time frame involved. The researcher must stay neutral to avoid bias and avoid revealing details about themselves.

Transcribing interviews is time consuming and was done immediately after each interview to avoid the loss of any vital information. A full summary of each interview can be seen in the appendices. Each interviewee was asked for permission for a follow up call if any answers needed clarification.

3.4.4 Focus Groups

Focus groups are group discussions exploring a specific set of issues and are becoming increasingly popular in social science. The British Prime Minister, Tony Blair, has quoted *"there is no one more powerful than a member of a focus group"* (Fergusson 1996 in Barbour & Kitzinger, 1999, p1). They are ideal forums for exploring people's experiences, opinions, wishes and concerns. *"The method is particularly useful for allowing participants to generate their own questions, frames and concepts and to pursue their own priorities on their own terms, in their own vocabulary"* Barbour & Kitzinger (1999, p5).

Krueger and King (1998) & Barbour and Kitzinger (1999) write of the importance of including community members in focus group interviews. Participatory studies have evolved over the last 40 years, to allow the participants to share their real thoughts and opinions with people they know and trust. One of the most valuable reasons for involving the community is to get them to take ownership of and care about the results and to benefit themselves through participation (ibid, 1998). The purpose of the Focus Group meetings is to finalise and draw together the views and data from the questionnaire responses and the interviews.

3.5 The Case Study as research design

The dissertation will use Weymouth, Dorset as a case study site. Clark et al (2002), write that whilst it is not possible to generalise from a case study as can be done with statistical analysis, the case study can be used to test an already well formulated theory, or a unique case. Bell (1999) believes that the case study approach is particularly pertinent for individual researchers because it offers the ability to study within a limited time frame, in depth and therefore makes it easier to identify a particular solution or processes relating to the topic. The disadvantage of a case study is that it is difficult to cross check and may lead to distortion of data.

Weymouth, the case study in Chapter four, is an evaluative case study as it embraces elements of description and explanation as well as numerical data analysis through the questionnaire. This case study is therefore both qualitative and quantitative. It allows the who, where, why, how, what and when questions to be explored by the researcher alongside numerical analysis.

3.6 Limitations of the Research

Numerous limitations were encountered during this research, mainly time constraints, the researcher's inexperience and the difficulty in getting responses from the relevant parties involved due to the impending Athens Olympics and the secrecy of the ongoing bid process for the 2012 games. These limitations need to be considered when evaluating the overall findings and analysis.

3.6.1. Single case study

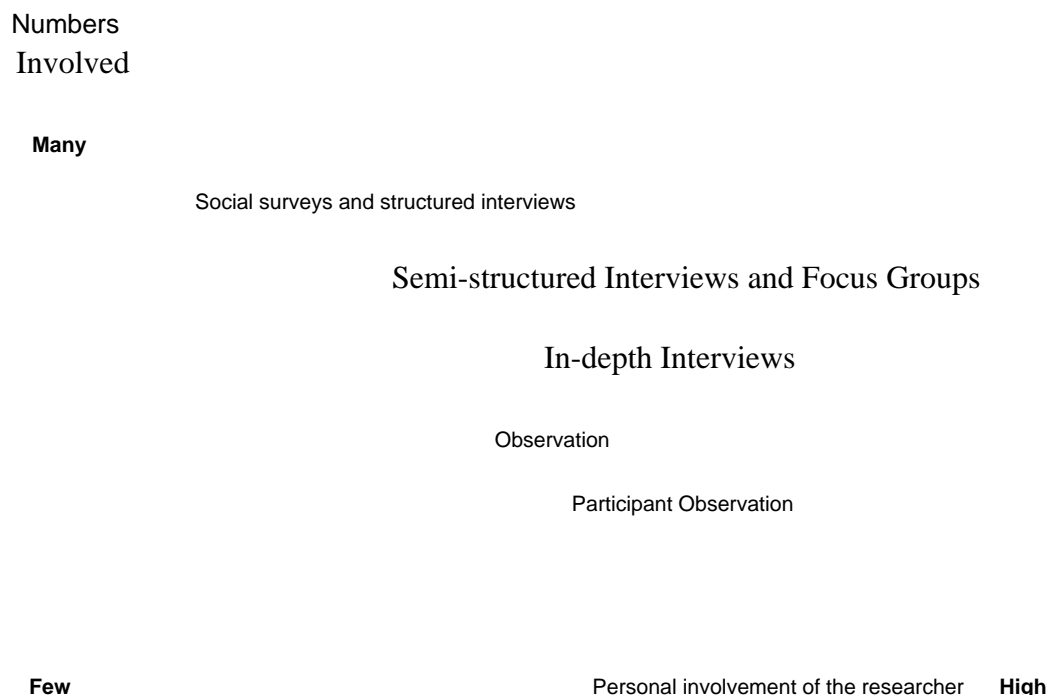
Using only the Weymouth site to evaluate the findings was tempered by interviewing respondents on behalf of Wimbledon; however there was no in-depth interviewing of these

communities as seen at Weymouth. It would be valuable research to be able to conduct further research at other past, present and future satellite Olympic venues.

3.6.2 Bias

A good research design reduces the risk of bias and of “*jumping the gun*” on conclusions (Balnaves & Caputi, 2001, p.65). Similarly, the more involved the researcher becomes in the research process, the more the risk of the researcher leading the research, but that is not to say there should be no personal involvement in research. Fig 3.6a. Illustrates different methods of data collection and the associated personal involvement.

Fig 3.6a Methods of data collection and levels of personal involvement.



Source: Balnaves & Caputi, 2001 adapted from Worsley, 1977

Whilst interviewing the council and sailing community representatives, the potential for bias must be considered due to nature of their interest in their own objectives.

Through the opportunity of using Weymouth Council’s citizen’s panel for the questionnaire, it should be acknowledged that they are already chosen council spokespersons by the very nature of being on the panel, yet their views will be treated by the author with confidentiality. A thorough examination of how they were chosen and a background breakdown should ensure a true cross section of the community. This panel does not include, those people on the electoral role elsewhere, or non-voters, yet they may live in the catchment’s area. An advantage for the author of using this panel is the facilitation of the questionnaire delivery and return. However, the author is relying on the council’s belief that the panel represents a true cross section of the community.

3.6.3 Limited time

The time constraint (see fig 3.6b) limited the author in conducting the interviews and analysing the questionnaire findings, however the information gained for Weymouth was sufficient yet, as mentioned, further in-depth research at other sites would have been beneficial.

Fig 3.6b Timetable of Research

- May/June – finish secondary research
- June – complete methodology and design questionnaire
- June – pilot questionnaire
- Early July – questionnaire to be mailed to 1000 representatives of Citizen's Panel
- Late July – begin to collate responses to questionnaire and carry out personal interviews.
- August - Collate and analyse responses and hold focus groups
- August – write up findings and finalise whole dissertation
- September – hand in copies for binding and marking

3.6.4 Secrecy of bid

The outcome of the final bid for the 2012 games will be announced after the author has finished writing the dissertation; therefore certain aspects of the bid process are still secret due to the competitive nature of the bidding process. Access to some documents and key individuals, whose contribution would have enhanced the dissertation, was restricted.

3.6.5 Summary of Limitations

It is important to be focussed and to be aware of any irrelevances creeping into research, yet flexibility is also vital to deal with unplanned and incidental factors. Shortfalls and limitations must be recognised, identified and included in the process. Being aware of limitations will help to counter any objections. The correct analysis of the data collected will be as important as the data itself and so will the method of communicating the findings.

The main limitation will be timing as the targeted event, is not scheduled until 2012 and subject to winning the bid. Whilst this may seem a long time in the future, from the management of the sailing centre's perspective, the developments at the site are proceeding, as they are determined to have a World Class Sailing Venue, independent of the Olympic bid being successful. The local council of Weymouth and Portland are already planning alongside the London Bid Team at each stage of the bidding process.

3.6.6 Efficiency of data inputting

Due to the size of the sample for the questionnaire, the replies received and only one person inputting the data, the question of the accuracy of the inputting must be addressed, however all inputting will be cross checked and any inconclusive answers recorded. Furthermore by using SPSS to evaluate the data, the computer programme will highlight most imputing errors, however it will not highlight errors made by the respondents.

3.7 Evaluation of Research and Conclusion

This chapter has identified the methods of research used within the author's dissertation and explained the reasoning behind the choices made. Good planning and especially time management are crucial to achieve the expected outcomes. The acquiring of data from secondary sources proved to be a rewarding and informative exercise providing invaluable information and combined with the primary data collection will launch into further research in the future. The choice of subject matter is topical, up to date and very emotive at the present time. It is an area, which is constantly evolving, and new articles, papers and reports appearing daily yet little previous research has been carried out with regard to the subject of the case study.

Chapter Four – Case Study

4.1 Introduction

The United Kingdom is presently awaiting the outcome of a bid to host the 2012 Olympic games. The main site and focus of the games will center on a new complex to be developed to the east of central London in the Lower Lea Valley. Several events will take place at satellite centres (Daily Mail, November 12th, 2003) for example, sailing at Weymouth; shooting at Bisley; horse riding at Badminton; tennis at Wimbledon. The case study for this dissertation will be based on the sailing events to take place at Weymouth & Portland and the potential impacts.

4.2 Present day Weymouth

Weymouth has been a port for many centuries and when the Ministry of Defence (MOD) closed its naval base in neighbouring Portland in the early 1990's, it ushered in a new era for Weymouth as it shook off its image as a Navy town. Nearly £40m was spent on transforming the town into a tourist destination with the harbour restored and a new pleasure marina built. Now it is one of the most popular windsurfing and sailing destinations on the south coast and Weymouth is known as "England's bay of Naples" (www.weymouth.here-on-the.net) (see appendices 5 & 6). The bay is already used for international water-sport events, due to its size, facilities and prevailing wind patterns. Today Weymouth hosts many national and international events including the starting of the Tall Ships Race for the third time, the only town, anywhere, to have done so.

It has a Royal Yachting Association (RYA) "centre of excellence" in the Weymouth and Portland Sailing Academy (WPSA), which is presently being redeveloped with a £6million grant from the Sport England Fund and the South West Regional Development Agency grant (SWRDA) (see pictures in Appendix 2). This grant has been awarded independently of the Olympic Bid to improve the existing facilities so as to host more world-class events (Tweed, personal interview, 2004). Other attractions in the Weymouth & Portland area include two Royal Society for the Protection of Birds reserves; 1000+ certified wreck sites for diving; deep-sea angling; abseiling; and climbing.

The coastline to the west of Weymouth and Portland is known as the Jurassic Coast and in 2002 was officially designated a World Heritage Site. On Chesil beach and Portland, the area's unique geology and its position are ideal for a wide variety of birds, animals and plant life. Many parts of the island, including the whole coastline, are designated as Sites of Special Scientific Interest for geology and wildlife and the Chesil Beach and the fleet lagoon are of international conservation importance.

4.3 Attractions

Surrounding attractions include those shown on the maps in appendices 5 & 6. These include the RSPB reserves, Nothe Fort, Brewers Quay, Portland Bill and Chesil Beach.

4.4 Local Transport Infrastructure

Coaches operate daily from Weymouth direct to many parts of the UK through National Express and First, Weymouth's main bus operator. Condor Ferries operate a daily fast ferry service from the Channel Islands to Weymouth, with certain journeys from St Malo connecting at Guernsey.

All roads leading to the town centre converge through residential areas and there are presently plans for a relief road to be built, which is awaiting central government approval in the face of local environmental opposition (See appendix 7). The subject of the by-pass road construction is a very emotive issue for lots of residents as shown within the questionnaire responses. Rail services operate hourly to London Waterloo via Winchester, Southampton, Bournemouth and Poole with South-West Trains and Wessex Trains operate the Heart of Wessex Line from Bristol & Bath via Yeovil.

Air transport is provided at Bournemouth International, Exeter, Bristol and Southampton Airports with regular flights from many European and Worldwide destinations.

4.5 Weymouth's Community Partnership in action

During the 1990's when the Royal Naval Base at Portland and other MOD bases closed, there was a lot of anxiety about what would happen to the local economy in Weymouth & Portland. The successful regeneration of the area is as a result of businesses, communities, voluntary groups and public bodies all working together through the Weymouth & Portland Partnership. The development of the "Our Community, Our Future" plan has to date mostly involved public organisations, yet there are a number of initiatives to get the communities of Weymouth & Portland involved. One being the formation of the Council's "Citizens Panel", recruiting 1000 representatives of the local council taxpayers, to speak on behalf of the community. It is this panel that forms the basis of the author's research.

4.6 London 2012 Bid

The troubled transport infrastructure, the congestion, the threat of terrorism, the high cost of living, the unpredictable weather, and the general apathy of the British themselves may work against the 2012 bid. There is also the romance and allure of the rival cities such as New York, Madrid and Paris. However, London is the "international city" a microcosm, in all its ethnic and cultural diversity, of the world itself.

Observer newspaper, June 22nd, 2003 – Jason Cowley "Olympic Champion"

The British bid has plenty of diverse venues, from Eton to Wimbledon, however the "compactness" of the Games – a particularly powerful buzzword in International Olympic Committee (IOC) circles – has been called into question. Eton and Wimbledon, let alone Bisley and Weymouth are not particularly close to the main site in the Lower Lea Valley, yet the sports attracting high volumes of competitors and spectators (athletics and swimming) are close to the hub. There will be 17 sports events within 15 minutes of the Olympic Village. Those more specialised sports are to be held at attractive satellite sites. Indeed the sailing events may be 225

kms way, yet for the Beijing Olympics in 2008, the sailing venue is over 600km away (Beijing Olympic website).

The heart of London's Olympics will be at the Olympic Park that would be built Stratford, housing the Olympic stadium that would host the opening and closing ceremonies and athletics; an aquatics centre for swimming, diving and water polo; a velodrome for track cycling and a hockey stadium. It would also house the athlete's village. London 2012 are promising faster transport links assisted by £17 billion of funding. The journey time between King's Cross and Stratford would be 61/2 minutes, between Horse Guards Parade and the Olympic Stadium 24 minutes.

("London leading from the top" The Daily Telegraph, January 17th, 2004, Mihir Bose).

4.7 Weymouth's Role in the 2012 Bid

Weymouth & Portland Sailing Academy (WPSA) has produced a paper "Sailing for the World" (see appendix 1) in conjunction with major local and national organisations listed in the bid document, including the RYA, SWDRA, WPBC, Dorset Police, Fire and Ambulance Rescue.

The documentation produced outlines the requirements of the International Sailing Federation (ISAF) in respect of WPSA hosting the 2012 Sailing events. Furthermore the RYA has produced documentation "Boating for Life –RYA Planning and Environmental Strategy for Sustainable Boating 2004-2009", which outlines the RYA's requirements for the next five years.

4.8 Development of sailing facilities

Weymouth and Portland Borough Council (WPBC) in 2001 agreed the plans for the development of a £6million sailing academy at Osprey Quay with the creation of up to 150 new jobs. The WPSA received a grant from SWRDA to provide a world-class sport facility that will become a national centre for sailing in the United Kingdom. In addition, the area adjacent to the sailing centre, Osprey Quay, is being developed by SWRDA into a state of the art business park and has already secured several major businesses to the area (see appendix 8).

Previously, Weymouth has hosted some major sailing events but it has never had the shore facilities infrastructure required to support high quality racing for large numbers of boats. Several Olympic Class sailors have in the past trained in Weymouth & Portland Bays; as the prevailing wind patterns are ideal for that purpose (www.wpsa.org.uk).

Today, racing is extremely competitive and whilst Weymouth has the perfect water there was not enough space on land for the boats or the right buildings (www.cyberport.co.uk & www.yachtingmonthly.com), until now with the development of the WPSA.

When finished the centre will also be an academy for Royal Yachting Association qualifications with all level of learn to sail and improvers' courses. In addition the Dorset County Council (DCC) will base their Outdoor Education Centre (OEC) at the site bringing many school children into contact with sailing at an early age and encouraging a continuing interest and also offer outward bound courses. The centre activities will not be confined to just sailing with canoeing, wind surfing, diving and all water sports except jet skiing, will be welcome. There is to be plenty

of parking facilities both for cars and boats.

John Tweed, the Project Manager appointed to oversee the development, quotes *“the academy is particularly aware of the environmental and ecological importance of the harbour and adjoining areas and will ensure that the development is a sustainable and quality project, with appropriate management arrangements so that it can sit comfortably in the unique environment of Portland harbour”* (www.southwestrda.org.uk).

The academy site covers approximately seven acres, and launches directly in to the sheltered water of Portland Harbour (approximately 4 sq. miles – see appendices 2, 5 & 8). Immediately outside the harbour sailing is found in the waters of Weymouth Bay. 30 new pontoons are scheduled as well as 2 new slipways, a permanent crane, a new clubhouse and events centre (see pictures appendix 2).

Bill Ludlow, Academy Chairman says *“It has been our dream for the last 25 years, that one day we may be able to utilise the finest small boat sailing waters in northern Europe, here at Portland, to host a British Olympic Games. Shortly we will have a worlds-class Sailing Academy at Osprey Quay, capable of handling the enormity of such an event and certainly equal to any similar facility in the world. The timing could not be better. If Britain wins the bid to host the game in 2012, the benefits and the prestige for Weymouth and Portland will be incalculable. We look forward with tremendous excitement to the prospect of a London/Portland Olympics”* (www.wpsa.org.uk/news_details.asp?id=40).

4.9 Conclusion -Involving the community in the tourism plans

The research questionnaire has been designed to evaluate from within the local community their current awareness of the developments taking place at the sailing centre and their current involvement and knowledge of the preparations for the potential hosting of the games. The analysis of the questionnaires and interviews within Chapter Five will enable the answering of the hypotheses from Chapter One.

Chapter Five – Research Findings

5.1 Introduction

This chapter discusses the findings and results of the questionnaire survey and also evaluates the responses from the interviews with the key individuals. The questionnaire responses were coded and by using Software Package for Social Sciences (SPSS) version 11.5, the results were statistically analysed. The use of an appropriate computer package helps to speed up the process yet, it should be noted that the computer only analyses what is fed into it, so the accuracy of the results depends on the accuracy of the inputting (Cooper et al, 2000). The use of the computer package increases the depth of analysis as it allows a closer inspection of various relationships (see appendix 17).

5.2 Response rate

1000 questionnaires were posted with a covering note, 'This survey has been sent out by Weymouth and Portland Borough Council on behalf of a University Student'. The letter also contained a freepost envelope so the respondents' replies could be easily identified when returned to the council offices. The response rate within the cut off period of two weeks was 44.7%, an extremely high return for a postal survey, which normally average a 25% response rate (Clark et al, 2002). However, it must be note that these respondents have already indicated a willingness to be involved via the citizens' panel; therefore the 44.7% response was low. Judging by many of the comments included within the replies, whilst the respondents agree to work with the council, they do not all support their council's work, indeed many respondents do not rate the council very high in their opinions, therefore any bias that could have been noted via the responses is definitely counter balanced by the depth of criticism displayed. All replies that included qualitative comments were colour coded for further analysis and a summary can be seen in appendix 15.

5.3 Clarity of replies

Whilst many respondents clearly understood the questions and followed the instructions, there was a very small minority (1%) of respondents who defaced their replies as a protest either at the council or at the prospect of helping a student. These responses were useless for statistical evaluation, yet they were included within the response statistics and coded '0' for all responses. Similarly if the respondent did not know the answer or left the question blank, then '0' was again used. Some of the questions had answers that instructed the respondent to miss out the following question(s) and in this case a missing value was attributed by coding -9. This coding was used to highlight the difference between the unanswered questions.

5.4 Ease of understanding the questionnaire

The only section of the questionnaire to cause confusion was question 6 (see appendix 3). The response level to this set of statements received on average a 5% refusal rate whereas the other two similarly styled questions 3 & 5, received an average 2.5% refusal rate. In hindsight the wording for this question's responses should have been to grade the level of impact rather than the importance.

Question 10b gave the respondents the opportunity to select their choice of communication with the council and rather than pick one, many chose more than one, which was impossible to show on the SPSS programme, so a separate analysis was required and carried out.

5.5. Analysis of Findings

The SPSS evaluation produced much data of which all the frequencies and graphs can be viewed in Appendix 17. A summary of the most important findings is discussed below.

5.5.1 Tourism employment

The first set of questions asked the respondents whether they or any family members were involved in the tourism industry. Surprisingly only 7.4% had direct involvement and 9.6% having a family member involved. These figures appear to be somewhat low for an area that is known for its tourism and in the latest Council produced profile of the economy and labour market (Gray, 2003), it is quoted "employment in Weymouth and Portland is service orientated" however, it also quotes that "just under one-third of the workforce commutes outside Weymouth & Portland and there is a net commuting loss". The report writes that 38% of the labour force is employed in distribution, hotels and restaurants, and that 17% are employed in tourism related businesses, yet the responses from the citizens panel record only 7.4%, a possible bias in the panel reflected by the questionnaire.

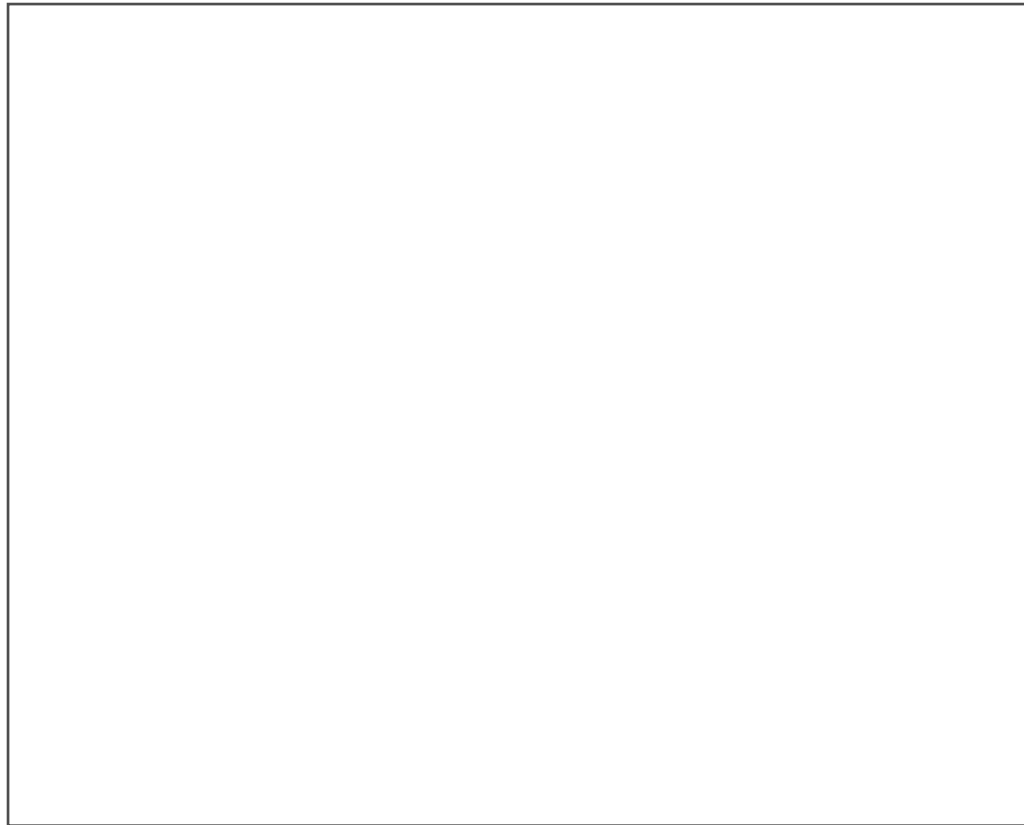
5.5.2 Opportunities for work within tourism businesses.

This question asked respondents if they had ever been offered any employment or business opportunity as a result tourism in Weymouth and its surrounding areas. 5.8% said yes, an extremely low result considering the results of the economy and labour profile of 2003.

5.5.3 Reasons tourists visit Weymouth area

The survey respondents were asked to rate from 'definitely not important' through six options to 'very important', the reasons visitors come to Weymouth and Portland with each response being scored numerically. The most popular reason is the beach and weather with 95.1% of respondents rating it at least important (3) and above (maximum 6). The harbour and bay was next with 90.6%, surrounding countryside was third followed by sailing facilities in fourth place. Festivals and events were considered at least important to 78.3% of respondents (see figure 5.5.3a).

Figure 5.5.3a



History and culture was important to 60%, food and restaurants to 49.9% and nightlife only ranked of importance to attracting visitors to 42% of respondents. However, it was clear from the written comments of many respondents that the nightlife within Weymouth was considered to be detrimental to the overall image of Weymouth as a seaside, family holiday resort. (See appendix 17 for a full breakdown of each question). These eight questions were then incorporated into a summary showing the relative weighting of each question as shown in figure 5.5.3b

Figure 5.5.3b shows the summary of all eight responses



5.5.4.Overall, is tourism positive for Weymouth?

Whilst 88.4% of respondents believe that tourism is positive for Weymouth and 8.1% felt it is not, 3.6% of respondents declined to answer the question. This question was placed immediately preceding the positive and negative impacts of tourism so as not to bias the opinions of the respondents when reminded of these impacts.

5.5.5.Positive Impacts of tourism

The wording of this section of statements (question 5) purposely avoided categorising the impacts as positive, even though they were all asked in the same section, so as not to bias the responses as they are purely subjective. However, from the literature review in chapter two, most writers believe these impacts all to be positive in respect of tourism. The respondents were again asked to rate the impacts along the continuum of 'not important' through to 'very important' see fig 5.5.5. (For a full breakdown of each question see appendix 17)

Figure 5.5



The residents have shown that the most important impact is the income tourism brings to the town, followed by the opportunities to reduce unemployment. Interestingly, the opportunity to improve infrastructure was ranked only fourth out of five, (see appendix 17) yet it evoked the most comments at the end of the questionnaires with respect to the Weymouth relief road (see summary of comments in appendix 15).

5.5.6.Negative impacts of tourism

This section caused some confusion, but again the author avoided categorising the responses as negative impacts, although most respondents realised this anyway. The results are in Figure 5.5.6 and in full can be seen in appendix 18 however, the findings show that increases in prices of land and goods, is the most important followed by pollution and crime levels.

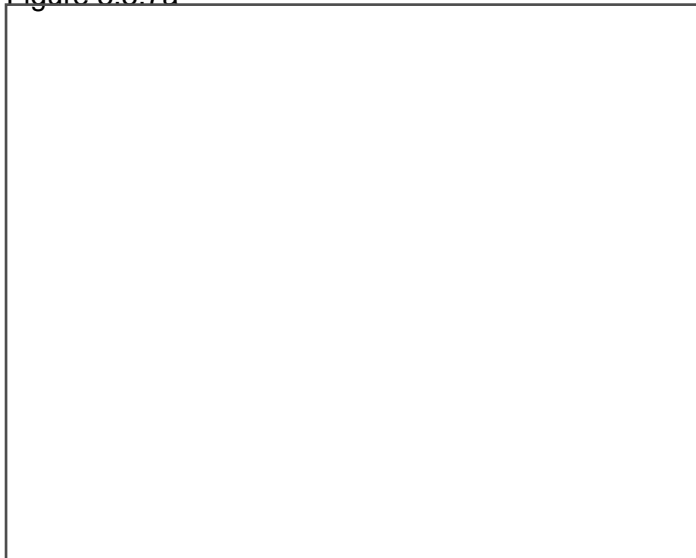
Figure 5.5.6



5.5.7 Would you like to see more tourists in Weymouth?

The results to this question were interestingly split with 56.8% in favour of more, 41.6% against and 1.6% ignoring the question. However by cross tabulating the answers with the ages of the respondents, (See appendix 17) this analysis displays that all age groups would welcome more tourists although expectedly, it was the 55+ age group who responded with most 'no' answers. However, since the chi squared test produced more than 55% of cells with a count of less than 5, it is not considered to be a statistically valid relationship. Even cross tabulating with postcode does not show a statistically valid relationship. The second part of this question asked when the tourists should visit and the results are shown below.

Figure 5.5.7a



The high-recorded 'missing value' responds to those residents who did not wish to see more tourists at any time (the no responses). The majority of respondents, 49.7%, would welcome the

visitors throughout the whole year and not just in the summer months.

5.5.8 Government spending on infrastructure and consultation with the public.

92.4% of respondents believe Government money, whether central or local, should fund improvements to the town's infrastructure as opposed to private funding. 88.6% have never been consulted on tourism developments in the past, yet surprisingly, they are all members of the councils citizens panel. 94.2% would like local people to be consulted on developments in the future, with 60% requesting on a quarterly or annual basis. 82.1% do not feel that the views of the general public are considered in tourism development, despite the presence of public consultation forums and the community partnership presently operating in the Weymouth and Portland area.

No significant statistical relationships were established by cross tabulating the above responses with age, occupation and postcode partly due to the number of options available within the questions and also because of the number of empty cells recorded (see appendix 17). In hindsight, and if more time were available, the author would complete the statistical tests in further detail through amending the numbers of categories and by discounting from the analysis the empty cells caused by the refusal to answer questions or a misunderstanding of the question by the respondents.

5.5.9 In depth analysis of communication channels

As several respondents indicated more than one preferred method of communication a separate analysis of this data was undertaken via Excel spreadsheets. The findings illustrate the most popular method of communication between the council and the general public to be the council newsletter. The statistical analysis recorded a 34.3% preference for this method followed by 28.9% preference for the local newspaper. 23.7% were in favour of open meetings and only 10.3% gaining their information from the TV & radio. It can therefore be concluded that the council should continue to communicate via their newsletter.

5.5.10 Public interest in large-scale events in the Weymouth and Portland areas.



Figure 5.5.10

58.2 % of residents would like to see more events (Fig. 5.5.10) and cross tabulating these results with age shows the largest number of 'no' and 'not interested' responses come from the 55+ age group (73.4%) which would be expected. However, as will be shown in later analysis, this age group appear to dominate the citizen's panel, so the results will all be biased towards this age group. However, if time had allowed, it could be possible to weight this group by aggregating the size by the figures produced in the latest UK census for the 55+ age group.

5.5.11 Types of events requested

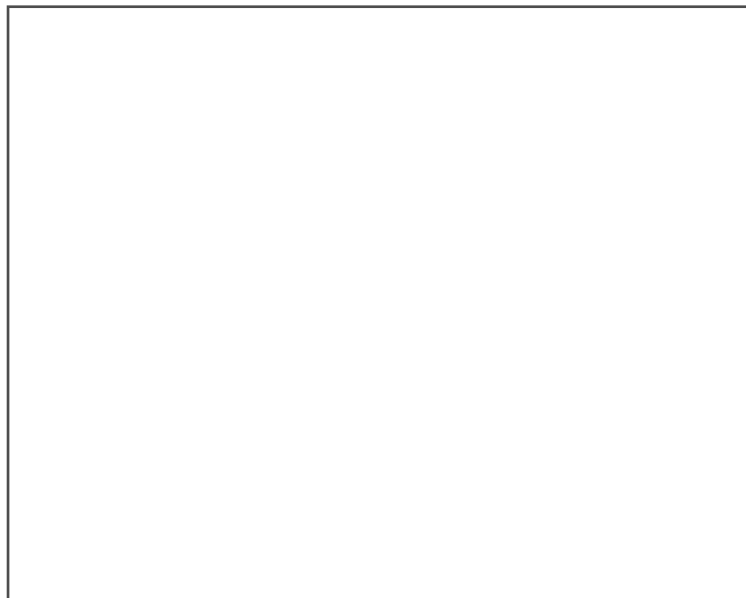
From the responses received within the questionnaires the following were the most popular requests for future events, by order of popularity

- Beach concerts
- Tall ships
- Conferences
- Watersport events
- Open air and classical music events
- More use of the Pavilion
- Wet weather entertainment facilities

(See full breakdown in appendix 16)

By cross tabulating the response to more events with a break down of the age groups, the results show that all age groups are open to all types of events, not just the young and middle aged. Interestingly 65.4% of the 55+ age group welcomed more events.

5.5.12 Results of 'do you sail' question.



The results for this question show 11.9% of respondents already sail and that a further 11.6% would like to learn. Interestingly, on further investigation, 73.6% of those who expressed a wish to learn are in the 55+age bracket.

5.5.13 Awareness of Olympic Bid

Surprisingly given the level of publicity and in particular the coverage in the local press, 2.9% of respondents appear to be unaware of the role of Weymouth and Portland within the London 2012 bid.

5.5.14 Gender

This question showed a fairly even split of respondents 53.5% male & 45.2% female. It was noted from addresses supplied on some questionnaires that some respondents were husband and wife. Whilst this is not unduly a problem, it would be perhaps better to have independent responses or perhaps one questionnaire jointly completed.

5.5.15 Age range

Throughout the whole analysis of the questionnaire, it has become obvious that the citizen's panel is weighted towards the 55+age range. Over 70% of respondents are in this range and including over 45+ is 86.1% of respondents. The author would add a 70+ category if doing a similar exercise again, however the overall results would be the same. Several respondents highlighted their age, including the oldest at 93 and he was keen to learn to sail. The current National Statistics for Weymouth, (www.statistics.gov.uk/census2001/pop2001/weymouth&portland.asp), show the 55+ age group to be 31% of the population (instead of 70%), therefore for a more accurate assessment it would be necessary to weight the findings for this age group in line with the national statistics.

Figure 5.5.15



5.5.16 Occupation

Following the age breakdown results, the highest percentage is unsurprisingly within the retired category, 57%. The second highest group, are the professional/managerial category. The Council Economy and Labour Profile shows 6.8% of the population in higher managerial and professional occupations and a further 22.6% in lower managerial and professional occupations, therefore the results produced within this study are in line with these figures. See figure 5.5.16

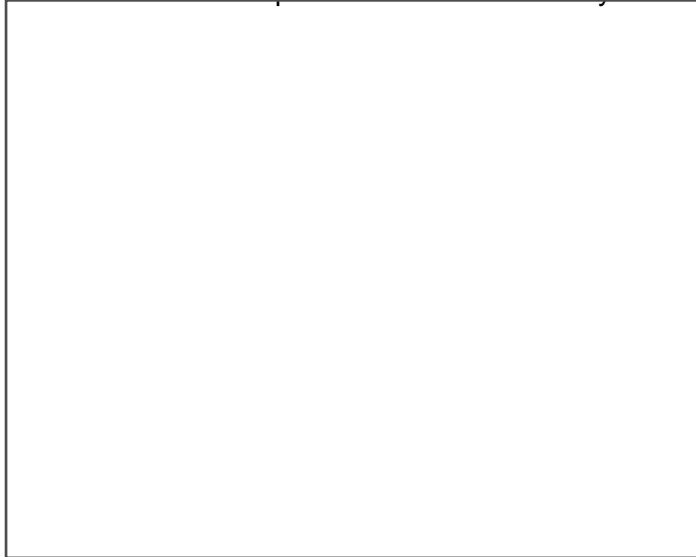


Figure 5.5.16

5.5.17 Postcode variance

The results here were in line with expectations DT3 36% and DT4 47.4%

5.5.18 Time spent living in area

74.5% of respondents have lived at least 15 years in the area, and with the high percentage of retired respondents, this is not unexpected. The council needs to encourage 'newer' respondents who could bring their experiences of living elsewhere to the citizen's panel.

5.6 Analysis of interviews

The resident's interviews were conducted in order to clarify areas that had surfaced as a result of the questionnaires and in support of the research objectives. A mix of age groups and occupation was undertaken and the five in-depth interviews were conducted over the telephone. In addition interviews were carried out with Local Council and business leaders, representatives of the sailing community, tourist boards and another satellite site representatives to gain further insight into issues raised through the resident questionnaire and the secondary research.

5.61 Community involvement in Tourism Planning

At present the community is not very involved in a two-way exchange of information and ideas except through the Citizen's Panel, which has been highlighted already in this research to be dominated by retired members. The business community is felt to have a more influential voice within the Weymouth and Portland area, yet residents felt able to contact their local councillors when necessary. None of the respondents was aware of the Community Plan "Our Community, Our Future" which is a new initiative for Weymouth. Some residents, via interviews, feel that the council places the wishes and needs of the tourists above those of the local residents.

There appears to be a distinct difference between the two communities of Weymouth and Portland, in respect of their views towards each other. The Portland residents do not seem to enjoy being classified alongside Weymouth, which they regard as a 'bucket and spade' tourist destination. They believe the potential sailing event to be Portland based and seem to resent the press implications that it is Weymouth that is to host the events. Weymouth residents on the other hand, recognise that new sailing facilities are being built at Osprey Quay, but would welcome the opportunity to play host to the event in 2012. The Weymouth residents also feel that perhaps Portland should have a separate executive body dealing with specific issues to Portland other than the Portland town council. This perceived conflict between the two communities could possibly hinder the smooth rollout of the Community Plan.

5.6.2 Residents opinions of present infrastructure

The relief road situation generated the most responses from the questionnaires and from the in-depth interview responses, with the majority of the residents believing that no further big events will be able to take place without the road being built. Interestingly, whilst the orange route appears to be the preferred choice, some residents suggest revisiting other suggestions (See appendix 7). Questions were raised about the environmental issues and comment made that any developments, have environmental issues and that it is more a matter of managing the situation as opposed to having no development at all. The residents strongly believe that the council have the opportunity to press for the relief road to be constructed on economic grounds, as the community 'is dying on its feet' as evidenced by the loss of jobs at 'New Look', a local employer who has decided to move its distribution centre away from the area. In addition, the community is heavily reliant on Condor Ferries for economic stability as seen within the latest Economic Profile of the area (Gray, 2003).

5.6.3 Weymouth's future

Residents have expressed a wish to see the town move 'up market'. All the interview respondents believe Weymouth to have great potential, yet the council must act quickly to encourage developments to help rejuvenate the town. None of this can happen without the relief road being constructed. The economic consequences for the town alone will justify this rejuvenation.

Whilst some residents requested more 4 & 5 star hotels, the building of this type of accommodation is market led (Gallivan, personal interview, 2004) and even Bournemouth does not have any 5 star establishments and is showing a trend towards 'boutique' style accommodation, an innovation in accommodation standards, where the rooms are of 4 star quality but there are no restaurant or bar facilities. This encourages fewer, higher spending clientele, who in turn could encourage more upmarket restaurants and shops to the area. The council have the opportunity to develop properties they own along the esplanade into more upmarket accommodation.

The cyclical implications are that in time less visitors will come into town, however, the spending

levels should not significantly decrease and ultimately there will be less pressure on the town's infrastructure. Residents do not appreciate higher car parking charges in the summer, however if the transport infrastructure was improved the council may not feel so obliged to try and keep cars away from the town centre.

All residents were keen to see more events held in the area and especially to use the natural facilities of the bay and harbour. Only two questionnaire responses and one interviewee mentioned the World Heritage Site of the Jurassic Coastline yet, the WPSA have placed great emphasis on this site's proximity to the sailing centre and used its potential backdrop as one reason for holding the Olympic Sailing in the area.

The residents do not feel that the impacts of hosting events in the area will be any worse than at present because of the road issue, as this seems to be in the forefront of everyone's minds. The majority of residents welcome the positive opportunities, although many look forward to daytime events for families in preference to evening events.

5.64 Future of sailing centre

The sailing infrastructure needed for hosting the 2012 sailing events is being constructed irrespective of the bid being successful or not. The present construction is well under way and if the bid is successful there will be a few temporary additional facilities required, which the London organisers will fund.

Tweed (2004, personal interview) of the WPSA, believes that very little extra infrastructure will be required as the academy will be a 'RYA' centre of excellence capable of hosting world class events, regardless of the Olympics. The road issue is not so important to the sailing centre as there are no peak flows in and out that would place additional pressure on the local road system.

In addition all the facilities required by the competitors, officials and media will be available on site and plans are in place for the accommodation required to be available on cruise ships moored in the harbour. The WPSA cannot have permanent accommodation on site due to the proximity of oil tank containers, however a 'Travel Lodge' style budget hotel is being planned within the Osprey Quay development (Tweed, 2002 personal interview) and the sailing centre has the use of a 40- room lodge in nearby Portland. The pressure may well come from the spectators who will be kept well away from the sailing centre itself.

The long term plans of the centre include hosting many world-class events as well as working closely within the local community. Hopefully this may help to overcome the perceived image of sailing being an elitist sport but also to encourage local schools to use the facilities (Tweed, 2004 personal interview).

5.6.5 Use of Satellite Sites

Parry (2004, personal interview) believes that in future it will be highly preferable to use existing sporting facilities as long as they are of a suitable standard in preference to the considerable

amounts of money that are spent on building new stadiums. He further believes that the Olympics should be national events, taking the Olympics out to the whole of the country rather than just city events. This will also greatly encourage the rejuvenation of many towns through the associated media exposure. He further believes that the opportunity to improve the infrastructure of towns and cities, even if the Olympic bidding is unsuccessful is worthwhile as seen in this country in Birmingham and Sheffield.

5.7 Conclusion

The analysis of the questionnaires and interviews has been a rewarding exercise yet, the author wishes to progress further still as this area of study has many opportunities for continuing research. The following chapter will conclude the research so far conducted and make recommendations based on the present research and suggest future additional research.

Chapter Six - Conclusions

6.1 Introduction

The aim of this dissertation is to examine the impacts of hosting mega-events at satellite sites. To do this the five objectives which were set out in chapter one have been explored and investigated, firstly through the literature review, and secondly via the research in Weymouth & Portland.

6.2 To determine the impacts of mega-events

A thorough investigation of potential impacts was carried out via the literature review and whilst each event will be unique, there are definitely trends that can be seen to occur, and the key to success lies in the forward planning. Both Weymouth (Gallivan, 2004 personal interview & Reed, personal interview) and Wimbledon (Gorringer, 2004 personal interview) have begun planning already, even though the final decision on the 2012 games will not be made until July 2005, as has the South West Tourism Authority (SWT, Interview, 2004). Athens did not plan early, and consequently suffered much adverse publicity, culminating in many potential visitors staying away through anxiety over the facilities being ready on time, leaving many events undersold. Conversely, the Beijing 2008 organising committee have been told by the IOC to slow down their preparations as many facilities are nearing completion, yet the financial consequences could be severe as there will be no opportunities to generate income until 2008.

6.3 To decide if the impacts can be accurately predicted

As in section 6.2, this will depend very much on the ability of the event organisers' to plan well in

advance. Proper, efficient planning can help predict and therefore anticipate most circumstances other than the totally unexpected and unforeseen and Weymouth is already planning in preparation of the decision by the IOC in September 2005 (Reed & Gallivan personal interviews, 2004).

6.4 To identify the long-term viability of the infrastructure required at satellite venues.

The rationale for holding the event at the satellite venue is the existing sporting facilities at these sites. The sporting structures will already be built and running efficiently and there will possibly be some upgrading required, which the management of the events will be able to address. There will not be required the magnitude of new facilities often seen at the main sites of events such as the Olympic games. However, the supporting transport and accommodation infrastructure will need to be addressed at these sites. In the case study of Weymouth, the relief road issue, which has been an outstanding problem for many years, may well get the impetus needed for its construction should the sailing element of the 2012 games come to the area. Without this, the road issue will not be resolved quickly and the whole area, including the economic well being of the town, will suffer greatly as more businesses relocate (interviews with residents, 2004).

6.5 To evaluate the effectiveness of the local community's voice in planning issues.

Despite the presence in Weymouth of the Citizen's Panel, the Community Partnership and the council newsletter, the majority of residents, as evidenced within the questionnaire responses, do not feel involved in the decisions their council makes. There is not a true cross-section of the community seen on the Citizen's Panel, where it is heavily weighted towards the 55+ age bracket and retired residents. In addition, it was felt by some residents that the business community, and some members in particular, have a much louder say in the activities that take place in Weymouth. Whilst the residents will welcome the sailing events to the area, there can be seen the beginning stages of "The Royal Wedding" effect where the residents fear people, including locals, will stay away from the events due to overcrowding. The council and event organiser's, will need to educate the local community in this respect, once they have decided upon the area's carrying capacity for hosting the Olympic sailing, and allow the community a stronger voice in planning issues.

6.6 To study the opportunities available through media exposure and resort rejuvenation.

The media exposure opportunities are considerable (Reed, personal interview, 2004), but as seen with Athens 2004, the media coverage needs to be positive. In modern society, the constant exposure through the press to bad images can stay in the public's mind long after events occur. The British bid team must insure if the UK bid is successful that they get positive media coverage from the outset. The sports involved at the satellite venues may be deemed to be too specialised for the general public, but the media exposure will be a chance to overcome this prejudice. The

opportunities for the Weymouth area to help rejuvenate it's image are already recognised by the residents and several suggestions have been put forward for ways to do this irrespective of the Olympic sailing coming to the area. The council own several properties along the esplanade, which could be converted from their present condition into 'up market – boutique' hotels which are now being used in Bournemouth to attract wealthier visitors to the area from London. The road issue, if decided to be built, will bring much heeded positive media coverage to the area, which is presently suffering from loosing a big local employer, New Look, who has moved it's distribution centre away from the area.

6.7 Hypothesis 1 – The Life-cycle of mega-events is a constant irrespective of the approach to sustain them.

True – The lifecycle of the impacts is constant, irrespective of the approach taken as long as the event is managed effectively with proper planning. From a community's point of view, it is not the individual life cycles that are of importance, rather the overall portfolio that is of greater importance (Getz, 2000).

Too much emphasis on the economic benefits should not cloud the other possible impacts both positive and negative. Whilst the local communities will experience short term disruption through traffic restrictions, tow-away zones, road closures and car parks converted to other uses (Gallivan, 2004 personal interview), there will be the opportunities for long-term gains especially from resort rejuvenation through media exposure. The best example of this in recent years can be seen in Barcelona, Spain.

Comparing Butler's Life cycle to the fortunes of Weymouth as a resort, it would appear that the town itself is past the stagnation phase and is in danger of decline if it does not find ways to rejuvenate itself. The decline will be further exacerbated if the issue over the relief road is not resolved soon by the approval for its construction. There are many natural resources in the area including the World Heritage Coastline, yet the tourism business in the area as well as other commerce will suffer immeasurably if the road is not constructed.

6.8 Hypothesis 2 - Mega-events have a positive net impact on the destinations in which they occur and they can be accurately predicted.

True - The findings also indicate that there is an opportunity as stated in the SWT vision 'Towards 2015', for Weymouth to target quality as opposed to quantity visitors, thus alleviating some of the transport pressures. This will not require the construction of 4 & 5 star accommodations, as 'boutique' style hotels are becoming increasingly popular. As the council own establishments along the esplanade, the refurbishment of these sites could provide this level of accommodation. This could provide an excellent opportunity for Weymouth & Portland to capitalise on the rapid growth of interest in water sports and make available upmarket accommodation to affluent potential users of the WPSA facilities as well as the natural facilities of the bay and harbour. However, the impacts could become negative if the infrastructure is not viable after the event, as seen in Sydney, where Homebush stadium is loosing money, as it has to compete with other older but more established stadiums in the Sydney area, however this is unlikely for the WPSA.

6.9 Hypothesis 3 - Local communities must have a voice in the planning process of mega-events to safeguard the socio-cultural impacts.

True - Gallivan (2004, personal interview) argues that the Weymouth & Portland Borough Council have many initiatives aimed at keeping the residents informed, including newsletters, membership of the Citizen's Panel and the Community Partnership, yet 88.6% of respondents to the questionnaire reply that they have never been asked for an opinion. In addition, in contrast to Bournemouth, there does not seem to be any involvement of the resident's in open meetings. Bournemouth has recently held the 'Great Bournemouth Debate'. Over 120 people took part in the event held at the Pavilion, which involved members of the public, partners and councillors. All those taking part were asked to come up with a vision for the future of the town and Weymouth should follow this initiative and get its residents more involved.

The responses from the questionnaire show that the residents do not have a lot of faith in their council at the moment, believing them to put the needs of tourists above those of the local people. However there were some good suggestions for potential future events, which will be passed on by the author to the council for consideration (appendix 16).

The majority of local people (60%) will be interested in taking part in the Olympic festival however, the projections from the WPSA believe that many spectators will come from the sailing communities of the UK and northern Europe. The anticipated spectator audience is 10,000 per day with a peak of 15,000. For Weymouth this figure is small in comparison to the 125,000 visitors in the town for the Tall Ships.

Weymouth will be the gateway of entry to spectators for the sailing events as it is anticipated that many visitors will sail to watch the events and travel by road locally. Only a small proportion is expected to arrive via the gateway of London, so most economic impacts will be felt locally. Therefore the expected zone of influence will be concentrated in the Weymouth area. The town believes the expected influx of spectators will be well within its carrying capacity limits.

6.10 Hypothesis 4 - Hosting mega-events can help to rejuvenate and redevelop urban areas.

True - The Mega-event industry in Weymouth is clouded somewhat by the issue of the relief road. Should the 2012 London bid be unsuccessful, the main impetus for building the road will be lost and consequently the mega-event opportunities (other than at the WPSA) for the town will also possibly disappear. However, Gallivan (2004, personal interview) states that should the bid be unsuccessful, the council have an active list of events and he is sure that the sailing academy will continue to host large-scale sailing competitions. Whilst the council and the community support the need and recognise it's benefits, particularly for resort rejuvenation and the positive impacts that can accrue, it shows how vital the correct infrastructure is to the mega-event industry and in this case the tourism industry. However, the momentum should not be lost to revamp the area's image, as seen in Manchester and Sheffield (Parry, personal interview, 2004), through developments taking place at Osprey Quay and the money being invested by the SWRDA and private enterprises.

6.11 Hypothesis 5 - The infrastructure required to host mega-events and to capitalise on the long-term benefits justifies the disruption to communities and businesses.

Not true for Weymouth, as at present it could be argued there is more disruption now, however, in general terms this hypothesis is true. The projected numbers are within the capability of the local council to handle as they have had experience of even greater numbers through hosting the Tall Ships races in the past and Gallivan (2004, personal interview) argues that the council believe the estimates of the London Bid team to be on the low side and the council are therefore working from their own estimates which are substantially higher, but well within their capabilities. In return for three weeks of disruption, the local community will possibly get their much desired relief road and also the opportunity for elevating Weymouth on the world stage, and the event will bring the area to the attention of the UK and Europe, particularly within the sailing community.

6.12 Hypothesis 6 - The impacts of hosting mega-events can be positive if advantage is taken of existing available infrastructures.

True - Satellite sites have less negative impacts by virtue of their existing facilities – the rationale for being chosen in the first place. By using satellite venues there is much to be gained but unless the correct infrastructure for the event is in place, it could be a disaster. Unfortunately, due to the very nature of it being a satellite centre, the government may not feel inclined to offer any financial support for any improvements needed. The satellite venue will have the sporting infrastructure otherwise it would not have been chosen in the first place, it is the supporting infrastructure that is so important.

6.12.1 Wimbledon Case Study

As part of the research for this dissertation, the opportunity to investigate the planning of another sport in relation to the 2012 Olympics was considered invaluable. Contact was made with the Chief Executive of the All England Lawn Tennis & Croquet Club at Wimbledon, to ascertain the present plans for the tennis element of the London 2012 bid. This venue will be another Satellite Venue as it will be across the other side of London from the main site and village in the Lower Lea Valley. A full transcript of the interview with the Chief Executive can be seen in Appendix 10. Gorringer (2004, personal interview) believes strongly that the use of existing sporting facilities is a major advantage in that the venue at Wimbledon has been used in the past for The Championships and is regarded as the premier tennis event in the world. It is also felt that using the Wimbledon courts will be a way of further promoting grass court tennis. The London 2012 team will deal with the transportation of competitors across London and they are confident that they can do this in an acceptable time limit. The impacts on the local Wimbledon community are expected to be less than normally seen during Wimbledon fortnight, as there will be far fewer competitors and spectators. Overall this helps prove the assumption that the use of existing facilities far outweighs the building of new venues. This concurs with the views expressed by Parry (2004, personal interview).

6.13 The Future for Weymouth

The Campaign for the Protection of Rural England (CPRE) report criticised the council's Economic Impact Assessment for the construction of the relief road and it now appears to be on hold because of the environmental issues involved, so it seems unlikely to progress any further

at this time.

However, should the 2012 bid be successful for the UK, and the WPSA host the sailing events and furthermore because the transport infrastructure appears to be the main cause of criticism of the IOC towards the London bid, it would seem very likely that the road will be built. However, the bid has an alternative plan should the road not be built (Gallivan, 2002 personal interview).

6.14 Conclusion & Opportunities for further study

The researcher considers the research to have been successful. The amendments made along the way helped to frame the research. If the researcher was to complete this exercise again she would begin even earlier, due to the amount of material available once the literature review begins, in order to spend more time on the primary research, especially the questionnaire and also allowing time to follow through with the focus groups. The WPBC are extremely keen for the focus groups to take place and this will now happen after the submission date of this dissertation with the assistance of the author and will enhance the research further.

In addition, complementary research at other satellite venues would also be invaluable and a scrutiny of the impacts of the Athens games will compliment this body of work. It is clear that the IOC is presently investigating alternative plans for future games and the bidding processes. The Paris bid for the 2012 games was criticised in the worlds' press as it intends to use many existing facilities as opposed to building everything new. It will be extremely interesting to see how and on what criteria future bids are chosen.

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The British Olympic Association Annual Report 2002

The British Olympic Association Annual Report 2001

The British Olympic Association Annual Report 2000

This is the BOA – British Olympic Association

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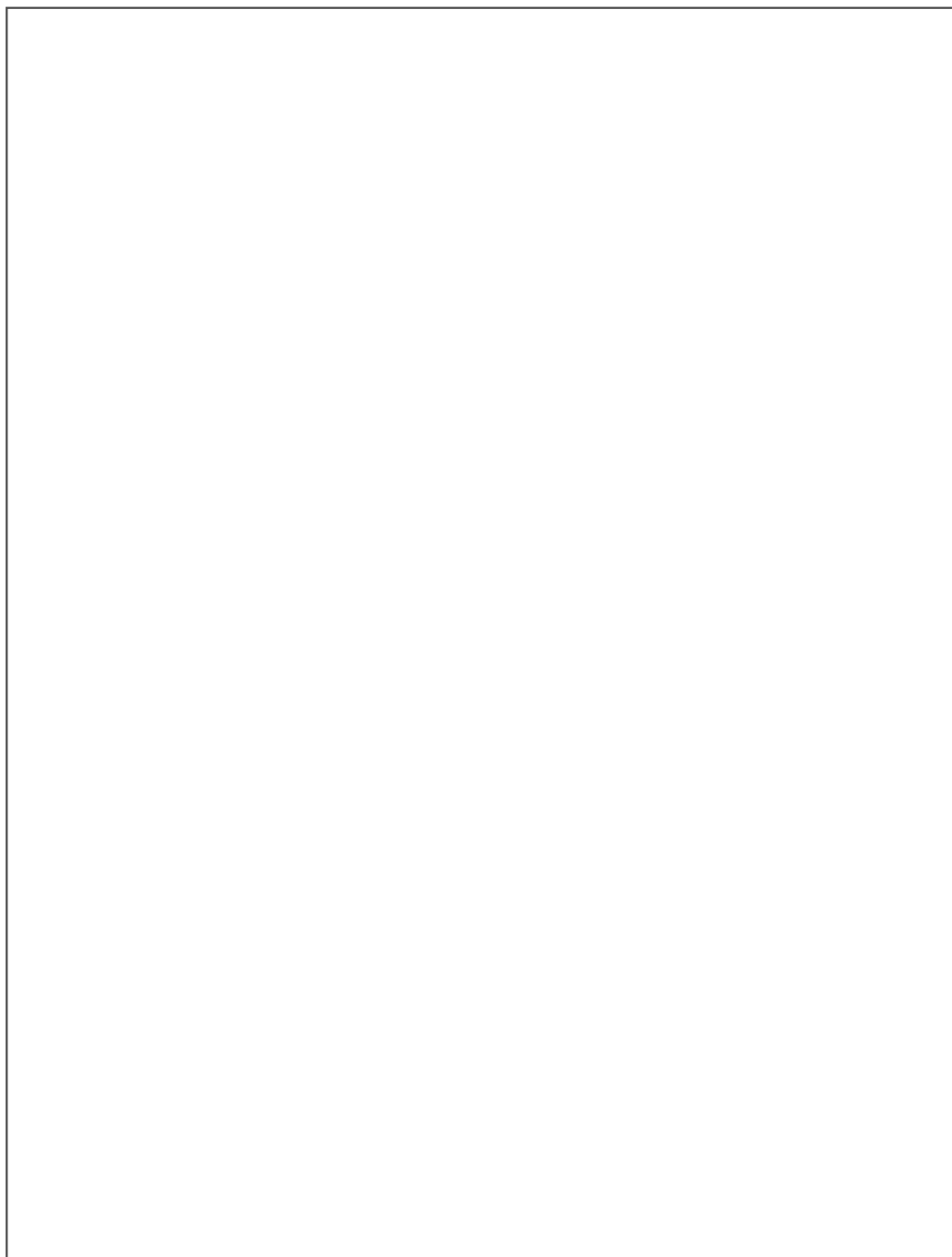
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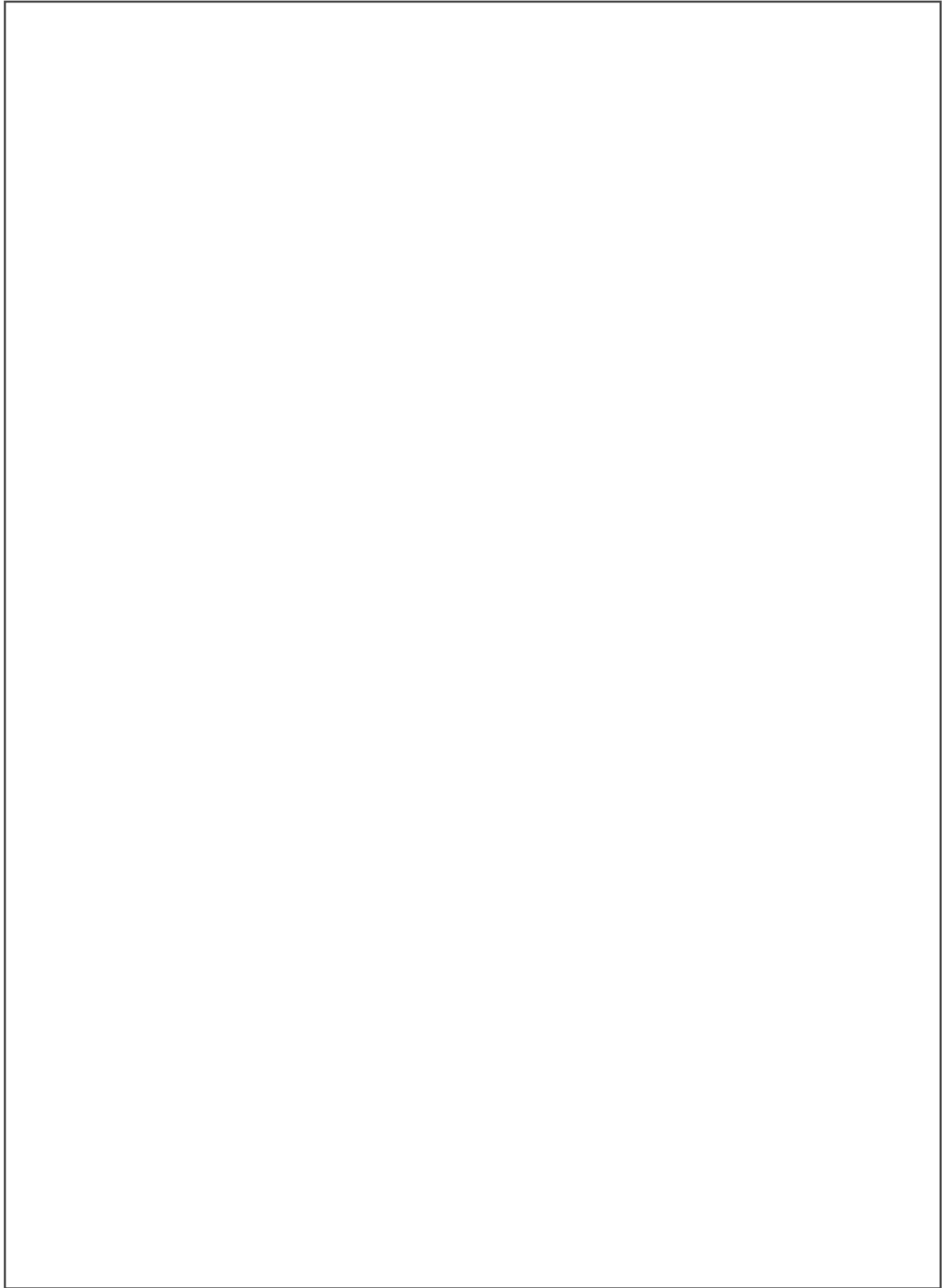
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Appendix 1 – ‘Sailing For The World’ Bid Document

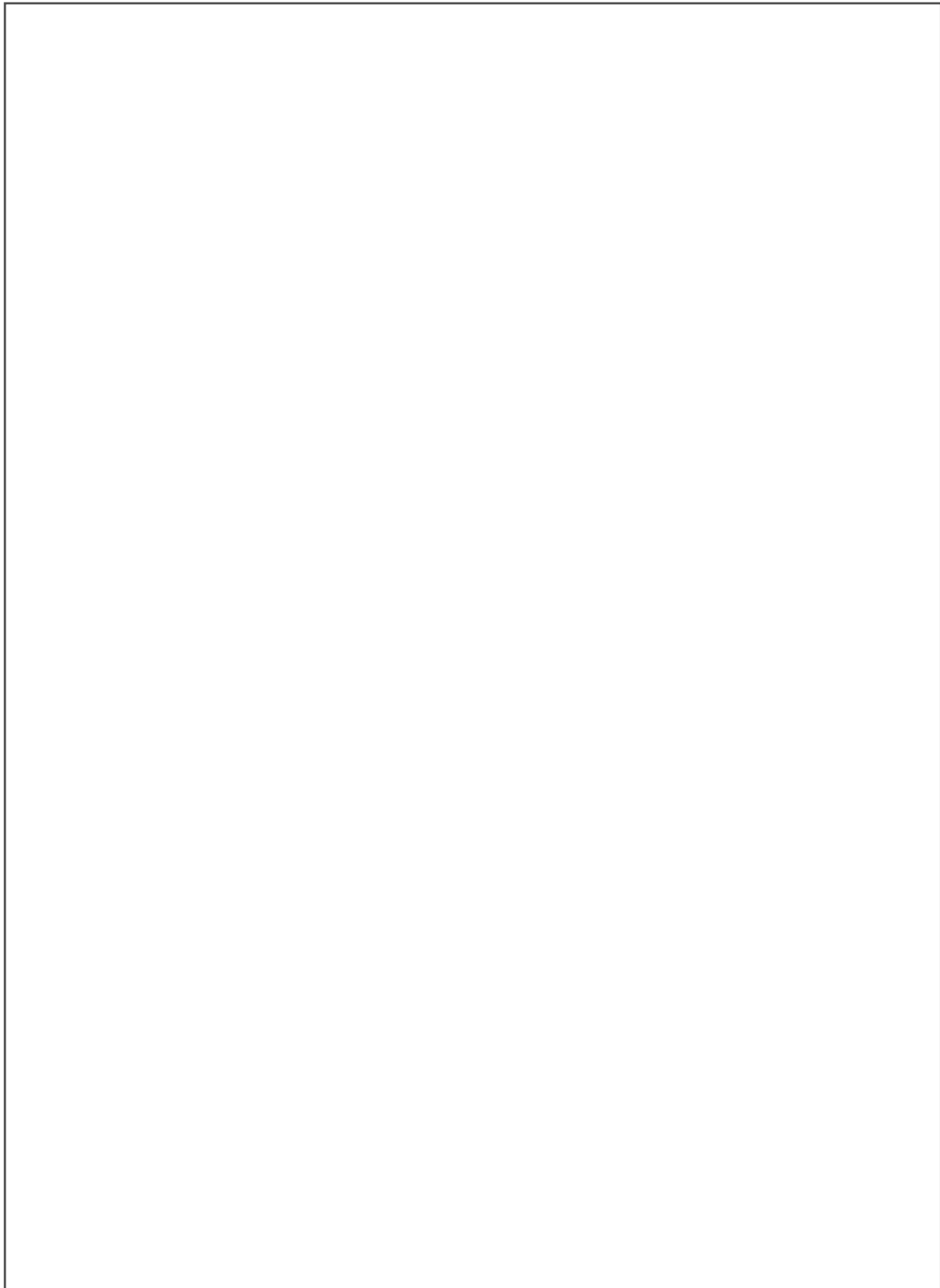
Appendix 2 – Pictures of the development taking place at the Weymouth & Portland Sailing Academy.



New Buildings under construction at the Weymouth & Portland Sailing Academy



Existing facilities at the Weymouth & Portland Sailing Academy



Top picture: new slipway construction Bottom picture: existing slipway

Dear Respondent

I am currently conducting a study on the impact of hosting mega-events in Weymouth as part of my University studies. If the UK is successful in their bid to host the 2012 Olympic games, the sailing competitions will be held in Weymouth. There is considerable published research regarding the main cities that have previously hosted the games, yet little research on those towns and communities who host specialised events.

This research is designed to address many of the issues affecting your community. The results of individual questionnaires will be treated as confidential. Only the combined results will be summarised and reported to the Council and will appear in the Masters Dissertation

Please remember that there are no 'correct' answers, I am particularly interested in your personal opinion. **Please return your replies by 18th July in the enclosed envelope.**

Thanking you in anticipation of your assistance,

1. Do you presently have any involvement with the tourism business in Weymouth?

Yes

No

2. Are any of your immediate family involved in the Tourism Business?

Yes

(go to Q3)

No

(see Q 2a)

2a. Have you been offered any employment or business opportunity as a result of tourism in Weymouth and its surrounding areas?

Yes

No

3. In your opinion, please rank the following in importance as the reasons why tourists come to Weymouth

Not important

very important

1

2

3

4

5

6

Festivals and events

History of area & local culture

Beach & weather

Harbour & bay

Sailing facilities

Surrounding countryside

Food / restaurants

Nightlife

4. Overall do you think tourism is positive for Weymouth?

Yes No

5. Please decide the importance of tourism for Weymouth in terms of the following

	Not	important				very
important	1	2	3	4	5	6

Improves standard of living
Increases awareness of town
Reduces unemployment
Brings in income to the town
Improves quality and standard of infrastructure
(E.g. roads, public amenities, public transport)

6. Please decide the importance of tourism for Weymouth in terms of the following

Not	important					very important
1	2	3	4	5	6	

It over commercialises the town and area
Lowers moral values
Raises crime levels
Brings pollution
Makes the rich richer and the poor poorer
It increases the price of land and goods

7. Would you like to see more tourists in Weymouth?

Yes (see Q.7a) No (go to Q.8)

7a. In the summer Out of peak season Spread over whole year

8. Do you think government money should be used to fund improvements in Weymouth's infrastructure (new facilities; roads; harbour improvements,)?

Yes No

9. Have you been consulted on major tourism developments in the past?

Yes No

10. Do you think local people should be consulted on specific tourism developments and how often?

Yes (see Q 10a & 10b) No (go to Q 11)

10a. If yes, how often? Weekly Monthly Quarterly Annually

10b. By what means?

Local Newspaper TV & Radio Council Newsletter Open Meetings

11. Do you think the general views of the public are considered when it comes to the future tourism development of Weymouth?

Yes No

12. Would you like more large scale events held in the Weymouth area?

Yes (see Q12a) No Not interested

12a. Please state what type of events you would like to see

.....

13. Do you sail?

Yes No Would like to learn

14. Are you aware that Weymouth will host the Olympic Sailing events in 2012 if the London Bid is successful?

Yes No

15. Gender

Male Female

16. Age range

55+ 45-54 18-24 25-34 35-44

17. Occupation

Professional Skilled Skilled Semi/
Manager Non-manual Manual Unskilled

Retired Unable Unemployed
To work

18. Postcode.....

19. How long have you lived in Weymouth?

Under 1 year

1-5yrs

5-15 yrs

over 15yrs

20. Is there anything else you would like to add?

.....
.....
.....
.....

Thank you for your valuable time and help in this research.

If you would be interested in further involvement in this research by taking part in-group discussions, please give your contact details.

.....
.....
.....
.....

President of the IOC, BBC2 18th May 2004

“The fundamental vision and fundamental ideal has not changed from the very beginning. The circumstances do change and the circumstances do change and the circumstances of the first games are totally different to those of today. But what has remained is that this is the place and time, every four years in a different city, the youth of the world are assembling, where all the greatest athletes are training and preparing. It is their life’s dream.

They come there together; they have these different athletes of all different ethnic groups, religions, cultures and political systems, living peacefully together as friends. You see it in their eyes, the shine, as this is the greatest moment of their lives.

The International Olympic Committee is an international, non-governmental, non-profit making organisation. It has a staff of 300 at the IOC commission in Lausanne who look after the day-to-day running of 202 national Olympic committees and 35 of the world’s leading sports organisations.

The IOC must not be in the forefront. The IOC must be backstage with the athletes in front. If I could make a choice, I would not make a speech at the opening of the games. It is a long tradition, a tradition whereby we normally thank the organisers, which you have to do and it is for that reason alone that I keep the speech and otherwise you would not see me on TV. So there are many issues, which have reduced, and I do not want to appear or I do not want the IOC to appear. We are the custodians, we are there to serve and to serve you stay backstage, not front stage.

There is concern that the complexity of the games is making hosting them an impossible dream for all but a few nations. Sydney had 47,000 volunteers, new venues were constructed and cities remodelled. There was a sense of occasion unsurpassed in the world of sport.

I am concerned about the size and complexity of the games because the games have inflated and they have become bigger and bigger and still today you can manage but will we be able to manage in 10 years time. I doubt it and that’s what has to change, it’s not easy.

The IOC has set up the Olympic Games Study Commission whose role is to propose solutions to manage the size and complexity of the games. Recommendations already being implemented for future games include

- Introduction of standards to control the volume of the games
- Transfer of knowledge system to help
- Financial structures in place to make it easier for countries to host the games in the future

Athens has limited the official accreditation. The number of athletes is limited to 10,500; the sports capped at 28 with no new sports added; the number of events capped at 300. In the future some sports may lose their Olympic status to make way for new ones and all sports are to be reviewed after games in the future.

It takes a revolution to change; Samaranch (previous IOC President) used that very wisely.

When we had a crisis he changed the IOC, and under the crisis we agreed to change our old conservative system for a new modern one and I will always be grateful to him for that. But, I am bound to change things in the long term (10-15 years) without a revolution, without a crisis and that is far more difficult because otherwise we will always be reactive.

Discussing Athens infrastructure and games planning. Huge infrastructure is needed for Athens, particularly roads, water, electricity and modernisation of hotels. The games are to be the “no frills games”, concentrating on what’s essential for the successful staging of the sporting competition.

The problems were that basically everyone in Greece has underestimated the magnitude, difficulty and complexity of organising the Olympic games. The first organising committee was comprised of people who meant well and with a lot of knowledge and experience in their own professional lives, but they underestimated what it takes to organise.

The menace of terrorism has made security an even greater issue. Athens has a bigger budget and more security personnel than any other games. Three times more is to be spent on security than in Sydney, in total 650m euros. There has been collaboration with 7 other countries to train the police and military. 45,000 individuals will be involved in the security of the games.

We want secure games, in peaceful environment, very good conditions for the athletes, good Olympic village, very well run venues, good sports officials and volunteers, very good media capacities and if beyond that we have nice things around that’s fine, that’s not the core business and I’m interested in the core delivery of the games. If we have the stadium without the roof, but still functioning, I’m perfectly happy. We have always said the roof was not needed; it was nice with added value, but not absolutely needed.

Discussing doping scandals.

Once in a while watching something exceptional, I have second thoughts. Is it a dream; is it true; can I rejoice; can I believe it? It frightens me, firstly for the athletes as I have seen in my profession (orthopaedic surgeon) many healthy people destroyed by doping; secondly it also frightens me because of the belief people have in sport and in the games; and thirdly, it might dry up future recruitment into sport. For these three reasons we have to act forcefully, in a never ending fight and it is our moral duty to do everything we can.

The IOC has set up the World Anti Doping Agency with a worldwide code of practice. Dick Pound, the chairman of the WADA, says that Athens will be the first games with a uniform set of rules for all athletes, from all countries in all sports.

As I speak today before the Olympic games in Athens, the IOC and the Olympic movement is in a very good state and we have a great interest in future games in having nine prestigious cities competing to host the 2012 games. We are blessed with great support from the political world; we had a unanimous vote at the United Nations last November, which is exceptional. Whenever I meet Prime Ministers or Heads of State, I see genuine confidence in sport, the IOC and the Olympic movement.

Sponsorship and TV coverage allows the funding for the games. The IOC can fund the development of sport throughout the world through the Olympic Solidarity Programme. The increasing revenues from media coverage have secured the financial future of the games, now they must protect the Olympic ideals.

Everything depends on two things; firstly, to continue to be transparent and accountable and to have democracy and openness. People have to trust us and they do and it is a very important thing and is something I repeat to my colleague's everyday. We have to be impeccable, to bring forward a message to the youth and also to mankind of brotherhood, of fair play, respect of the rules. If you preach, you have to be impeccable yourself. Secondly, you have to have good games. Everything is built on the games. If we have bad games, financially we will suffer and interest from future new organising cities will diminish. So it is a dual responsibility to be impeccable and being a performer in the games organisation.

WATCH WORDS FOR ROGGE FOR 2004 GAMES

TOLERANCE

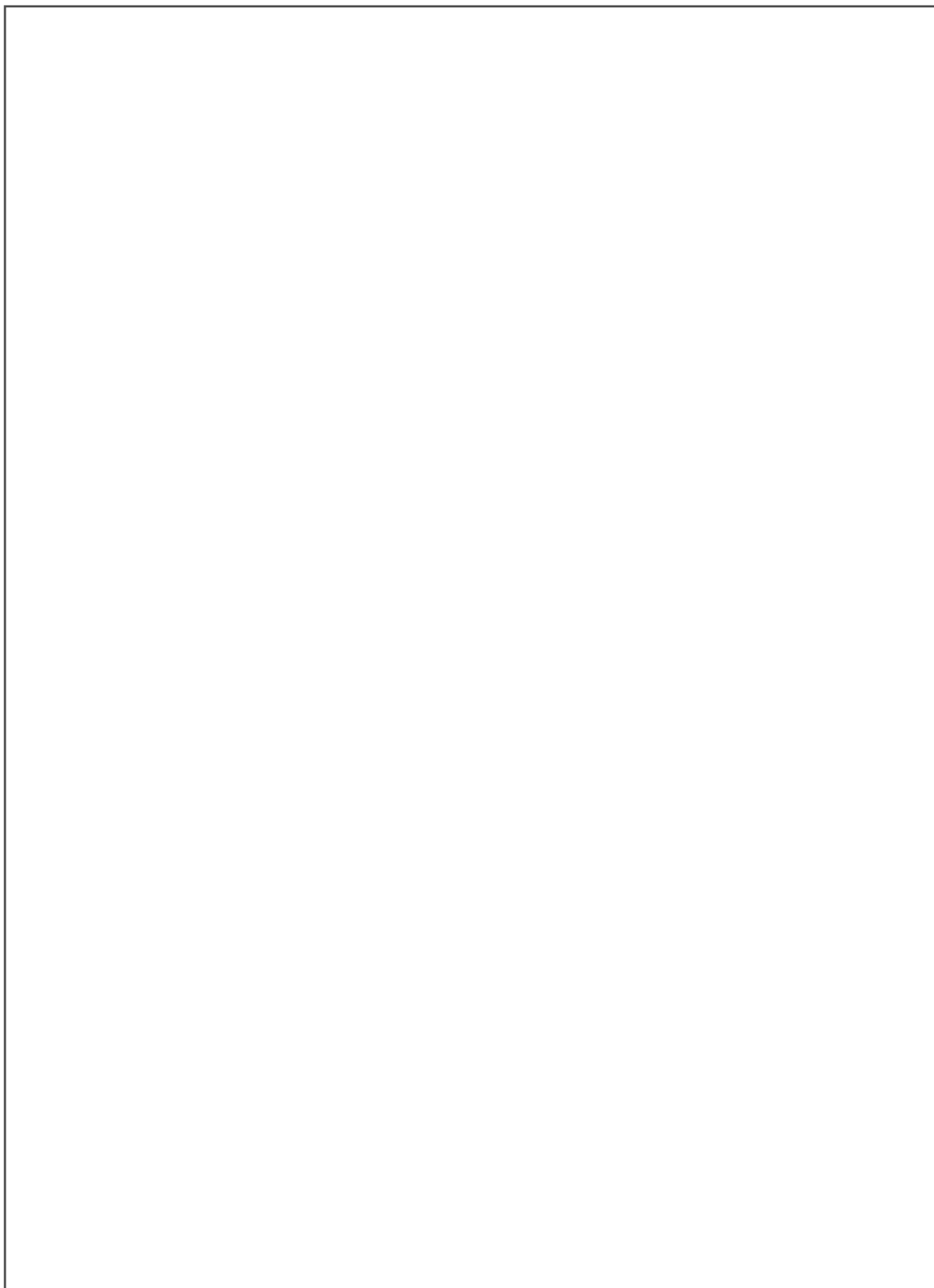
SOLIDARITY

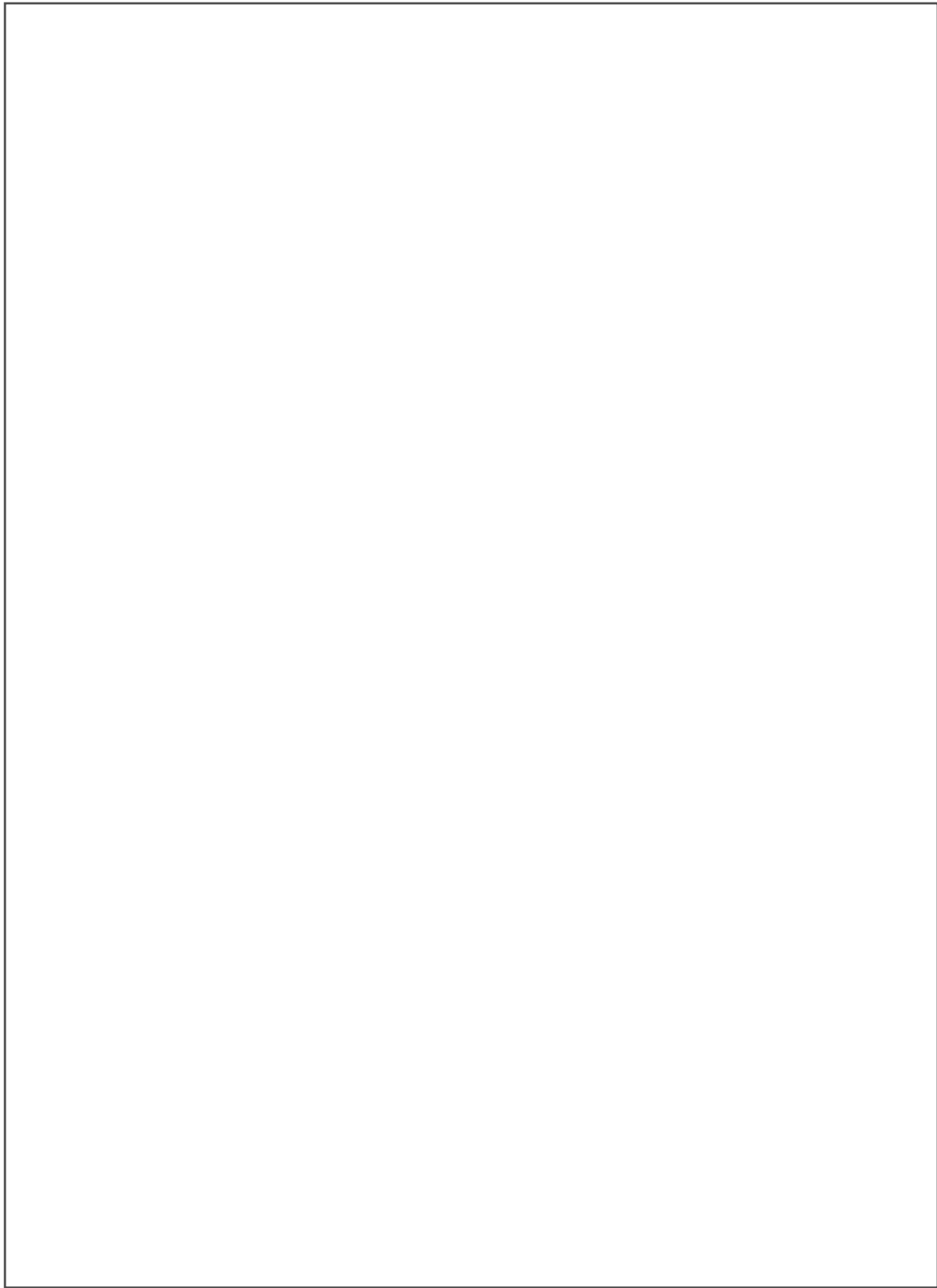
PEACE

FRIENDSHIP

Athens is the latest stage in an epic journey

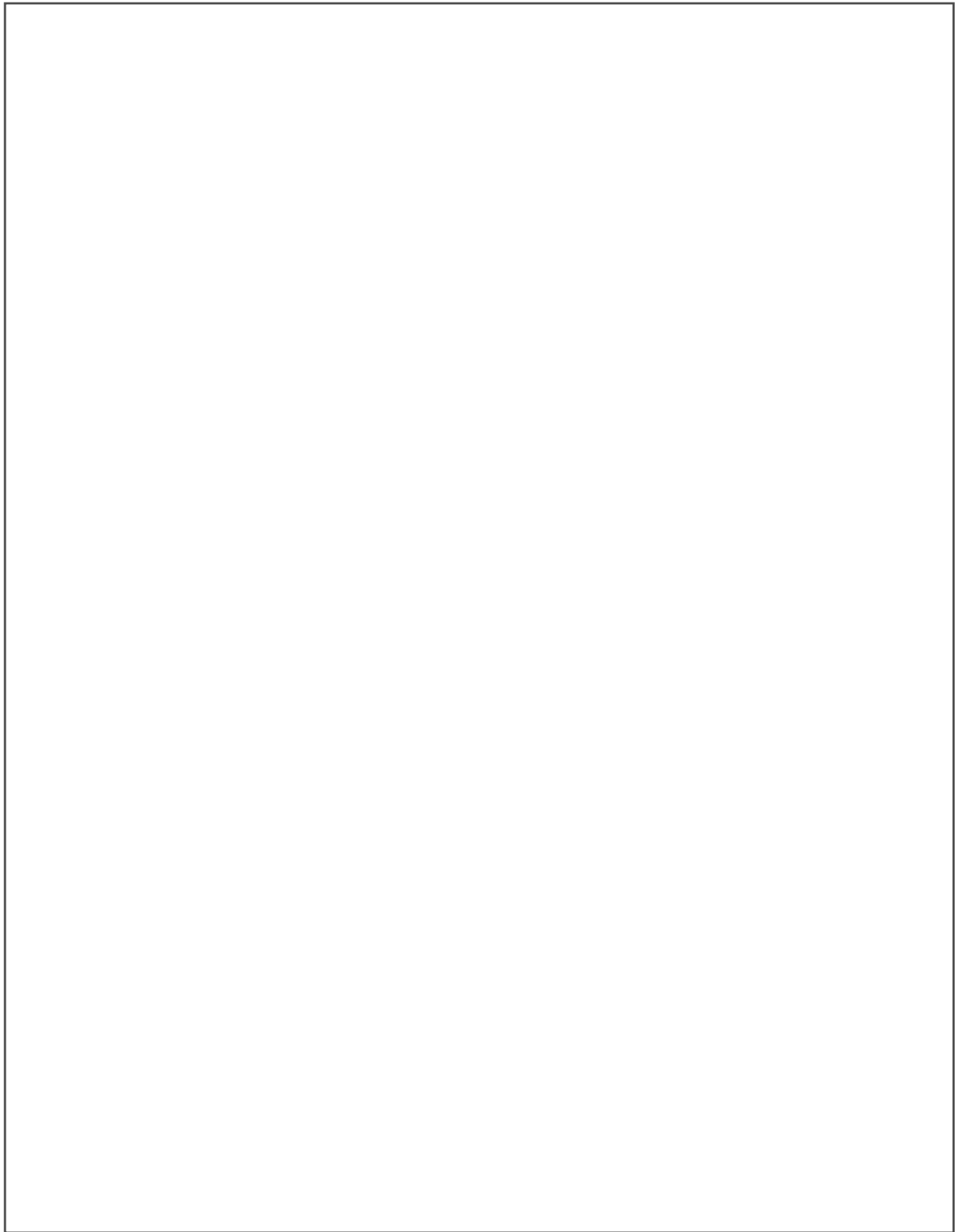
I would like to put my money on the bet that in 108 years from now, we still have some kind of Olympic games, maybe in a different format, in a different shape, but I definitely think the fundamental elements will still be there. All the nations of the world at that time sending their best suit at the same time, in the same place, for a number of competitions, watched by the entire world/ This will remain and that is what we have to work for.



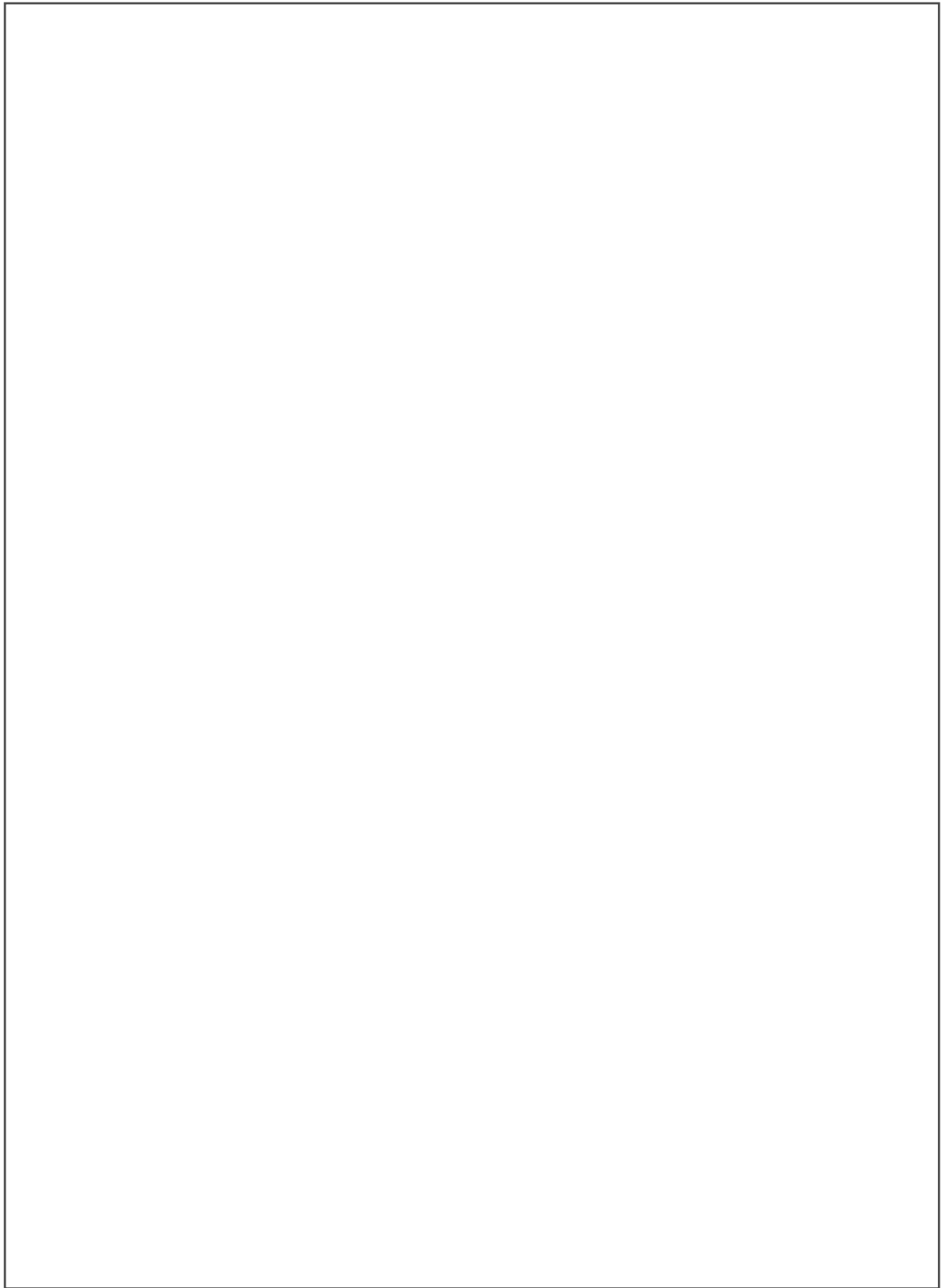


Appendix 6 – Map of Portland Attractions

Appendix 7 – Ordnance map showing route of proposed Weymouth Relief Road



Appendix 8 – Map of Developments at Osprey Quay.



Appendix 9 – Transcript of interview with John Tweed, Project Manager at WPSA

How contingent on winning the 2012 bid, are the developments at the WPSA?

Currently in middle of development of a £7.85 million 'state of the art' sailing facility. Not dependent on the bid at all. £1.25million of development still within the original planning consent, without funds at this time but hope to get further funding to complete this. Further works will be required, but these are contingent on the bid.

2. According to your document "Sailing for the World" very little extra infrastructure would be necessary for the games to be staged successfully. How would this be funded and would it be temporary or permanent?

The additional infrastructure that will be required will be permanent and funded by the London organising committee. We cannot have temporary docks as they need deep water and this is not available. Any temporary structures will include media, security etc and will be paid for by London.

3. Regardless of the outcome of the bid, do you believe the associated publicity will increase interest in the WPSA anyway?

Yes, already increased interest. Recognised as a World Class Venue. Will make the most of the publicity for the academy and the surrounding area.

4. Should the bid be successful and there is a huge increase in interest in sailing, as seen in rugby after the recent World Cup success of the England team, will the WPSA be able to cope?

Rather different in that have a limited capacity with regard to changing facilities etc but obviously not a problem with the capacity of the water. We will be able to cope.

5. Would you like to see permanent accommodation facilities on the WPSA site or nearby in Osprey Quay, to allow the opportunity of residential sailing courses for the general public in the future?

Difficulty with having permanent accommodation on the site due to the proximity of the nearby fuel tanks. Health and Safety executive will not allow accommodation on the site however have got a 41 bed hostel that the WPSA use in nearby Portland, Boscawen House. There are also contractual difficulties with the SWRDA as a travel lodge is to be built on the Osprey Quay development. Lots of accommodation generally in Weymouth and Portland area.

6. How concerned are you as the Project Manager of the WPSA, about the proposed construction of the Weymouth Relief road, and what are your views on the current transport infrastructure in the area?

Would be of assistance to all businesses. However not a justification in itself for the relief road but would add to the justification. Have to consider environmental implications, as the relief road would relieve some environmental pollution. Sailing is not a high demand sport at peak times so there would not be a tidal wave of people to and from the site.

7. What impacts do you feel will be most keenly felt in the area with the potential hosting of the Olympic Sailing in 2012 (both positive and negative)?

Positive impacts are enormous, especially to have the sailing events against the backdrop of the only natural world heritage site. Media coverage would have a long lasting affect for the area, incalculable the positive effects.

Negative impact will be the disruption for the local people for 3 weeks with no parking zones, tow away zones etc. English Nature describe the centre as a 'model of best practice'

8. Who will ultimately manage the event and what experience has the centre had in large-scale events in the past?

London Organising Committee but with input from the RYA and WPSA. WPSA have lot of experience at holding world-class events; in future to hold 2006 World Youth Championships and in 2010 and 2011 there will be test events.

9. Do you feel you will have enough time to get everything ready to host an event as major as the Olympics? When the Western Australian Government hosted the America's Cup in the 1980's, their Director of Research and Planning stated that one of the lessons they learnt was that it is never too early to start planning and that research is invaluable. What research does the centre carry out at present?

Yes we do feel we will have enough time. The decision on who will host the 2012 games will be announced in July next year. We have an advantage in that the venue is substantially built and we have produced a detailed plan with the London 2012 bid team (Sailing for the World). We are confident that we are planning as best we can. I personally have been to Athens and if we are successful will also go to Beijing.

10. Do you feel you have the support of the wider community beyond the sailors, for hosting the Olympics as well as other World Class Sailing Regattas and trials?

We feel we have the support of the community leaders from the local authority and also Sport England and the SWRDA. We are also very aware of the negative comments such as sailing being an elitist sport and not for locals. We will teach anyone who wishes to learn and are working actively with local schools and the community. We hope very much to overcome the negative comments.

Appendix 10 – transcript of interview with Christopher Gorringe, Chief Executive, All England Lawn Tennis & Croquet Club

1. At this stage of the bidding process, how much planning have you had to do?

We have had various meetings with the London 2012 Bid team over the last 15 months. These meetings have related to whether the All England Club should be put forward as the venue for the Tennis Event and, more recently, more detailed discussions on requirements.

2. Who will ultimately run the event, the Olympic Officials or yourselves the AELTCC?

We understand that the London Organising Committee for the Olympic Games (LOCOG) would be ultimately responsible for running the Event.

3. How do the forecast spectator numbers compare to those seen during Wimbledon fortnight?

We will expect fewer spectators for the Olympic Tennis Event than during The Championships. This would be because of fewer competitors involved and, therefore, fewer courts.

4. How are the SW19 local residents reacting to the possibility of the Olympic Tennis to be staged at Wimbledon if the London 2012 bid is successful?

The Club has not been in touch with the local residents, but, certainly, we have had strong support from the MP for Wimbledon and the Local Authority.

5. Do you envisage any major impacts on the local community other than those experienced during Wimbledon fortnight?

We would not see any significant differences in the impact to the community than during The Championships

6. What do you see as the major advantages of using established tennis facilities, albeit away from the main hub of Olympic activity, as opposed to building new facilities closer to the main Olympic site?

I see the major advantage of having the tennis at The All England Club is that the Event will be held at a venue that has been used for The Championships and is regarded as the premier tennis event in the world. It is also felt it would be a further way of promoting of grass court tennis. The cost of providing totally new facilities on the main Olympic site would be considerably greater than having the event here at Wimbledon. It is proposed, however, that they will lay some grass court practice facilities near the Olympic Village. The Para Olympics would be held in the Lea Valley and that facility would subsequently be a legacy for tennis.

7. How will the transport infrastructure cope and how do you plan to get the competitors to and from the Olympic Village.

London 2012 is working on this, but they are confident that they can get competitors out to Wimbledon in an acceptable time limit.

8. What is your full name and job title?

Christopher Gorringer, Chief Executive, The All England Lawn Tennis & Croquet Club.

9. What are your day-to-day responsibilities?

Overall responsibility for running the All England Club and managing The Championships.

10. How do you think the tennis community, especially the AELTC and LTA will feel if the London 2012 bid is not successful?

Very disappointed!

Appendix 11 – transcript of interview with Nigel Reed, Councillor and Chairman of Weymouth & Portland Chamber of Commerce

1. How are the businesses in Weymouth and Portland preparing at this stage for the possibility of the 2012 bid being successful?

Certain businesses are looking ahead to this for example the Portland Port and obviously the

Sailing Academy, the majority are waiting to see if the bid is successful.

2. Does the Weymouth & Portland business community welcome the prospect?

Yes, very much so as it places that area on the international map.

3. What do you believe will be the positive opportunities?

An improvement to the infrastructure with significant government funding required for this. A significant boost to the economy for Dorset and the years to follow. Employment opportunities.

4. What will be the negative impacts?

Overload on the infrastructure if not improved, increase in property values, possible lack of real long-term employment.

5. What additional facilities do you think Weymouth & Portland needs before it can successfully host the Olympic Sailing?

Better road infrastructure and public transport system, especially to Portland, a significant increase in higher quality hotel and accommodation facilities. Good partnership arrangements with local authority, County Council and South West RDA.

6. What percentage of businesses in Weymouth & Portland are linked to tourism and roughly how many people are employed?

18% are directly related employing 3200 people. (This excludes distribution, hotels and restaurants which account for 415 of employment employing 7,500 people) (Source Weymouth & Portland Economic Survey 2004)

7. Do local businesses wish to see more large-scale events hosted in the Weymouth & Portland area?

Yes, most definitely

8. What positive impacts does Tourism bring to the communities of Weymouth & Portland?

Provides employment especially for younger people in the summer providing them with very good work experience for future employment. Much of the recent development of the town centre and harbour properties is due to increasing tourism in the area.

9. Do you welcome the new developments at Osprey Quay and are there further developments you would encourage?

The development at Osprey Quay is a positive move although concerns about specialising in marine based industry only could create too much reliance on one market. A wider spread of

industry would be better. A good quality marina facility and mix of leisure, casino and hotels and restaurants on Portland along with some quality housing would be a benefit to the Portland Area.

10. Bournemouth is beginning to be perceived differently, as evidenced in recent press articles, as a place for affluent middle class visitors, sometimes referred to as “resort rejuvenation”. Do you think that shift could be seen in Weymouth & Portland and would the Chamber of Commerce welcome such as a change?

Weymouth has certainly seen “resort rejuvenation” although on a slower scale with the traditional “bucket & spade” holiday still the main family market. The Chamber has encouraged and would like to see a year round holiday trade. The possibility of the 2012 Olympic bringing the sailing events to this area would certainly move this forward.

Appendix – 12 Questionnaire for South West Tourism

1.How does Weymouth fit into your ‘Towards 2015’ vision?

It is part of the marketing and product development in Strategic aim 1- driving up quality

2.In a recent survey of residents only 2 out of 400 respondents wished to see the resort move upmarket, yet at your conference in April, you mentioned moving towards quality visitors as opposed to quantity. Recent press articles believe Bournemouth is moving this way. Do you think it will happen in Weymouth?

There is a difference between moving upmarket and quality. All visitors, whatever their socio-economics, look for quality.

3.The vast majority of respondents from Weymouth and Portland cannot support any further development in their area until the relief road is built, what is the SWT view on this new road?

We are not experts in road infrastructure development and would liase with SWRDA and local authorities over this.

4.In the South West region, what is the relationship like between residents and tourists?

Remarkably good, but we aim for it to improve further.

5. Your Chairman spoke at the conference of ‘not if but when’ the UK hosts the Olympics. Does he still believe this even though we now rank third after Paris and Madrid?

You'd have to ask him!!!

6. What do you think the major impacts will be on the Weymouth and Portland area if the London 2012 bid is successful?

Significant – pre and post travel, camps, add-on stays and image.

7.What involvement have you had at this stage in any of the planning for the 2012 bid?

We are part of the SW planning team.

8. What is your name and job title?

Robin Barker, Deputy Chief Executive

9. What are your day-to-day responsibilities?

Marketing, planning and operational control

10.How do you feel the local community will react if the London 2012 bid is unsuccessful?

In the SW, marginally disappointed.

Appendix 13- Transcripts of Telephone Interviews with resident's of Weymouth

Residents' questionnaire no69

1. What does being a member of the citizens panel mean to you?

Not a lot, this is the first time I have been involved. No formal contact at all

2. Are any other members of your family or friends members?

No

3. Are you aware of the councils' community partnership and do you understand what it means?

No

4. Do you have an effective communication with the council and what means do you prefer could the channels be improved?

None at all

5. Much comment has been made with respect to the relief road, what are your views on it ever being built?

Definitely for it as it takes me an hour to drive four miles each evening. The council does not want to spend the money on the road and is therefore not trying hard enough to get it. It's just some silly bats in trees being used as an excuse.

6. Are you a Weymouth or Portland resident?

Weymouth

7. Do you feel they should be managed as two distinct bodies?

Portland residents use all our facilities and then moan that they want to be treated separately, however it is probably better for all concerned to stay together as Weymouth residents can visit Portland and all the development at Osprey Quay.

Six of one, half a dozen of the other. There is a big difference if you speak to residents of Weymouth and then to residents of Portland

8. What is the main cause of conflict with the council at present?

Homeless people issues. Local people are being queue jumped by asylum seekers and ethnic groups who are scoring higher points wise than local people including two of my employees.

9. What sort of resort would you describe Weymouth as and would you say it is in need of rejuvenation?

Very good resort whilst holidaymakers are here with the fireworks etc, but when they go home everything stops for the rest of the year for the residents. Then the youth of the town get bored and that is when the trouble usually starts in the town centre.

10. What in your views are the impacts of holding events in town, both good and bad?

All depends on getting the road done; otherwise the visitors will not come

11. What events would you like to see?

Carnival, tall ships, things for kids, no interest in sailing events, only for yachties

12. Would you welcome more events but perhaps fewer tourists?

Don' think town could cope with going upmarket

1. What does being a member of the Citizen's Panel mean to you?

Questionnaire arrives every two months covering transport, police whatever spending money on. Then get a newsletter sent showing results and what money spent on. Been on panel for two years now.

2. Are any other members of your family or friends members? No

3. Are you aware of the councils' community partnership and do you understand what it means? No

4. Do you have an effective communication with the council and what means do you prefer could the channels be improved?

Know local councillor so write to her.

5. Much comment has been made with respect to the relief road, what are your views on it ever being built?

When is it going to happen, decision-making is very slow? Recently lost 100 jobs at New Look distribution centre because of road problems. We are loosing jobs in Weymouth because of the transport problems and the town is dying on its feet. It's the bats in the woods that are holding it up as far as I can tell.

6. Are you a Weymouth or Portland resident?

Live halfway between two.

7. Do you feel they should be managed as two distinct bodies?

Leave it as it is.

8. What is the main cause of conflict with the council at present?

Toilets, car-parking charges, yet harbour is full of expensive boats so where is the money going

9. What sort of resort would you describe Weymouth as and would you say it is in need of rejuvenation?

Nice but could be better, bottom end of market. If you have smart restaurants and smart shops you will attract the smart people. At the moment the town attracts low-level visitors. Lots of nightclubs and bars attracting those interested in pub-crawls.

10. What in your views are the impacts of holding events in town, both good and bad?

Need right events for right type of people; family orientated events in daylight hours although parking and transport will again be a problem

11. What events would you like to see?

Tall Ships, prestige events, need to attract decent stars to perform in the town; it's a perpetual circle that needs breaking.

12. Would you welcome more events but perhaps fewer tourists?

Hotels owned by the council on the esplanade should be made more upmarket.

I would like to see the Olympic sailing but doubt it will come here.

Resident's questionnaire no. 25

1. What does being a member of the citizens panel mean to you?

Very little, 10 minutes, 3 or 5 times a year. Opportunity to give an opinion without being elected.

2. Are any other members of your family or friends members? No

3. Are you aware of the councils' community partnership and do you understand what it means? No

Chamber of Commerce have one like all towns. Lets just say there are some very influential voices within the business community.

4. Do you have an effective communication with the council and what means do you prefer could the channels be improved?

Apart from citizen's panel, will go and 'bang on door'

5. Much comment has been made with respect to the relief road, what are your views on it ever being built?

I am firmly in favour of the relief road. New Look, biggest employer in area, loss of 600 jobs as transport links is unreliable because of road problems. Local paper says the tree people and the bats are now the problem. I think it is as much money as any environmental issues. If you go to the highest place in Dorset and look around you, everything has changes over 1000 years so which bit are they trying to protect?

1. Are you a Weymouth or Portland resident?

Weymouth

2. Do you feel they should be managed as two distinct bodies?

Politics is a back yard thing. We should go back to the old system of two bodies. Politics is too close to the people.

3. What is the main cause of conflict with the council at present?

New council elected, not really settling down. Old council conflict was listening to real people's opinions.

4. What sort of resort would you describe Weymouth as and would you say it is in need of rejuvenation?

Seaside resort on decline with tremendous potential, need to get act together.

5. What in your views are the impacts of holding events in town, both good and bad?

On the whole a good idea, but negative impact will be the transport situation and lack of a quality hotel.

6. What events would you like to see?

Tall Ships and as live near railway, steam train excursions.

7. Would you welcome more events but perhaps fewer tourists?

Approve of up market conversion of buildings. Town seems to forget we are at the end of a railway line to London within 23/4 hrs; next door is the Jurassic coast and 11/2 hours from three major airports.

I would like to see the Olympic sailing very much.

Resident's questionnaire no. 61

1. What does being a member of the citizens panel mean to you?

Questionnaire every so often, perhaps three times a year. Very straightforward and easy to follow. Can even go to open meetings if I wish. Council are in a position of being between a rock and a hard place as there is so much apathy today about getting involved

2. Are any other members of your family or friends members? No

3. Are you aware of the councils' community partnership and do you understand what it means? No

4. Do you have an effective communication with the council and what means do you prefer could the channels be improved?

Not particularly, not worried.

5. Much comment has been made with respect to the relief road, what are your views on it ever being built?

Been ongoing since the war!!! Many campaigns going on, but in my opinion the route is in the wrong place. They should go with the purple route, which is the alternative route to the west. The orange route will be out of date before it is even built. The spur road from Dorchester was built many years ago and it goes nowhere.

6. Are you a Weymouth or Portland resident?

Weymouth

7. Do you feel they should be managed as two distinct bodies?

Good idea to have a council to look after the whole area, but maybe Portland needs to have its own small council. The two areas need to work together well, especially with developments.

8. What is the main cause of conflict with the council at present?

On Portland it is the gulls tearing the rubbish open. Only now are they to get proper wheelie bins. In Weymouth it is the appalling toilets and the car-parking situation. Too many drivers are pouring into the town area and creating a bottleneck.

9. What sort of resort would you describe Weymouth as and would you say it is in need of rejuvenation?

Family, holiday resort, fine as it is apart from the road issue, leave town as it is. Keep out of town

in evenings, so not affected my hen parties etc

10. What in your views are the impacts of holding events in town, both good and bad?

Overall they would be good, but need infrastructure in place. Need fast route to Portland as going to be our source on income in future with the developments taking place at Osprey Quay alongside the port facilities and the industry. New Look is moving its distribution facilities not because of the traffic but more because of logistics of being based in south of country.

11. What events would you like to see?

Veterans' parades, things that big cities would not do. March pasts, celebrations of good things to be remembered.

12. Would you welcome more events but perhaps fewer tourists?

Yes, definitely. Very interested in Olympic Sailing events if they come, but feel road is enough to stop it coming.

Resident's questionnaire no. 9

1. What does being a member of the citizens panel mean to you?

Half hour for each questionnaire sent. Useful as can give an opinion on issues not always asked about. Our council is on the whole good. Also received a free paper form the council asking opinions on developments taking place with regard to litter, parking, traffic etc. Sometimes we feel invaded by tourists and it is nice to be able to give our opinions.

2. Are any other members of your family or friends members? No

3. Are you aware of the councils' community partnership and do you understand what it means?

No, other than the panel that gets changed by a third each time, this could be the citizen's panel

4. Do you have an effective communication with the council and what means do you prefer could the channels be improved?

No, but I think they are in touch with what people want, well most people. It can be improved by asking more people's opinions.

5. Much comment has been made with respect to the relief road, what are your views on it ever being built?

Good idea, used to live in Broadway, used to take a couple of hours to get in and out of Weymouth. Road would be much easier for residents to get around. Protestors should come down from the trees and should live here and experience the problems, then they will realise what we have to put up with. The bats could find somewhere else to live as we have them in our roofs anyway. The orange route is the best solution. It will make a hell of a difference to the residents. Some of the older houses that get the big lorries passing by, are having their footings affected, the emergency vehicles cannot get through. The fumes, noise and pollution are awful and many houses have people stuck in traffic looking in their windows.

6. Are you a Weymouth or Portland resident?

Weymouth

7. Do you feel they should be managed as two distinct bodies?

Portland is a very, small community. Maybe the councillors should be sub-divided with some specifically interested in Portland. There never seems to be much money spent on Portland. I have a house there and it does not receive the same resources from the council, as does my family home in Weymouth.

8. What is the main cause of conflict with the council at present?

Toilets are not a problem as I think we have some of the cleanest public toilets of anywhere. Car parking charges are the main bone of contention. From Easter the charges are put up by as much as double and even though we have two parking permits, we sometimes have to use the car parks overnight and it costs £7.00. The council should have more consideration for the locals and not concentrate so much on the tourists, who gape in our windows.

9. What sort of resort would you describe Weymouth as and would you say it is in need of rejuvenation?

Beautiful, sunny, exotic, fantastic, family orientated resort, however it is not making the most of its assets and could become a Nice or Cannes. Need to raise the level of some of the visitors, get rid of the hen and stag groups, cut back on the noise and drunkenness and make the most of the natural features. The town definitely needs rejuvenation.

10. What in your views are the impacts of holding events in town, both good and bad?

Good in that money and jobs come in but we need more long-term jobs, not just seasonal work. Class could bring more culture.

11. What events would you like to see?

Tall Ships again, more cultural events with classical music concerts. Music festivals. Make more use of harbour and big marinas. How about more cruise liners docking in the harbour off Castletown

12. Would you welcome more events but perhaps fewer tourists?

Yes, definitely. Follow Bournemouth with its more Boutique style hotels. Old buildings need to be bought and renovated.

Would definitely be interested in The Olympic Sailing if it came here. Would absolutely be interested.

Appendix 14 – transcript of interview with Martyn Gallivan, Engineering & Harbour Services Manager, Weymouth & Portland Borough Council.

1. At this stage of the bidding process, what is the council doing? Are your future plans contingent on the final outcome next year, or is there additional planning involved at this stage?

Very little. A meeting was recently held with representatives of local businesses to inform them of what has been done and the next steps. We are still in contact with London 2012 and their consultants in case further work is needed. Future plans dependent on outcome of Singapore 2005.

2. By far the majority of responses from Weymouth & Portland residents show that at this stage they are aware of the role of Weymouth/Portland in the bidding process, how are the local people being kept informed?

Nothing direct. Previously through press articles.

3. You mentioned in the past the successful Tall Ships events in Weymouth with over 200,000 visitors, how well did the infrastructure cope with this many visitors?

Very well, but a lot of planning went in beforehand and there were a lot of restrictions implemented; tow-away zones, roads closed, car parks converted to other uses.

4. The reason behind the above question is that many respondents to the questionnaire believe that Weymouth/Portland could not cope with the event unless the relief road is built; yet you seem to have coped in the past with bigger numbers of visitors than are expected for the Olympics?

The relief road will help, as it contains a 1000 space 'park and ride' site. However, the bid has an alternative plan, should the road not be built.

5. How were the projected levels of visitors estimated for the Olympic sailing events?

The IOC as part of the bid specification specified these. We think that this figure seriously underestimates what would actually happen in Weymouth and Portland. As a result, our plan is based on larger numbers.

6. As the sailing events will be non-ticketed, how will Weymouth be able to judge what its potential 'carrying capacity' will be should the events prove to be more popular than envisaged?

We have identified a number of viewing areas whose capacity will be greater than the IOC figure mentioned.

7. What levels of interest are expressed from the general public to major sailing events presently staged?

Minimal

8. Do you have any environmental groups both locally and nationally who are active in the Weymouth/Portland Bay area, which may cause problems for the organiser's?

Not that I am aware of, other than those opposed to the relief road – T2000, Friends of the Earth etc

9 Has there ever been consideration within the council for more 4 star accommodation in the area and any new public facilities? In 'Tourism Facts – 2002' it stated that visitors to your area tended to be "upmarket" or retired, yet your levels of accommodation do not necessarily reflect this.

Yes, but a 4* hotel development is market led. Such operators have not expressed any interest in the area despite contacts by the council with them.

10.If the 2012 bid does not favour the UK, how do you feel the local community will react? Will the council plan any events to boost morale if felt needed, and will the relief road still be required?

Disappointed. We already have an active list of events and I am sure the Sailing Academy will continue to put on a large number of events. Yes, the relief road will still be necessary.

11. It is clear from the responses to the questionnaire that most residents like to be included and involved in tourism developments, how do think this will work in the future?

The Council is trying to ensure that more information about its activities is conveyed to the public through a number of means.

12. Do you feel well informed about the plans via the central bid committee and do you feel that having an ex-Olympian as its head (Lord Coe) improves the chances of being successful?

Yes and Yes.

Appendix 15 – Summary of comments from questionnaire responses.

- We need a new theatre, better class hotels, improved traffic management. Better facilities on the beach as on the continent, i.e. free showers and changing rooms with toilets
- *Things are too bad on Portland And I cannot foresee improvement. I am against new roads and cannot see how we can cope with a large influx of crowds. Too much apathy*

and despondency (Association for Portland Archaeology)

- Weymouth sets it's sights too low; a beautiful bay filled with popcorn sellers, an empty bandstand, Georgian buildings carved up or neglected, yesterdays' 'entertainers' in the pavilion, no special attractions for children apart from Punch & Judy show, no attempt to appeal to any but the lowest common denominator mass market. A refusal to feature Portland and capitalise on its 'difference'.
- *If we want tourists we much provide facilities for them as well as amusement e.g. sensible road systems and open toilets*
- The public need toilet facilities. Stop shops putting tables and chairs outside as we need to walkways, they are not wide enough. Tidy up back streets.
- *Nightlife is not good for a family holiday town. Folk have been disgusted at the deterioration in values here. How on earth will the sailing academy cope with one road onto Portland?*
- I live on Portland and in the summer I cannot get to park in Weymouth and it can take half an hour to go from Aldi & Matalan to the roundabout.
- *There must be improved transport facilities, especially the rail. Roads links are urgently needed if tourism is to develop. Pavilion & harbour area needs modernisation.*
- We do not want or need any more hostels for ex-prisoners; a seaside tourist town is not the right place.
- *Car park prices must be reduced for residents in the DT4 area.*
- We have no 4* accommodation for competitors of top brass. Local societies are against any structural or environmental improvements to the town. A typical example of local planning is the underpass on the seafront.
- *Roads leading into and out of Weymouth need to be sorted. More car parks needed.*
- I would like to have more confidence in our local council and the decisions they make. Sadly, that is not possible at the present time.
- *We need to learn form the success of the "Tall Ships", both locals and tourists enjoyed the event. Roads being shut with park and ride gave a real happy atmosphere. The festival events on the beach were excellent too.*
- The road structure needs to be sorted out before money is spent on tourism; this is what the locals want. More Policing in town is required, not many locals will go down town at night, it's not safe, and tourists' must feel the same.
- *I would like to see a more positive approach by council members to tourism.*
- The continual over development of Weymouth and it's surrounding areas will have no positive effect for it's residents, tourism or the environment
- *With the bay and surrounding area, tourism has to be a big 'money earner' and should be encouraged but local people should benefit and this should be the greatest importance*
- If Weymouth had a real plan it could transform the town. I believe it could become a serious option for people to consider as a holiday first choice. It has to fix its appearance.
- *Footpaths should be kept open. People like to walk when visiting.*
- Parking prices are too high. People would frequent the town and spend their money more if parking was more reasonable.
- *Improving drastically the road system. Instruct the council to stop shilly shallying, ignore the environmental questions and get on with essential road improvements.*
- Whilst Weymouth has improved it's tourist 'product', the local council do not possess the wherewithal or competence to lever the natural assets of the town and countryside for the benefit of it's residents.
- *I feel the needs of the hoteliers override all other needs in the town. The Borough Council poorly serves the towns' people. The hoteliers enjoy extremely low rents/rates and many of them spend the winter in Spain. If the council looked after the people with better leisure facilities, parks etc, everyone would be happier.*

- In 1994, Weymouth hosted the Tall Ships Race very successfully and there was no disorder, well controlled car parking. Similar events would be welcome.
- *The infrastructure of the town really needs sorting out before any major sailing events come to town. The present situation will give the town a bad name.*
- I think the Tourism Dept. have done well over the past 5/10 years to develop new ideas, but to be successful as a resort more events and more out of season facilities are needed.
- *We have some of the best waters around for water sports and yet the powers that be just look for sailing, why not power boat racing as we had back in the 1990's and ski racing.*
- Why not have branches of locally based seafaring and nautical charities based in Weymouth Bay thus making sailing available to more than just rich yachties.
- *The council will need to be totally restructures to achieve any improvement.*
- Weymouth is a 'dead hole' with nothing for visitors to do on rainy days. Rebuild Pavilion and bandstand and give tourists wet weather options.
- *More facilities on Portland and not just taking people round the churches. Also to see the huge Officer's Messes being used or knocked down. Also removal of the big tanks on the causeway and the ugly fencing. Leave some of the ground open for public access not just more buildings*
- Weymouth in summer is tacky; I would like to see a classier image.
- *Until the traffic problems are solved there should be no more events.*
- The infrastructure to cope with the 2012 Olympics is going to be hard pressed to fulfil accommodation requirements with the levels of accommodation currently on offer in the town.
- *Weymouth is not a large resort area-wise compared to other resort towns. Concerned that vast overcrowding could damage the summer for permanent residents.*
- More needs to be done to attract 'high class' visitors to Weymouth. The majority at the moment are 'inner city' grockels on beach holidays and hen/stag nights that just want to get drunk. The town needs more culture, music and theatre.
- *No more nightclubs*
- Events in Weymouth should be put on hold until road and rail links are better.
- *If Weymouth is to attract more tourists it must address the road situation and cut the parking costs and tidy up the town with better litter collection and enforce by-laws.*
- I am in favour of more events but not at the expense of tax payers, they should be privately funded
- *More time and money should be invested in public transport. Hoteliers should contribute more to 'tourist' attractions*
- Without tourism Weymouth will not prosper. Winning the Olympics bid will be good for the country and sailing facilities and hopefully the road infrastructure will be improved and we will all benefit.
- *More attention to infrastructure required. Council is shortsighted on the road issue.*
- Quality tourism improves local facilities and infrastructure, presently Weymouth is a 'bucket & spade' resort It could play a more important role in sport, arts etc
- *Water sports are all year events that should be encouraged, whilst keeping a high level of summer trade.*
- Traffic congestion is appalling during the summer, the road system is inadequate to deal with tourism
- *Tourists should contribute more to the cost of local services e.g. tax on accommodation.*
- Unless we get decent roads, lack of congestion in town centre and a decent road to Portland and Portland Harbour, we are going to continue to lose events, business and tourists.
- Weymouth has very poor roads generally. Limited conference facilities and very limited

quality accommodation. Peak holiday traffic brings town to a halt.

- Weymouth relies too much on the beach and weather. They do not provide enough indoor facilities for tourists and locals
- *In my opinion the local people receive no benefits from tourism if they are not employed in that aspect. The parking charges are horrendous especially for retired people and the council tax prohibitive.*
- Portland & Weymouth are separate entities and as such need their own distinct tourism strategies.
- *Weymouth is a useless council, wasting money on useless things and is not worth voting for.*
- The sailing will take place in Portland and Weymouth as usual will try to milk the publicity for all it can get
- *Unfortunately it appears that our council are rather amateurish in it's business concepts and leaves a lot to be desired.*
- Weymouth as a resort is stagnating due to the poor road access and the facilities offered to the holidaymakers.
- *Dispose of the present council and replace it with ordinary down to earth people. Too much of the old boy stuff at present*
- Tourists are the curse of residents, they cause traffic jams, force up the price of food and houses.
- *A new larger theatre with improved facilities would be of enormous value to the borough*
- The council wastes too much money. They should have a surplus of funds from the tax being collected from all the new flats in the area
- *It is time that the council realise that tourism is the main industry if the area.*
- The tourist industry should finance the tourist trade, and the local council taxpayers should not have to subsidise the industry. Business rates of tourism businesses should be directly used to finance tourism attractions.
- *Tourism is the life blood of this town and it should be actively encouraged by this council with better facilities and infrastructure*
- The local residents are consistently overlooked in favour of tourism
- *We must not become fixated with the sailing academy, diversity is important to the tourism industry and the town.*
- Promote our World Heritage status to bring people to Weymouth all year round but especially in off-season.

Appendix 16 – Suggestions for future events in Weymouth.

- Conferences
- More concerts at Pavilion
- Beach Concerts
- Promote geology, our paths and countryside, the sea/coastal potential
- Tall Ships, sailing events, water sports
- Evening open air events on promenade
- Cultural and family orientated events
- Outdoor bands. Anything which can use our wonderful promenade, like the kite flying
- Events which bring people together, not just the wealthy
- Sporting, festivals and better quality theatre
- Out of peak season events
- Swimming, athletics, sailing
- Celebrity events on the beach
- More firework displays
- Sporting and dry weather facilities
- Touring stage productions
- Whatever, must be compatible with the image of a family holiday town
- Trade fairs on esplanade
- Beer festivals, 'Jazz in June', Motox on Portland,
- More events for young people, to keep them off the streets
- Quality theatrical
- Americas Cup, powerboat events, steam railway events.
- Golf Tournaments
- Make more use of facilities on Portland. Events for children, younger people and families
- Cutty Sark Ships. Old ships using the bay more so more people can watch. Good for trade in Weymouth
- Opera, Ballet, West End Shows
- Circus
- Events to include the use of the surrounding areas
- Cultural, classical music events, not always at 7.30pm. What about midday?
- More international and national competitions
- More events for children
- Motor cruiser events
- Shows for the youth and more sports
- Spring/autumn environmental events i.e. Jurassic coast tours/walks etc
- Special interest such as kite festival/model boats/beach volleyball/rallies egg vintage cars/Christian festivals/ music festivals especially on the beach
- Parades and festivals ie historical reanactment
- Sail boarding; power boating; fishing; diving. The sea is free use it!!!!
- Absolutely none, they cause traffic jams and stress
- Gymkhanas/ county type shows/ flower crafts etc. Christian Festival such as spring harvest

Appendix 17 – Summary of SPSS analysis

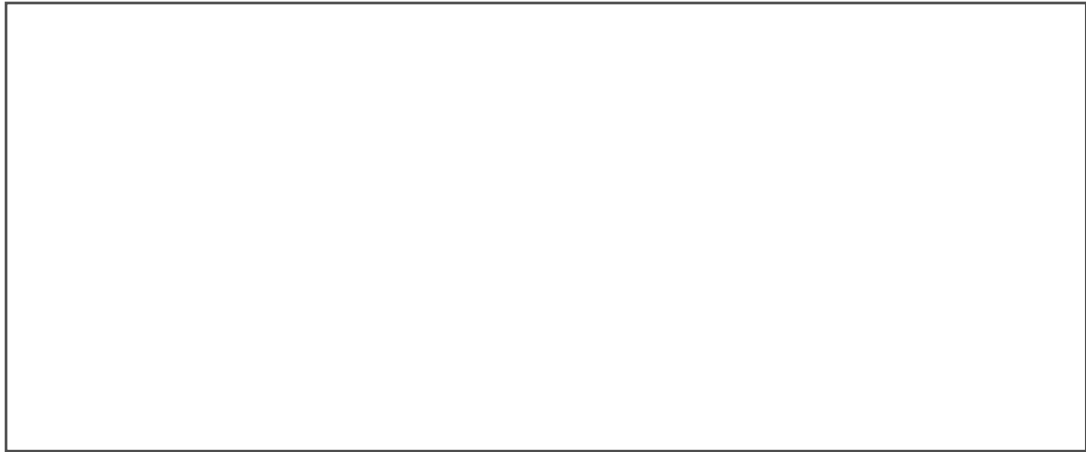
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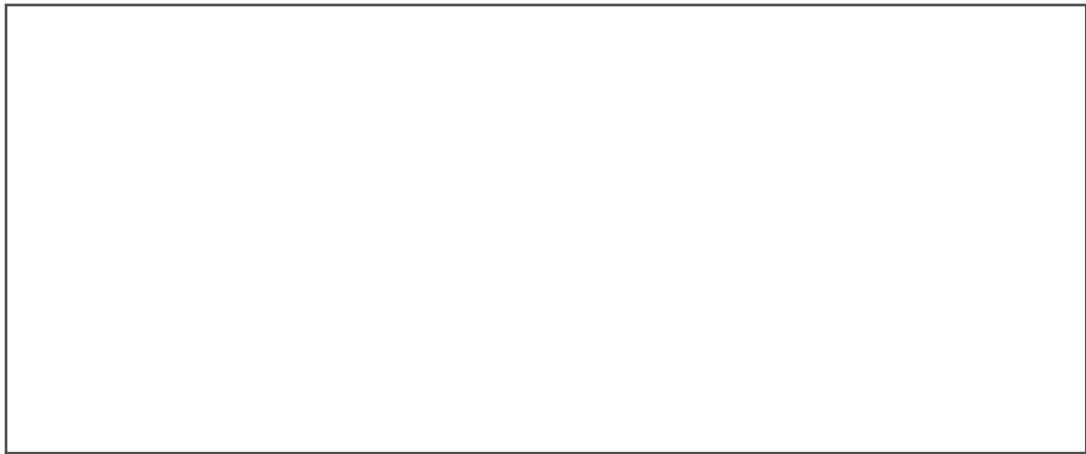
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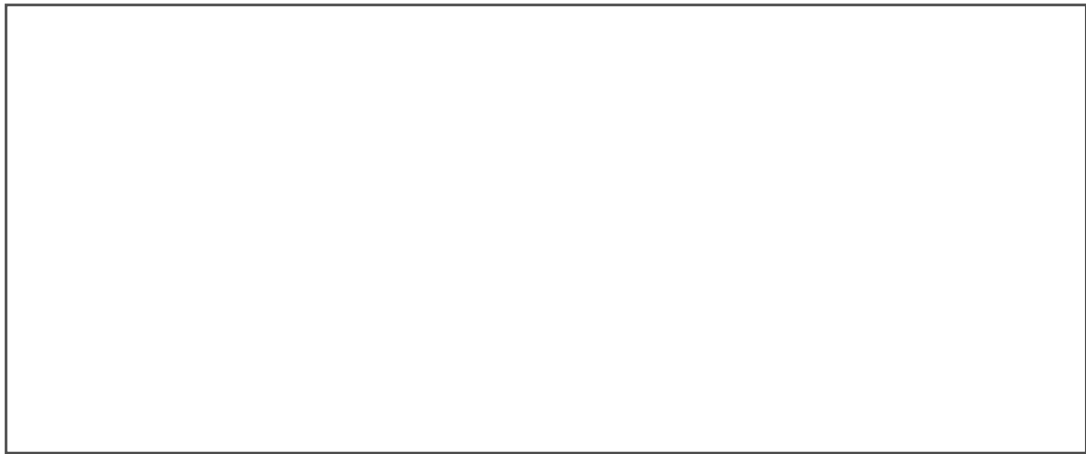
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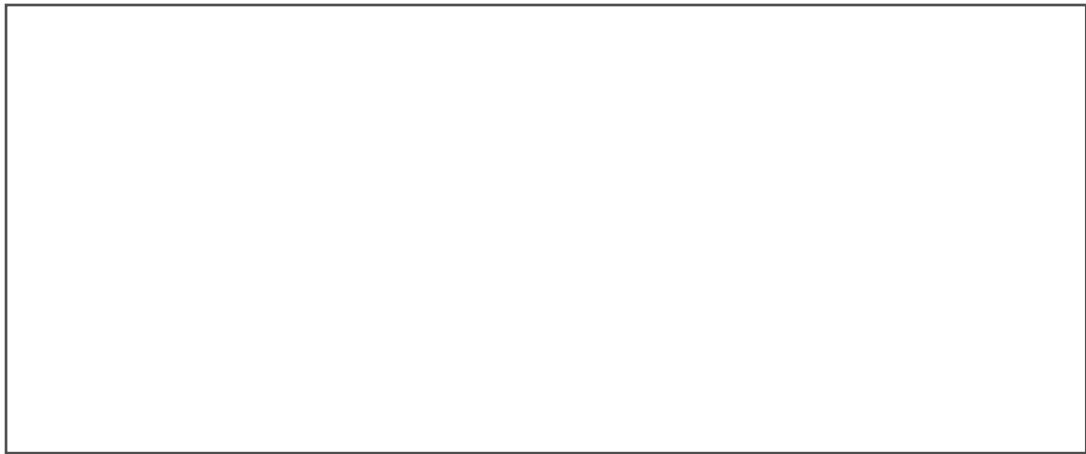
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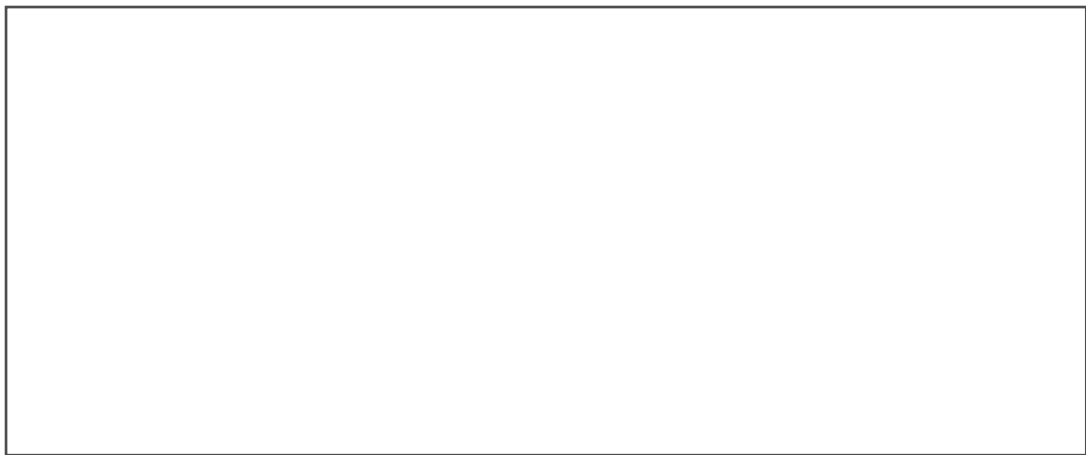
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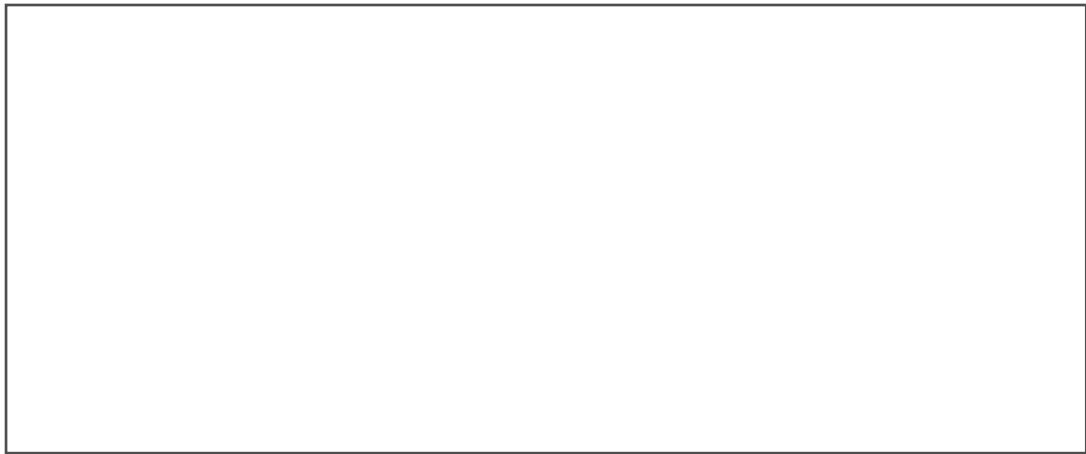










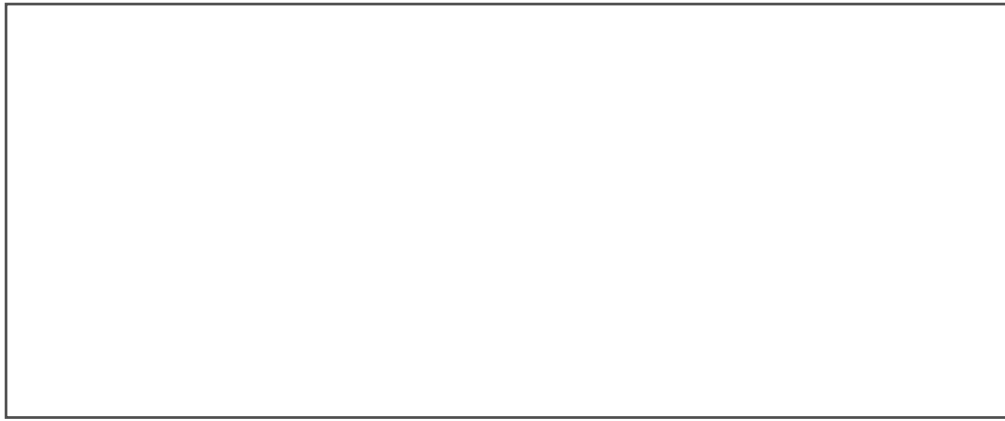


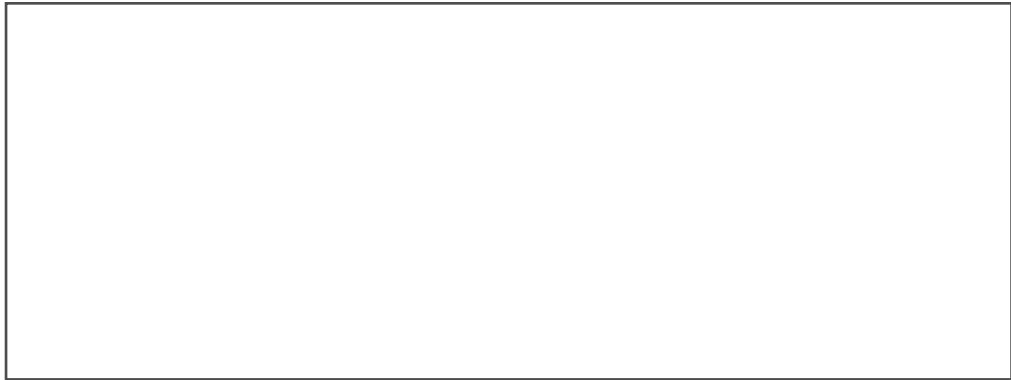
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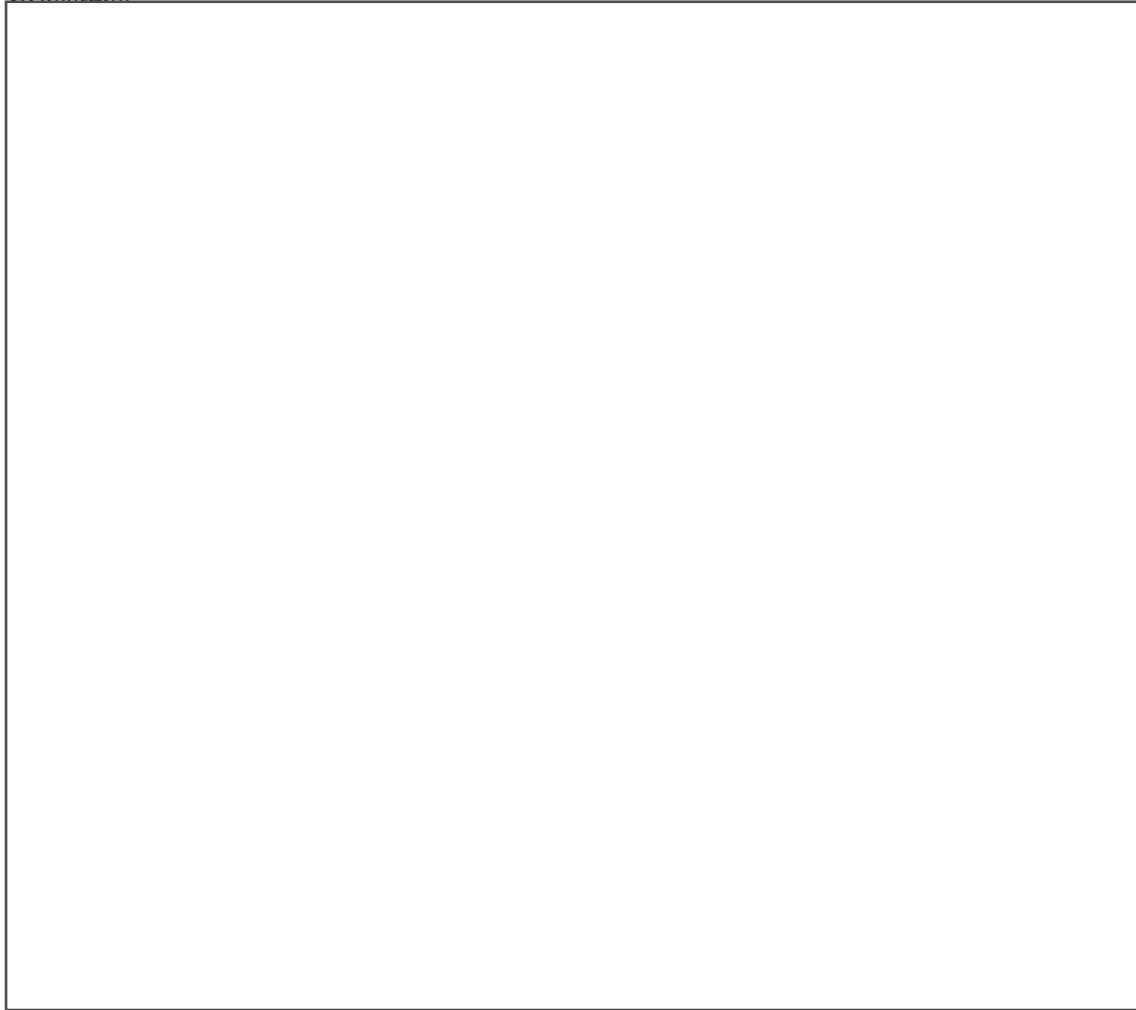
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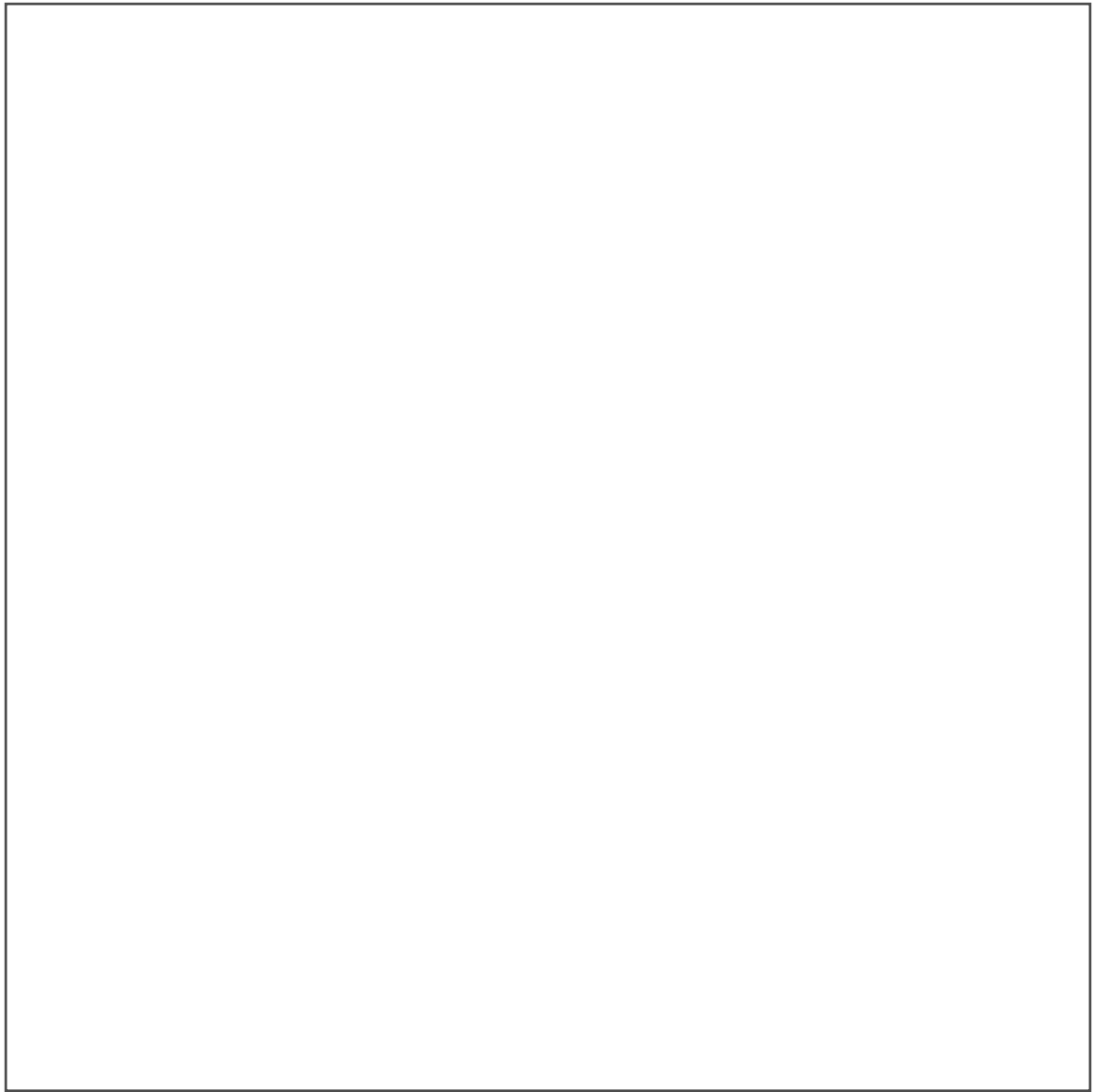
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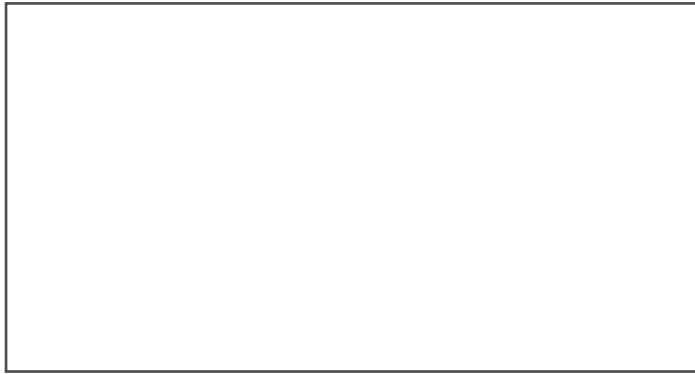
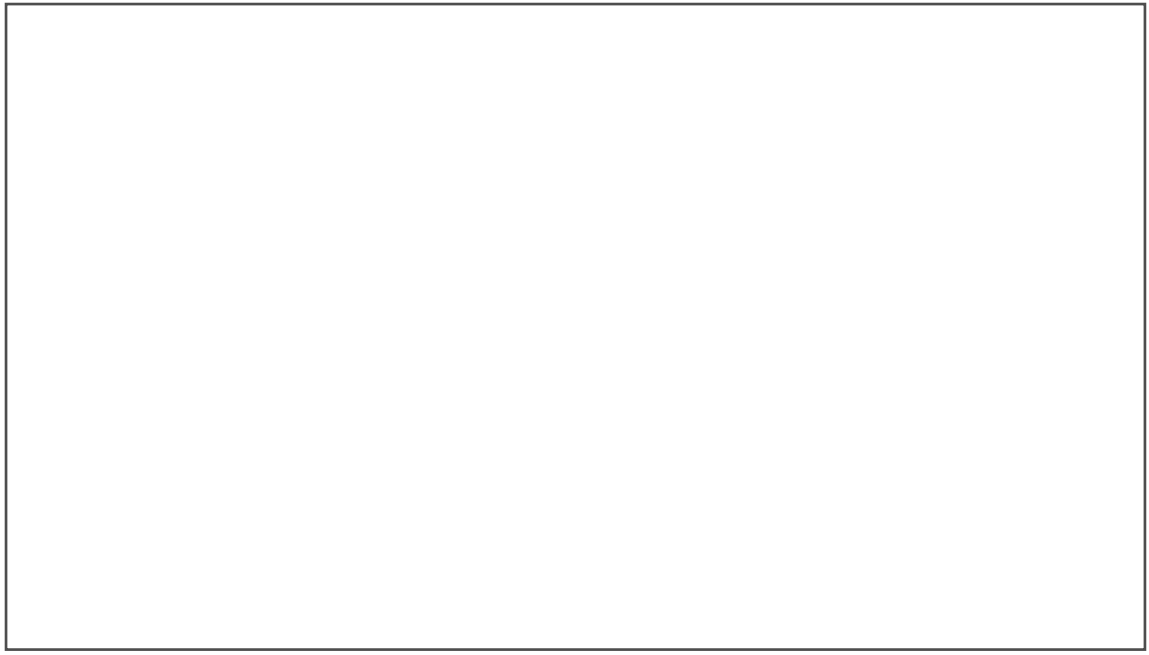


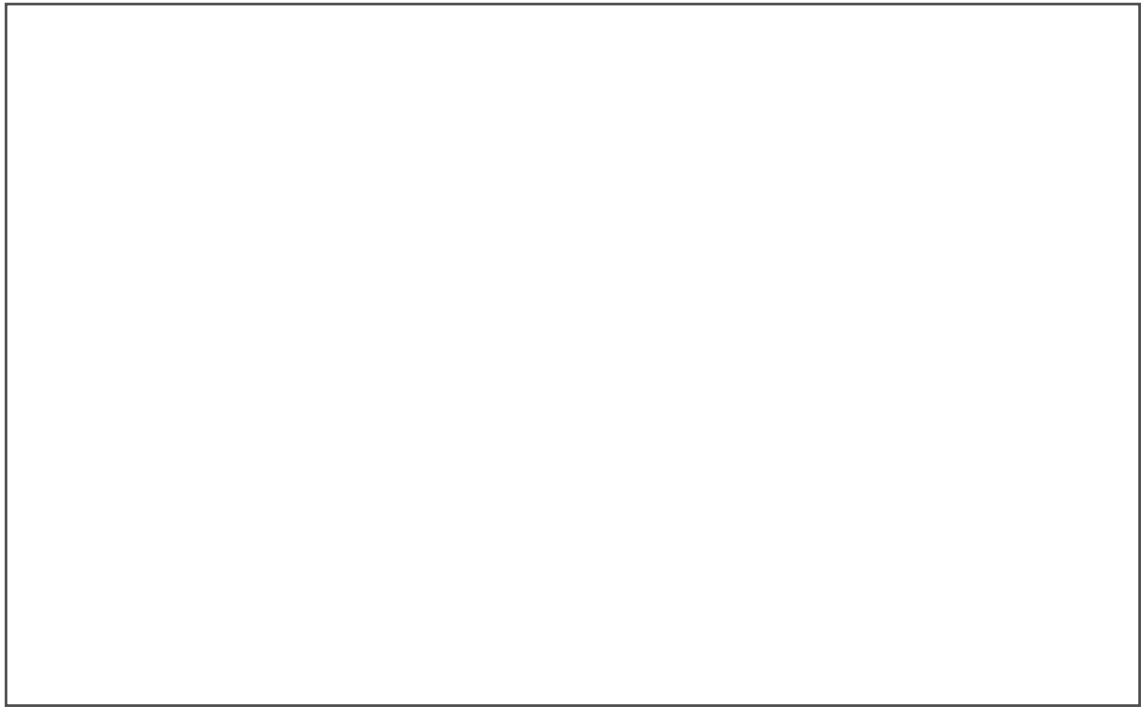


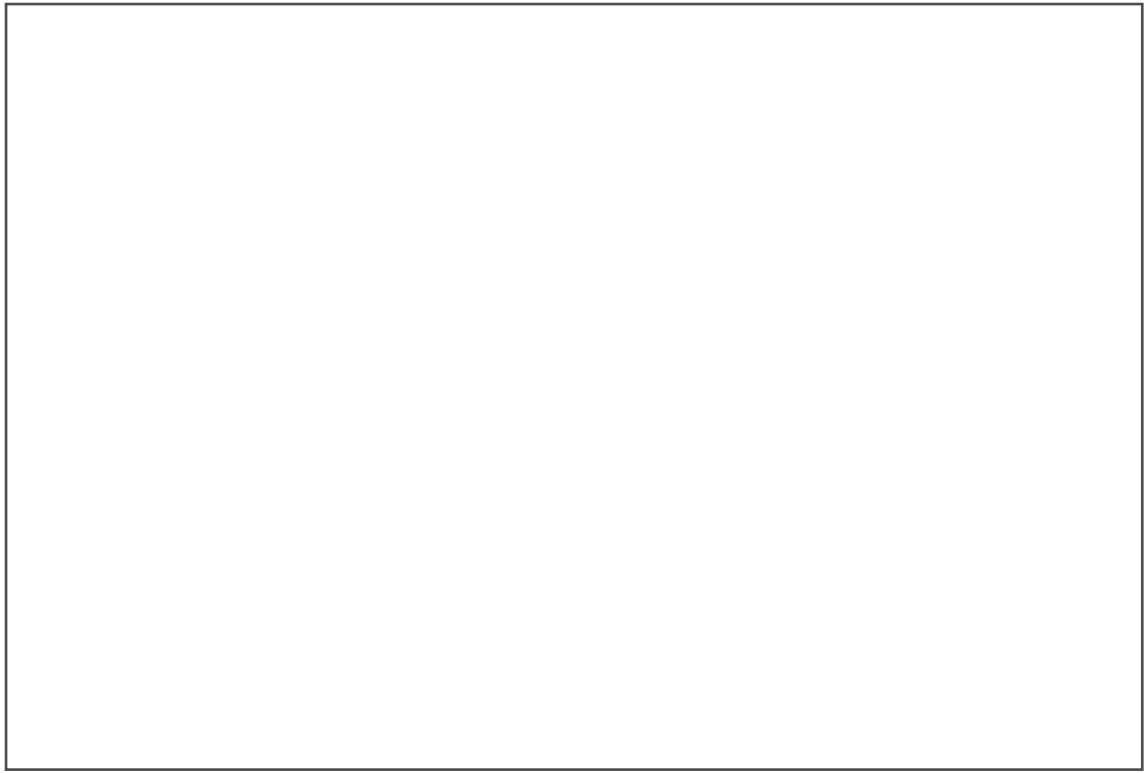
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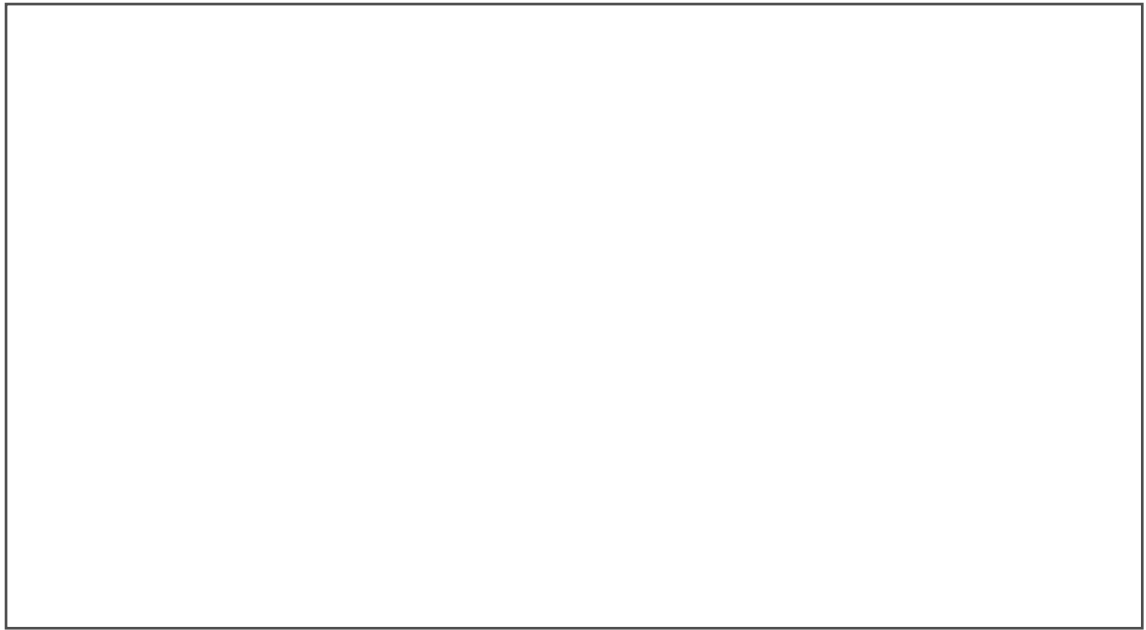


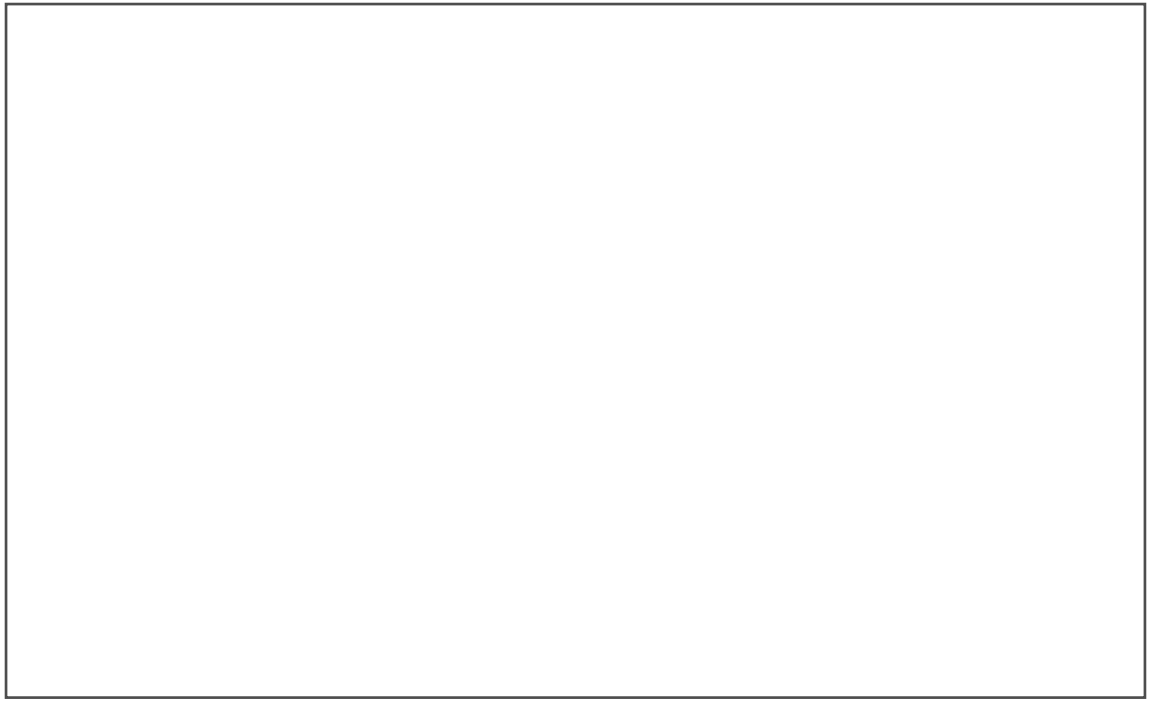


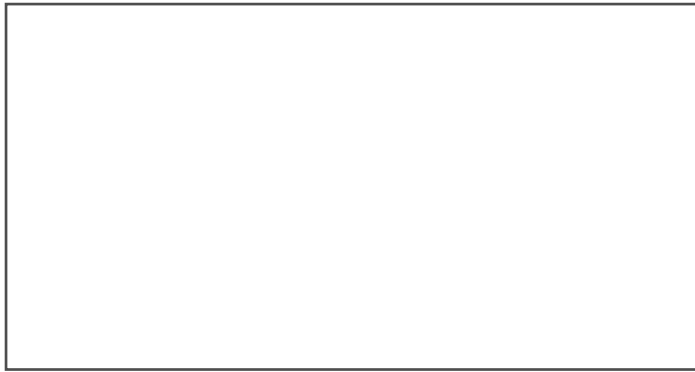
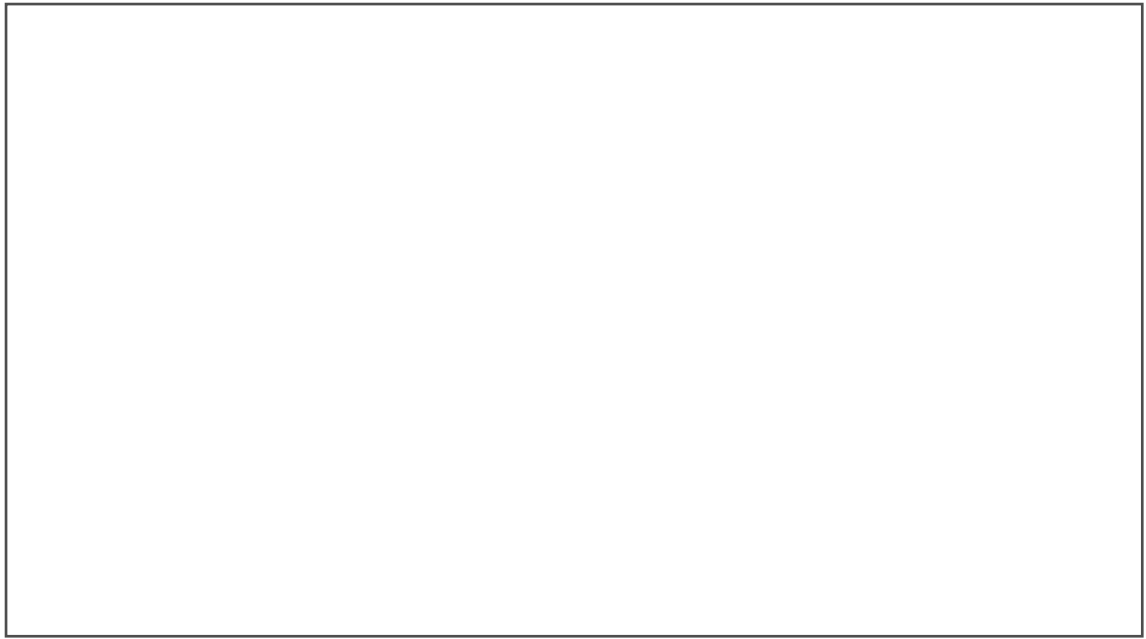


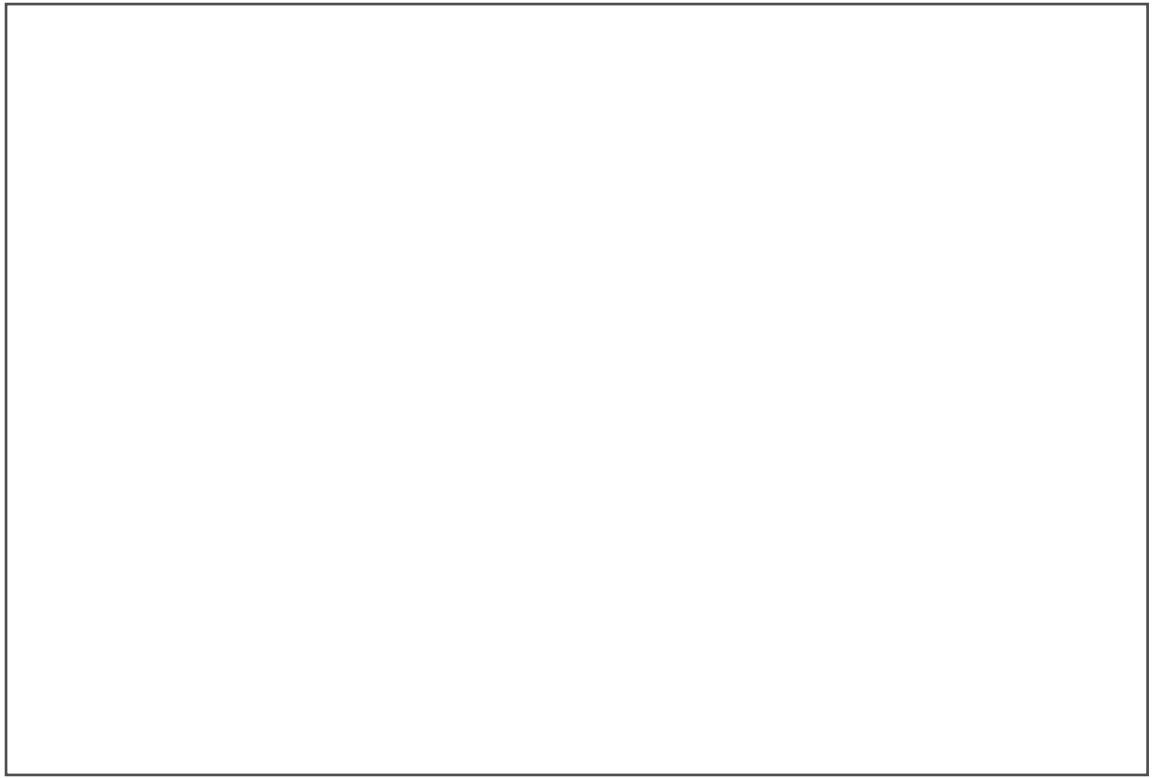


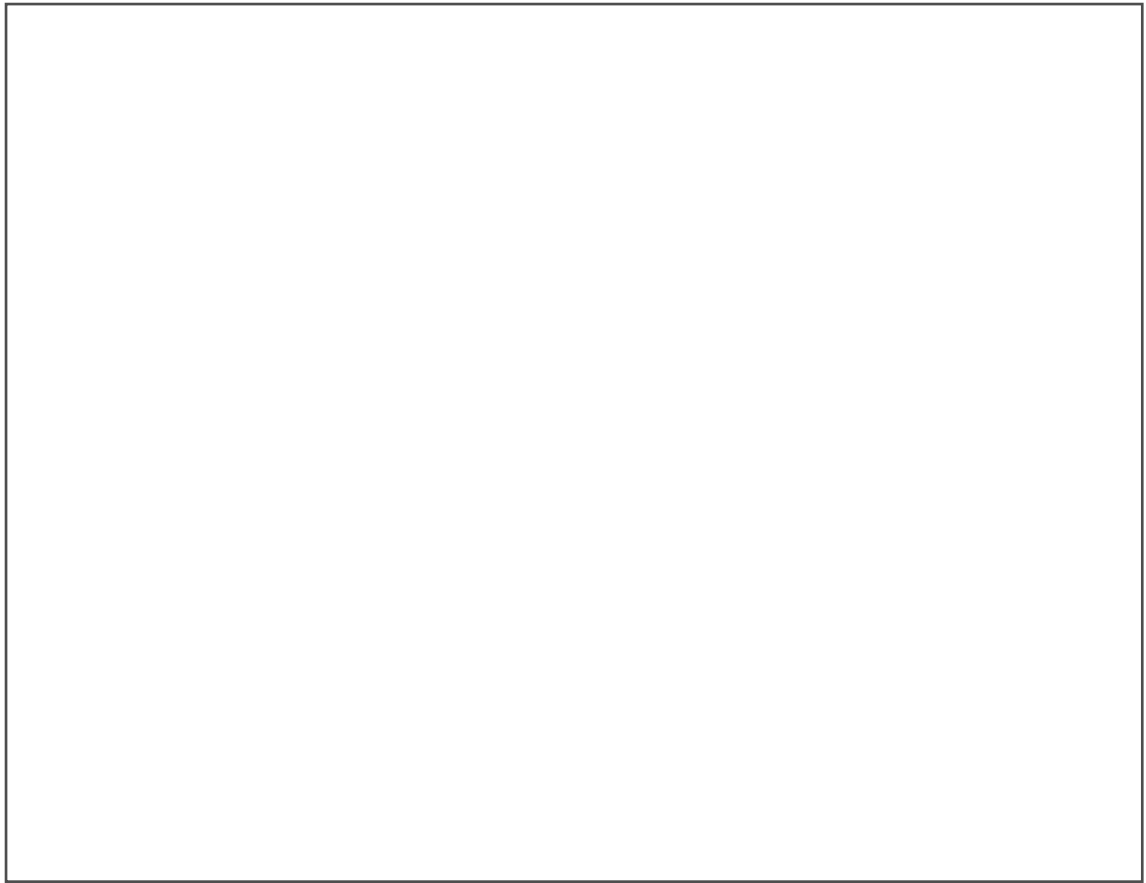


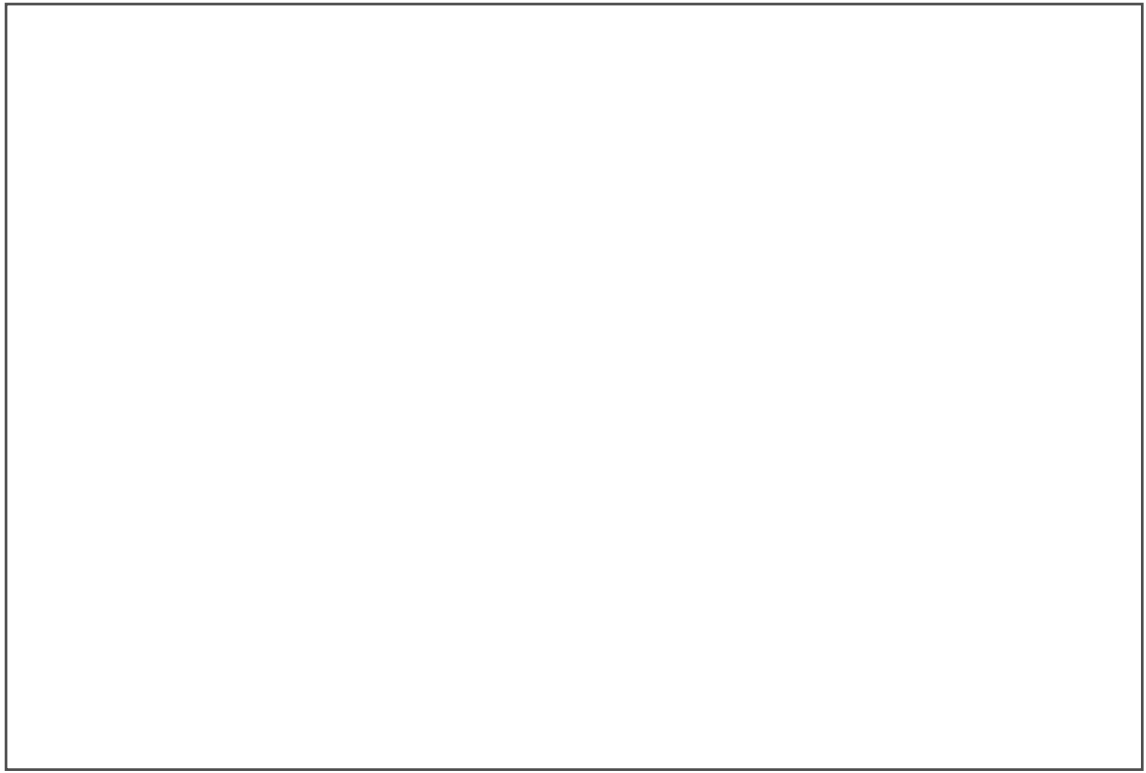


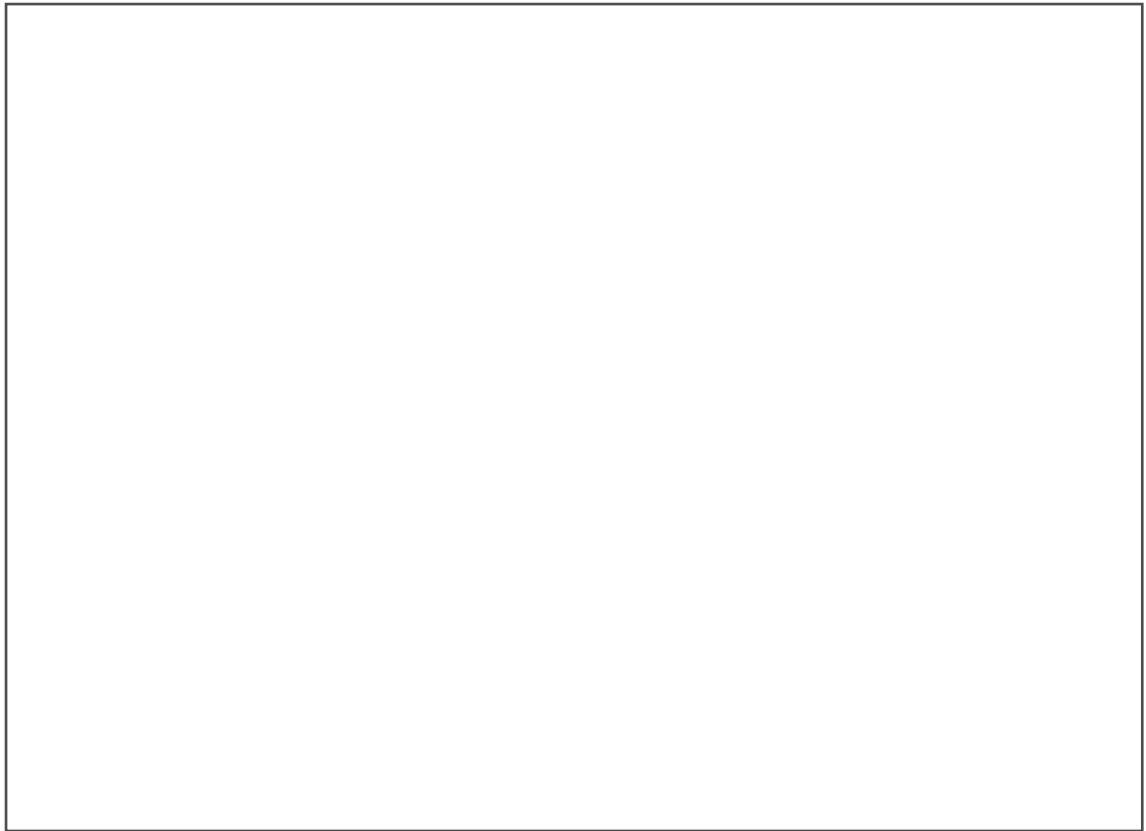












ACCESS AND TRANSPORTATION PLAN

1 Introduction

- 1.1 The following is a plan and strategy to accommodate the access and transportation needs associated with the 2012 Olympic sailing events. These proposals relate to the Weymouth and Portland area should the UK and Dorset be selected to host the sailing events for the Games.
- 1.2 The Weymouth and Portland area has considerable experience of hosting a number of major events that have generated visitor numbers in excess of those that may be anticipated should the Olympic bid be successful. These past events have attracted substantial visitor numbers over and above the normal seasonal influx of tourists and day-trippers expected in this seaside resort. It is considered that the area can meet the access and transportation needs associated with such a sailing event and has the necessary amenities to enhance the whole Olympic experience.
- 1.3 This plan deals with those spectators arriving by road and rail seeking to watch the sailing from the shore or organised boat trips. It does not address those individuals and groups that may gain access to the area via sea routes. Those wishing to visit the area by boat are referred to earlier in the paper. Other aspects addressed within this plan are those transport and access facilities that may be provided for the competitors and officials and also members of the media.
- 1.4 The plan includes:-
 - Spectator Numbers
 - Competitors, Officials and Media Personnel
 - Spectator Vantage Points
 - General Infrastructure - Security
 - Traffic Control
 - Car-Parking
 - Public Transport
 - Events Hosted at Weymouth and Tourism Facts.
- 1.5 The purpose of this plan is to provide for the effective transport and access of not only those concerned with the Games but also the general community at large. It is to facilitate movement of spectators and officials to the Games, whilst accommodating the on-going requirements of the other tourists, residents and businesses. It is also to maintain access for the emergency and security services that will service both the Games events and the general community. In this respect all appropriate stakeholders will be consulted to ensure that transport and access is positively and actively managed.
- 1.6 In general terms Dorset does not normally experience high levels of traffic congestion compared with more urban locations. The area is well served by regional airports at Bournemouth, Exeter, Southampton and Bristol.

Transport Requirements

As set out above, the proximity of the competitors and officials accommodation to the Sailing Academy facilitates easy and secure movement. All necessary resources to facilitate this movement can be provided within the venue. Adjacent to the venue is an operational helicopter facility. Whilst this provides a Coastguard Search and Rescue service it will also be possible to make arrangements in relation to helicopter transfers of VIPs etc to the venue.

An initial access and transportation plan has been prepared to examine the wider issues associated with the access and transport needs associated with the event, including the requirements for spectators. This plan is attached.

Pre-Olympic test events

A full Test event will be run in 2011 to test the facilities and the event organisation arrangements. It is also anticipated that a similar event will be run in 2010 to provide a further opportunity to trial the arrangements.

Security arrangements

Security arrangements will be under the control of the Dorset Police who have considerable experience of the organisation of security for large events, having on a number of occasions been responsible for security at Party Conferences etc. held at Bournemouth or protection arrangements for members of the Royal family on their frequent visits to the County. It is also anticipated that assistance would be available, if required, from the armed forces.

Other assistance would be available to Dorset Police through existing arrangements to provide specialist support from other agencies and other police forces. There would also be consultation and collaboration with 'Transec' and the other specialised agencies dealing with marine security issues. Notwithstanding all of these arrangements there would be a requirement for substantial investment in commercial security provision and this will need to be recognised and funded by the organising committee.

It is anticipated that a number of security zones would be required on the shore and at a later stage plans will be produced showing the suggested boundaries of those zones.

The Weymouth and Portland area has a large number of safety and security assets available including a Coastguard Search and Rescue helicopter and two RNLI lifeboats.

Accommodation and Premises

The accommodation requirements set out in the ISAF summary specification have been carefully considered, together with the needs of back-up personnel, the media, land and water based spectators.

The venue is fortunate in having the capacity for large cruise liners to be moored alongside within the secure area of Portland Port. It is felt that the most appropriate way of providing the large scale secure accommodation required would be to moor a major cruise liner (such as Oriana) at the Deep Water Berth in Portland Harbour. This ship is capable of providing 4/5 star accommodation for up to 2016 people. This should, therefore, meet the needs of all competitors and team officials. As mentioned above a smaller luxury cruise liner providing 5 star plus accommodation can also be moored alongside to meet the accommodation needs of the ISAF officials and VIPs. The location is within 1.2 km of the hub location for the sailing events at Osprey Quay. Transfers will take place by water taxi and a continuously operating luxury minibus service (approx journey time 5 minutes).

Space is available for further cruise liners to be berthed in Portland Harbour for spectators and back up staff if needed.

Preliminary contacts have commenced with operators of suitable cruise liners who are happy in principle to discuss the potential arrangements. An indicative cost for a 2016 bed ship would be between £270,000 and £330,000 per day (at 2004 prices). An indicative cost for a 90 berth luxury 5* plus ship for the ISAF officials and VIPs would be £25,000 per day (again, at 2004 prices). These charges would include all accommodation and food. There would be certain other costs, for example port charges, that would be payable.

Space will be allocated for moorings for visiting yachts (including large yachts) and similar craft within Portland Harbour and in Weymouth Bay.

With regard to spectators, media and back up staff Weymouth and Portland receives 580,000 staying and 1.4 million day visitors a year, with peaks of almost 100,000 visitors a day. The area is well capable of managing these numbers with a large stock of accommodation of various types and grades in easy reach of Osprey Quay. This is amply illustrated below:

Within a 20 minute drive time there are:

2000 plus bed spaces in 2 and 3 star hotels

2500 plus bed spaces within guest houses and Bed and Breakfast establishments

1000 plus bed spaces in holiday villages

There is a stock of existing hostel type accommodation on Portland (Youth Hostel/Boscawen House and there is a 60-80 budget hotel planned for the Osprey Quay site within easy walking distance of the Sailing Academy – this stock may be extremely useful for housing 'back of house' staff to service the event.

Within a 60 minute drive time there are:

346 bed spaces in 4 star hotels

7,364 bed spaces in 2 and 3 star hotels

11,000 bed spaces in guest houses and Bed and Breakfast establishments

2,135 self-catering units

116 Holiday Parks offering 2902 static units and 10,073 touring pitches

4 Holiday Centres offering 5,032 bed spaces

15 Youth and Group Hostels offering 1,414 bed spaces.

Suitable rooms will be provided for the President and Executive Director of ISAF, including a meeting room and suitable facilities for their support staff.

Similarly, facilities will be provided for the technical delegates, the Jury, the Measurement Committee and the Race Committee including seminar rooms.

The full ISAF Manual for Candidate Cities has been examined and the venue will fully conform to the requirements for Federation officials and staff.

Officials

The ISAF summary specification lists 73 officials and 12 VIP guests. It is anticipated that these officials and guests will be accommodated in a high quality (5 star plus) cruise ship to be moored alongside in the secure area of Portland Port. This is within easy distance of the Sailing Academy and officials can either walk or transport can be provided within a secure area.

Sports Equipment

Organisers' Boats

The ISAF Manual sets out two possible scenarios: - either the organisers provide team leaders with boats to follow each event – the boats to be driven by a member of the organisation – or team leaders will be authorised to use their own boats afloat. The policy for each Olympic Games will be decided by ISAF. Whichever of these two options ISAF selects for the 2012 Games, the Sailing Academy, working with its partners locally, will be able to provide appropriate arrangements.

The ISAF Manual also sets out the requirements for:

- o Starting and Finishing vessels
- o Mark laying vessels
- o Other Race Organisation Vessels
- o Other Vessels on the Course

The requirements of the Manual will be fully met within the event organisation arrangements.

Competitor's equipment

For certain events the Organising Committee will make equipment available to all competitors, to ensure that it is the expertise of the sailor that wins the race, not the superiority of their own equipment. The organising committee will be a signatory (with ISAF) to the contracts allowing the supplier the use of the Olympic emblem. With the organising committee the Sailing Academy will ensure the safe storage of boats, take care of any temporary import taxes and transport from the commercial port to the sailing venue and vice versa.

It is also noted that at the Sydney Olympics the Organising Committee offered to meet the sea freight charges for all of the yachts not provided to competitors.

The permanent Sailing Academy buildings and facilities will meet a substantial proportion of the requirements, but some further investment will be required, for example in additional slipway width and cranes – this additional investment will form a permanent enhancement to the facilities of the Academy and will provide a lasting legacy to the sport of sailing.

Sufficient mooring facilities for the competing keelboats are already consented and the majority will be developed as part of the current Sailing Academy development programme. Sufficient moorings for the coach boats and other official boats are not presently available, but proposals to develop a marina adjacent to the Sailing Academy are being actively progressed that would provide more than the specified number of moorings for the Olympic event. If, this marina is not provided commercially prior to the event, it could be constructed as part of the facilities and form part of the lasting legacy of the Games. It is not therefore anticipated that there would be difficulty in meeting the requirements for moorings as set out in the ISAF specifications.

In addition to the on-shore control centre a maritime control centre would be established and maintained for the duration of the event.

A number of spectator sites have been allocated, including the following:

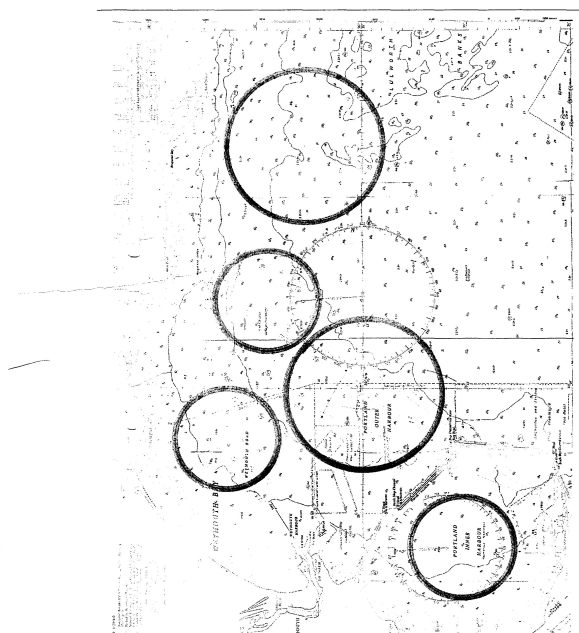
Ref.	Viewing Site.	Ordnance Survey Grid Reference.	Spectator Capacity.
1	Weymouth Beach	368084/079560	6000 - 12000
2	Overcombe Corner	369852/081861	3000
3	Nothe Park	368572/078639	2000
4	Portland Heights	368954/073087	2000
5	Portland Port Upper Estate (visitor attraction under investigation)		1500
6	10 No. Spectator boats - Accessed via Weymouth Harbour.	368505/078869	1000

The main spectator site would certainly be provided with seating and a PA system for use by a commentator, together with large scoreboards identifying the overall classification and separate scores with mark roundings of races in progress and a large TV screen for the live feed. The other subsidiary spectator sites could also be supplied with these facilities, subject to appropriate arrangements being made.

Changing facilities will be provided to fully conform to the requirements of ISAF.

Medical/doping control facilities will be available within the permanent buildings of the Sailing Academy

Suitable areas will be available for measuring the boats, this would be within the enclosed 'Event Centre' part of the Sailing Academy.



taken place with adjoining landowners who have expressed a willingness to make additional land available for the duration of the event.

Weymouth and Portland area is able to meet the requirements, although it is accepted that further investment in certain facilities at the Sailing Academy site will be necessary, beyond the development currently taking place. With that further investment the facilities at the Academy will fully conform to the ISAF technical requirements.

Competition Programme

The competition Programme requires that there will be 11 events involving up to 275 boats. The event would last for a total of 27 days including 11 days of competition and 16 days of pre-competition activities. Further information received from London 2012 has now indicated that the set up period could be up to 2 months prior to the Games, that there would be a consecutive total of 47 days including Paralympic competitions and there is a 'venue take-down' period of up to a month following the games.

It is confirmed that the venue will be available for the whole of the periods required and as set out in the Schedule attached to the letter from Charles Wijeratna dated 13th November, 2003.

The Sailing Academy and its operators, Sail-Force Ltd, have experience of very large events, including Olympic trials and training events and such high profile events as the Finn Gold Cup, held in June 2000. In addition the Tall Ships Race has started from Weymouth on three occasions. The Sailing Academy is the selected venue for the ISAF World Youth Championships in 2006 and the J24 World Championships are to be held in Weymouth and Portland in 2005. These large international events will also provide valuable experience.

Copies of the competition programmes from the Sydney Olympics in 2000 and the programme for the Athens Games in 2004 have been studied and the venue will be able to fully accommodate such programmes. The weather and sea conditions in the proposed competition areas are such that we do not anticipate any difficulty in programming the whole of the competition events within the period available for the competition.

Competition Sites

In the summary document it is indicated that five sailing areas are needed with an average diameter of 1.0 nautical miles – all courses to be located in close proximity to the shore to facilitate viewing of the racing. In the full ISAF manual it is indicated that four to five sailing areas will be needed with an average diameter of 1.5 nautical miles.

Careful consideration has been given to these requirements and it is clear that the specification can be met – the natural amphitheatre of Weymouth Bay with some higher ground available will assist in ensuring spectacular views of each of the racing areas from the shore. Portland Harbour can accommodate at least one course, possibly two if a more elliptical shape is used with windward/leeward courses, and there is space for at least four courses in Weymouth Bay of up to 1.5 nautical miles diameter. Each of these courses is available for training. A copy of a chart extract appears below with indicative courses marked up showing how the venue could accommodate all the courses necessary for an Olympic sailing event. A buoyed corridor would be provided for craft entering and leaving Weymouth Harbour and a monitored corridor would also be provided for officially accredited craft. These arrangements have been discussed with and agreed with the statutory harbour authorities for both Weymouth and Portland harbours.

Sufficient land is available at Osprey Quay to meet all the technical requirements laid down by the International Sailing Federation. Whilst not all of this land is currently in the occupation of the Sailing Academy, certain areas could be occupied on a temporary basis for the duration of the event and returned to alternative uses subsequently. Initial discussions have already

"SAILING FOR THE WORLD"



2012 OLYMPIC BID

HOSTING OF OLYMPIC REGATTA BY WEYMOUTH AND PORTLAND SAILING ACADEMY

Following the meeting with Michael Colman on 20th October and the letter from London 2012 dated 21st October, a broadly based partnership of authorities and interested parties has been addressing the issues raised within the International Sailing Federation (ISAF) requirements for hosting the Olympic events.

This partnership has included the following organisations:

Weymouth and Portland Sailing Academy
Sail-Force Limited
The Royal Yachting Association
The South West of England Regional Development Agency
South West Tourism
Dorset County Council
Dorset Police
Dorset Fire and Rescue Service
Dorset Ambulance Service
Weymouth and Portland Borough Council
Weymouth Harbour Authority
Portland Port Limited
Portland Harbour Authority Limited
West Dorset District Council
Bournemouth Dorset and Poole Economic Partnership
Dorset Chamber of Commerce and Industry
The World Heritage Coast Hospitality Association

There have been two meetings of a main 'steering group' together with smaller 'task groups' looking at specific aspects. As a result of those meetings the following response is made in relation to the headings within the ISAF document:

Basic Documentation

Within the summary specification there is reference to an 'ISAF Manual for Candidate Cities'. A copy of that manual has now been received from ISAF and this document provides much more detailed information in relation to the requirements placed on the venue. From a study of that document it is clear that the Weymouth and Portland Sailing Academy and the wider

LONDON 2012 Response to ISAF technical specification

1

Use the research

Report findings

Analyse data

Implement chosen approach

Develop research design

Establish research objectives

Agree on research purpose

Identify the need for research

2 Spectators Numbers

- 2.1 The sailing is scheduled to take place over a period of 15 days with an anticipated average spectator audience of 10,000 per day. For the purposes of considering access and transportation needs it is assumed that peak audience could reach 15,000, with 5,000 of these staying locally in hotels and other holiday accommodation. Also a proportion of this number could be travelling to the area by train or bus on a daily basis. A reasonable assumption in this respect could be 1,500 per day.
- 2.2 In addition to the influx of visitors arriving specifically to watch the sailing it is anticipated that a number of holidaymakers who would normally be staying in the resort would also be attracted to view the sailing. This could amount to an additional 5,000 spectators per day.
- 2.3 Given that Weymouth Carnival attracts in excess of 70,000 visitors, it is considered that the numbers expected to watch the sailing events should not present a problem. Only if numbers exceed those experienced in a major event, such as the 1994 Tall Ships Race, where 250,000 people visited the resort over a three day period and where the daily maximum total was 100,000 visitors, would an increased level of traffic management be required.

3 Competitors, Officials and Media Personnel

- 3.1 The transportation and access needs of the competitors, support personnel, officials and media will be given priority over those of spectators. In total these are estimated to be approximately 1,500 for whom specific parking provision is referred to in 7.2 of this plan. It is assumed that about a third of these may have their own transport and use the car-parking facilities provided. It is suggested that these will be facilitated within the event management plan by a badge/permit system that will allow preferential parking / access to restricted areas.
- 3.2 Notwithstanding the situation where competitors, officials and media personnel may have their own transport, special coaches/mini-buses shuttle services will be provided to facilitate movement between accommodation locations and their respective centres of activity. These could be between Osprey Quay where the boats are to be stored and launched or media or control centres. Such services may also be required for other social or briefing sessions that may arise during the events at locations away from the launch site.
- 3.3 It is anticipated that the majority of competitors and officials could be accommodated on floating 'cruise liner' living areas for the duration of the Games. A shuttle service will operate between the accommodation and launch/storage site that will not interfere with the wider transport provisions for spectators and those on-going needs of the community.
- 3.4 There is a coastguard helicopter landing area adjacent to the Sailing Academy that will allow for the drop-off and pick-up of the VIPs and officials.

4 Spectator Vantage Points

- 4.1 The locations at which the sailing may be held will greatly influence the necessary traffic control, parking and public transport facilities provided. The sail racing is to take place within Portland Harbour and Weymouth Bay and this will determine the location for the main spectator vantage points.
- 4.2 Although it is acknowledged that spectators will to some extent find their own vantage point along the shore line it is proposed that five locations be promoted as special viewing sites and be sign posted to encourage their use. These sites will have viewing (possibly large video screens), parking, toilet and seating facilities.
- 4.3 In addition to the five shore spectator sites, at least 10 spectator boats each capable of carrying 100 passengers will allow embarkation and disembarkation from the Weymouth Harbour area. These spectator boats will be accessed either directly by foot or via a bus shuttle service calling at the bus terminus, park & ride sites and the railway station.
- 4.4 The five sites (plus spectator boats) with anticipated spectator capacities for each site are as follows:-

Ref.	Viewing Site.	Ordnance Survey Grid Reference.	Spectator Capacity.
1	Weymouth Beach	368084 / 079560	6000 - 12000
2	Overcombe Corner	369852 / 081861	3000
3	Nothe Park	368573 / 078639	2000
4	Portland Heights	368954 / 073087	2000
5	Portland port Upper Estate (visitor attraction under investigation)		1500
6	10 No. Spectator boats - Accessed via Weymouth Harbour.	368505 / 078869	1000

- 4.4 All public viewing areas recommended in this plan have been used for previous events such as the Cutty Sark Tall Ships Race, Johnny Walker World Windsurfing Championships and various other events. In addition, a full risk assessment and management of these areas would be undertaken to ensure public safety and protection of the environment. Weymouth beach provides considerable flexibility for accommodating spectators.

5 General Infrastructure - Security

-
- 5.1 It is recognised that there are a number of security issues relating to the transportation and access provisions as the Games provide a high profile stage for many kinds of protest.
- 5.2 In conjunction with the transport monitoring infrastructure, it is anticipated that the existing CCTV system which covers Weymouth Harbour and the Town Centre will be extended at salient road junctions and strategic access points to enable security checks to be on going.
- 6 Traffic Control**
- 6.1 As the Weymouth and Portland area is fed by three main incoming roads it may be considered a 'cul-de-sac' (contained by the sea in the south). These main roads are the A353 from the east, the A354 from the north and the B3157 from the west. This highway configuration lends itself to being effectively monitored and controlled.
- 6.2 Incoming and outgoing private vehicles, freight and commercial vehicles, coaches, public bus services and emergency vehicles can be monitored so that control measures can be taken in real-time to ensure that maximum throughput of vehicles can be accommodated with the minimum of delay.
- 6.3 Strategic signing at motorway junctions beyond the County, at the Dorset County boundaries and at major highway junctions within the County will be provided to direct visitors to the Olympic sailing events at Weymouth. Additional local signing will direct spectators to park & ride facilities and other car-parking facilities when traffic comes within 5 kilometre distance of the Weymouth Borough boundary. Both strategic directional signs and local signs will be a distinctive design and colour to maximise visitor awareness.
- 6.4 Present traffic levels are prompting improvements to the existing highway infrastructure and there will be general traffic growth to 2012. It is anticipated that the provision of the proposed Weymouth Relief Road and other planned improvements will significantly address this situation. Should the proposed road improvements not be realised by commencement of the Olympic event, it is nevertheless considered that the special measures outlined in this plan will be able to accommodate the visitor numbers envisaged. The provision of the Relief Road will however prevent unhelpful conflict between visitor traffic and local business and commuting traffic.
- 6.5 It is intended that a traffic control centre be established that will monitor and control the traffic by a system of variable message signs, other signs and barriers. It is also envisaged that police officers will provide an on the ground presence at strategic locations to divert traffic as necessary.
- 6.6 The proposal will involve the police as principal controller co-ordinating Borough Council and Olympic Committee resources. As commanders of the traffic control centre, the police will have authority to adjust control signals as considered necessary and implement any one of a number of pre-determined operational options to facilitate traffic movement.

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- 6.7 The traffic control centre will instruct removal of errant or broken down vehicles as necessary that cause obstruction to ensure the free passage of other traffic and emergency services. It is anticipated that a specific emergency services plan would be developed in conjunction with all the services to ensure access to all areas is maintained throughout the Games.
- 6.8 A schedule of special traffic control measures will be drawn up closer the time of the event. These measures will identify those locations in and around the Weymouth, Wyke Regis and Portland areas that identifies parking restrictions, road closures, signing measures to facilitate more effective movement of traffic and pedestrians accessing viewing sites from car-parks and public transport terminus. This schedule is to be agreed in advance by the police, local authorities and emergency services.
- 6.9 A key element of the plan will be the identification of tow-away routes. These will provide unobstructed clearways to designated parking/viewing areas and to Osprey Quay. These are identified on the attached plan.

7 Car Parking

- 7.1 Weymouth town centre has about 5000 parking spaces available, of which approximately 90% would be utilised on a typical bank holiday weekend day. Additional overflow car-parking is available and can be utilised if required. There is already an established park & ride parking facility and it is likely that an additional park & ride facility will be available in conjunction with the proposed Weymouth Relief Road. It is anticipated that park and ride will form a key element of the traffic management proposals. A number of alternative locations around the periphery of Weymouth can be made available with shuttle buses taking spectators to the designated viewing areas (see attached plan).
- 7.2 Weymouth and Portland Sailing Academy has ample parking spaces for competitors, officials and media personnel. These parking arrangements will be dealt with and administered under a restricted permit system.
- 7.3 Although a number of parking spaces will be available at the five spectator vantage points specified in section 4 of this plan, there will be insufficient parking to accommodate the spectator capacities at these locations. The balance between parking spaces and vantage point capacity is to be made up by spectators gaining access to these sites via the bus shuttle service.
- 7.4 Additional off-street parking could be made available and these sites would be linked by park and ride service where necessary. One major site which is available is close enough to park and walk.
- 7.5 All parking will be sign-posted and continually monitored so that the traffic control room can direct traffic accordingly.

8 Public Transport

-
- 8.1 Once the main spectator areas have been confirmed, special bus shuttle services will be set up between these areas and the park and ride sites, bus terminus and railway station.
- 8.2 For general movement around the area, it is estimated that sufficient spare capacity within existing bus services is available to accommodate the expected increase in demand. It is also considered that there is sufficient capacity within the existing taxi services to facilitate local movement of spectators around the areas.
- 8.3 One aspect of public transport where a shortfall of service may be anticipated is that of rail travel. Consequently, the provision of an improved shuttle service between Weymouth and Dorchester, together with additional long distance services from centres such as London Bristol and Southampton needs to be investigated.
- #### **9 Events Hosted at Weymouth with Tourism Facts**
- 9.1 As previously mentioned the Weymouth & Portland area has extensive experience of hosting similar events to that of the Olympic sailing. A list of these is shown in appendix A to this plan.
- 9.2 Appendix B is a statement of Tourism Facts for 2002 that indicates the nature of the resort to host the Olympic sailing event.

**WEYMOUTH & PORTLAND
2003
SAILING & WINDSURFING**

MARCH
LASER WORLD & EUROPEAN QUALIFIER

APRIL
INTERNATIONAL OPTIMIST WORLD & EUROPEAN SELECTION TRIALS
INTERNATIONAL OPTIMIST WORLD & EUROPEAN SELECTION TRIALS

MAY
WEYMOUTH GIG RACING REGATTA –

JUNE
SQUIB NATIONAL SAILING CHAMPIONSHIP

JULY
NATIONAL SCHOOLS SAILING ASSOCIATION REGATTA

AUGUST
INTERNATIONAL OPTIMIST CLASS ASSOCIATION NATIONAL CHAMPIONSHIPS
WEYMOUTH SAILING REGATTA
INTERNATIONAL CADET CLASS NATIONAL CHAMPIONSHIPS
COMET DINGHY CLASS NATIONAL CHAMPIONSHIPS
RYA YOUTH MATCH RACING CHAMPIONSHIPS

SEPTEMBER
VOLVO RYA WINDSURFING YOUTH & MASTERS NATIONAL CHAMPIONSHIPS
RYA YOUTH MATCH RACING CHAMPIONSHIPS FINALS

OCTOBER
WEYMOUTH SPEED SAILING WEEK
RYA 29ER / 49ER & 59ER GOLD SERIES
OLYMPIC DEVELOPMENT WEEK

NOVEMBER
BRITISH UNIVERSITY SAILING CHAMPIONSHIPS
OLYMPIC DEVELOPMENT WEEK

APPENDIX A - Cont'd

WEYMOUTH & PORTLAND EVENTS INFORMATION**EVENT INFORMATION (Examples)****Visitors:**

Staying visitors generates 580,000 visitors and day trip visits are 1,460,000 annually (a total of approximately 2 million visitors per annum)

Excluding Carnival Day the highest number of visitors per during mid July/August (peak season) 25,000 to 35,000

Events:

Weymouth Day Carnival (third Wednesday in August) attracts 75,000 to 100,000 members of the public to the one day event.

Events previously managed in the Borough of Weymouth and Portland on a similar or larger scale (visitor numbers) which required traffic, visitor and/or participant schemes/plans to be formulated due to the increase visitor numbers included: -

The Eclipse (Portland) 1999 – One day event required management of 10,000 visitors to specific predefined viewing areas.

The Cutty Sark Tall Ships' Race 1994 – Three day international event attracting 250,000 visitors during July requiring traffic, parking and visitor management schemes to be developed and introduced. In addition, transport and participant management plan was developed to catering for the 4,000 crew/organisers of the event.

BBC Children in Need 2003 (National Outdoor Live Broadcast Concert)

The event required a specific safety, visitor, traffic and parking plan to be developed as the concert was within the confines of the Weymouth port area which remained in operation throughout the period of the event. Between 8,000 and 10,000 spectators attended the event.

Two new world championship events with 350 competitors in each event representing twenty countries will be hosted in the Borough; The National Federation of Sea Anglers World Shore Angling Championships in 2004 and the NFSA Boat Angling Championships in 2005.

Sailing Events:

The Borough has a history of holding and managing major national and international sailing events: -

RS 200, RS 300, RS 400, RS 600 National Championships – 2 to 28 August 1999 – 300 vessels 1,200 attendees.

J24 National Champs – 7 to 11 Sept 2000 – 50 vessels 200 competitors

Squibs National Championships - 28 June to 4 July – 60 yachts, 120 competitors

J24 Southern Area Champs – 19 to 26 July – 30 boats, 120 competitors

J24 World Championship (2005) - 12 to 16 Sept. Anticipated 65 to 80 vessels and up to 400 competitors from 20 countries.

The Borough has also hosted several British Olympic Sailing Trials in previous years and is due to host the Trials again in April 2005 at Portland.

APPENDIX B

WEYMOUTH AND PORTLAND TOURISM FACTS 2002

Volume and Value of Tourism in Weymouth and Portland

	Staying Visitors (m)	Staying Visitor Nights (m)	Staying Visitor Spend (£m)	Day Visitors (m)	Day Visitor Spend (m)
1999	0.58	2.90	100.50	1.46	28.92

Source: prepared by Geoff Broom Associates on behalf of the Dorset Tourism Data project using the Cambridge Economic Impact Model.

Employment in Tourism in Weymouth and Portland

It is estimated that 4 966 people are supported through the tourism industry in Weymouth and Portland both directly and indirectly. This includes employees in: restaurants, snack bars, cafes etc., public houses, bars, night clubs, licensed clubs, hotel trade, other tourist / short stay accommodation, libraries, museums, art galleries, sport, other recreational services, travel agencies, and tour operators.

Source: prepared by Geoff Broom Associates on behalf of the Dorset Tourism Data project using the Cambridge Economic Impact Model.

Seasonality of Tourism 2000

	Trips %	Nights %		Trips %	Nights %
January	3	2	July	12	15
February	4	3	August	18	23
March	6	5	September	8	9
April	8	6	October	7	6
May	10	10	November	6	5
June	9	9	December	9	7

Source: Prepared by the southern and West Country Tourist Boards on behalf of Dorset Tourism Data Project using the Cambridge Economic Impact Model

Visitor Expenditure Weymouth and Portland 2000

Total average expenditure per person per day for visitors staying in Weymouth and Portland was £30.78.

Day visitors travelling from home spent an average of £10.02 per person on any one-day.

Source: Dorset Visitor Survey 1999-2000.

Market Characteristics

- Weymouth and Portland's key domestic markets continue to be London and the Southeast, East & West Midlands, and the North.
- Weymouth and Portland's principal overseas markets are continuing to be northern European countries.
- Day visitors come mostly from the south of England.
- Visitors stay an average of 6 nights in the Weymouth and Portland area.
- Visitors to Weymouth and Portland are mostly aged between 25-54 years.
- Family groups with children account for 27% of visitors. Adult couples (i.e. two adults, no children) account for 51% of visitors.

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