

SCOPING 2021

Community Impressions of the 2021 IAAF World Track and Field Championships

Eugene, Oregon



Final Report

December 2016

Prepared for:

City of Eugene

City of Eugene City Manager's Office

Prepared by

Real World Eugene

As Part of the University of Oregon

Department of Planning, Public Policy and Management

Forward, Special Thanks & Acknowledgements

This project was part of *Real World Eugene*, a course that was offered Fall 2016 by the University of Oregon Dept. of Planning, Public Policy and Management. This class connected students to the City of Eugene by giving them the chance to solve the challenges that the City faces every day.

The Scoping 2021 team would like to thank our client, Jason Dedrick for all of the energy he poured into this report. The team would also like to thank each and every community member, civil servant and professional that took time out of their lives to help inform our work.

Cover photo courtesy of The Daily Emerald, the UO student newspaper¹

Real World Eugene

Bethany Steiner, Instructor, Director

Corum Ketchum, Project Manager

Abby Hauth

Selika Radcliffe

Yiyong Zhang

¹ <http://www.dailyemerald.com/2015/09/03/uo-board-of-trustees-to-consider-hayward-field-renovation/>

Contents

- Forward 1
- Executive Summary..... 3
- Background and Purpose: 3
- Methodology..... 3
- Results, Report and Data 4
 - Case Studies 4
 - Stakeholder Interviews 8
 - Survey 12
- Recommendations 16
- Next Steps 18
- Appendices..... 19
 - A: Complete Community Survey Results 19
 - B: Additional Case Study Information..... 33
 - C: IAAF Event Information 31

Executive Summary

The Eugene community is excited about the 2021 IAAF World Track and Field Championships. This event is a once in a lifetime opportunity to showcase the City, Oregon and the entire Pacific Northwest around the globe. The community is excited about the expose of this event however there is concern the perceived flaws of the city to the world; discouraging potential residents and business.

Background and Purpose:

The International Association of Athletics Federation (IAAF) World Track and Field Championships are hosted every other year, on odd numbered years, as to not conflict with the Summer Olympics. Previously, the event has been held in large cities such as Beijing, Berlin and Osaka. In August of 2021 Eugene, Oregon will become the first U.S. city to host the event. This will also be the first time a city as small as Eugene will host the event. In partnership with the City of Eugene and the University of Oregon, the nonprofit, TrackTown USA will be the main organizing entity for this event. This is the third event IAAF has hosted in Oregon in the past seven years, following the Junior World Championships (Eugene, 2014) and the World Indoor Championships (Portland, 2016)².

In 2021 Eugene will be expecting:

- 2,000 athletes
- 3,000 credential media
- Over 30,000 visitors

This nine-day event will be broadcasted on a worldwide scale, which will bring greater global awareness to Eugene. These championships are referred to as the 3rd largest sporting event in the world after the Olympics and the FIFA World Cup. It will also be the biggest sporting event of 2021. The Championships are on the City's agenda because it is a very unique opportunity that puts a spotlight on the city, state and the entire Pacific Northwest. For the Championships being hosted next year in London, one million tickets have already been requested.

Methodology

To find information for our client we used three different methods: Case studies, stakeholder interviews and a community survey. A summary of each of our methods is at the beginning of each section of this report.

Results, Report and Data

These next sections discuss the information we were able to collect through our research methods, and our associated findings.

Case Studies

We researched five different case cities who hosted large sporting events: Salt Lake City, Aspen, Richmond, Helsinki and University Place. We selected these cities because they are similar to Eugene either in terms of population size, and in the magnitude of the event they hosted, or a combination of the two. Our areas of interest for case study research included topics such as: the number of event attendees, infrastructure changes, event cost and economic revenue for each city.

We were able to get in contact with officials from University Place, Richmond, and Aspen to learn more about their experience with hosting the event. We asked:

1. Who was the organizing group for the Olympics? Was it the City or was it another agency/nonprofit?
2. What was the city's role in planning and facilitating the event?
3. What were the short term and long term effects of the Games?
4. What came out of the event that surprised you? What didn't you expect or plan for?
5. What were your community's concerns before the event? Was there any push back?
6. How did the City engage the community in conversations about hosting the Olympics? What ideas or messages resonated?
7. What story captured the public's imagination?
8. What is one piece of advice you would give to a community taking on a similar event?

Aspen, Colorado has hosted the Winter X Games every year since 2002. In 2016, the games drew roughly 100,000 spectators. The town has a population of 6,800, so an influx of 100,000 more people every year is substantial. ESPN organizes the event each year and broadcasts the Games to 260 million homes. The infrastructure used for the event continues to be a part of the city's landscape as the snow park used for the Games is used for other activities outside of the event. Each year they host the X Games, the city sees an influx in young people coming to the city, which increases the nightlife activity and spending, for the duration of the event.

Aspen's identity is snow sports as Eugene's identity is track. Eugene can learn from Aspen's experiences with the nightlife and tourism that they experienced during the games. Although people that are interested in and come to watch the X-Games may be a different crowd than running enthusiasts, Eugene can expect tourists in much the same way.

We reached out to city staff in Aspen after finishing initial research on their event. The X games in Aspen are a unique case because the city has hosted the event for the past fourteen years. The Director of Events and Marketing at the City explained that they have learned best practices for the event through trial and error. The first time they hosted, parking was allowed on-site at the venue and there were issues of traffic and congestion. Since 2002, the city has required remote parking lots with a park and ride shuttle system to transport spectators to the event. A city planner from Aspen, as well as the aforementioned director, both indicated that reaching out and engaging the community early on in the planning process is incredibly important.

Richmond, Virginia was the host of UCI (Union Cycliste Internationale) World Championship Bike Race in 2015. It has a population of 214,114 people; Richmond was the first US city in twenty years to host the Championship event. In terms of new infrastructure that was created for this event: Richmond spent about three million dollars on creating new bike lanes around the city and placing more than four hundred new bike racks around the city². As a result of hosting this event, Richmond has created a new identity around biking; the community connected with biking as a sport and a new mode of transportation.

The event in Richmond is the most similar to Eugene's event out of all our case studies in terms of a similar population size and the fact that they hosted an international event which is usually held in an international city.

We were able to reach out to a Special Event Planner for the City of Richmond and learn more from their experiences with the 2015 event. The organizing body: UCI, determined that that Richmond would be a good city to host the race because of the interesting geography. There was concern that the event would bring a lot of traffic to the Richmond area but this didn't end up happening. They held the races from 10am to 4pm during the workweek so that traffic in and out of the event wouldn't interfere with work commuters.

² Jones, Sandra. "A Look at the Recent Bike Infrastructure Installed Ahead of UCI Races." WTVR.com. September 09, 2015.

University Place, Washington is a town of 32,000 people, but when combined with the greater Tacoma population there are 203,000 people. University Place hosted the US Golf Open in 2015 for the first time at Chambers Bay golf course. This was also the first time the event had ever been hosted in the Pacific Northwest. Usually, this event will be held at a private golf course, but Chambers Bay is public course. This helped to facilitate community relations between the Washington locals and the event. Local golfers were allowed to play on the course after the Open and feel more connected and excited about golfing, post-event.

After our initial research on the golf tournament we contacted the Economic Development Manager for Pierce County who reflected on the event, a year after it had happened. Parking was organized similarly to Richmond, where spectators were required to park in the neighboring town of Puyallup, WA and then shuttled into the golf course. The county, city and event organizers encountered some negativity from players at the beginning of the Open because the Chambers Bay is a different terrain than most people are used to. This also created some negative media attention before the event but overshadowed by the ultimate success of the final event.

Helsinki, Finland is the smallest city, so far, to have hosted the IAAF World Track and Field Championships, with a population of just over 600,000 people. They were the only city we researched who hosted the same event. The city saw this event as a way to impact and promote the local economy.³ The IAAF World Track and Field Championships in 2005 hosted in the Helsinki Olympic Stadium where has 42,062 seats at that time. 130 thousand visitors went to the event in 9 days. About 60 thousand of these people were from the Helsinki region and 45 thousand from other parts of Finland.⁴

Salt Lake City had 1.3 million residents in its metropolitan area (~180,000 within city limits) when it hosted the 2002 Winter Olympic Games. The Games had 78 events with 2,399 athletes. 750,000 people or the equivalent of 62.5% of its population in attendance. Utah state estimates that it the Olympics generated “\$100 million in profits, \$4.8 billion in sales, 35,000 job years of employment and \$1.5 billion in earnings for Utah workers during 2002”.⁵ The value of the media exposure for Salt Lake as a result of coverage of the event is estimated at \$210 million dollars.⁶ Adjusted for inflation, that comes to over \$280 million dollars today. Several outdoor companies, including some from abroad have since moved to the area because of the identity Salt Lake has created in relation to winter sports.

³ Nylund, Mats. "Sporting Mega-events and the Residents: Assessing the IAAF World Championships 2005." Academia.edu - Share Research.

⁴Loikkanen, Heikki A, Laakso, Seppo. "Economic Impacts of the Helsinki 2005 World Championships in Athletic", *Kaupunkitutkimus TA Oy(Urban Research TA Ltd) University of Helsinki, 2007.*

⁵ Lee, Jason. "Economic Impact of 2002 Olympics Still Felt | KSL.com." KSL.com. February 8, 2012.

⁶ ibid

In planning for the Salt Lake event, it was found that infrastructure, especially event-specific facilities, should have funding set aside or otherwise planned for; as to diminish the chances of Olympic rot⁷. Since the Olympic Games, Salt Lake has become a winter sports hub. Many winter merchandiser's headquarters⁸ have since relocated to Salt Lake and found that events that resonate with city identity, can attract residents and businesses that share those values. Eugene's identity (amongst other things) is TrackTown USA. Eugene is already primed to draw in runners from around the globe and hopefully this will be an opportunity for Eugene to attract major running companies.

Case Study Outcomes

Our case studies have shown that in hosting a large sporting event, there are opportunities for host cities to build economic opportunity, forge an international identity, involve community members create a lasting legacy that benefits the region for years to come. There are dangers in events that aren't planned, such as infrastructure and service problems, or community conflicts, that will need to be considered in advance of the event. It is our opinion that large events have generally positive impacts on communities, if their legacy is appropriately planned for.

⁷ This being the phenomena of sporting facilities falling into disuse and becoming a blighted burden on the community.

⁸ Amer Sports and Rossignol are two such companies

Stakeholder Interviews

We interviewed twelve people from different parts of the community. We interviewed two board members of neighborhood associations, one person from Travel Lane County, three city employees, one person from the University and three members of the business community and one person from the chamber of commerce. We asked each person the same seven questions:

1. Thousands of visitors will be travelling to Eugene; what thoughts or feelings does this bring up for you?
2. Were you aware of the track and field championships that are happening in 2021 (prior to this meeting)?
3. Have you been involved with or in town for any of the previous large track meets or other sporting events in town?
4. How did past sporting events affect you? (your community, business, personal life)
5. What is your best case scenario for the track meet in 2021 and for the community after the event?
6. What is your worst case scenario for the track meet in 2021 and for the community after the event?
7. What role should the city have in preparing for this event?

Outcomes from Interviews

This section summarizes our findings from our interviews with our stakeholder groups.

Eugene City Staff

One significant topic that arose from interviews with city staff was the importance of using 2021 as a deadline to get projects done for the community. Also emphasizing to the public that these projects are not being created for only a single event but for the community to enjoy after 2021. Furthermore, remaining facilities will host for more games and big events after 2021. Lastly, the staff idealized a future community that is active, safe, welcoming and inclusive to all people. This event can help the community come together to strive for these characteristics.

Neighborhood Association Members

In talking with a Neighborhood Association board member from the South University neighborhood, their biggest concerns about the event are issues with parking/traffic and noise related to the event. Neighbors have past experiences with other large events happening at Hayward Field: the 2016 US Olympic Trials, for instance. There is already an understanding of what these events mean for the neighbors, the South University Neighborhood hopes that there will be communication between the city, the university and neighborhood board. Also most neighborhood association members mentioned to maintain a positive connection with City of Eugene and have an everlasting relationship in between. Some members mentioned to use short-term house rental to share economy with the global wide visitors to work with their lodging needs.

Business Community

The business community is excited to have an event of this size take place in Eugene. For them, this is a chance to showcase their companies and brands, and connect their identity to Eugene in its new role as a global city. Business stakeholders want to be involved in planning for this event. They are willing to take some ownership over 2021 if given the opportunity. The more visible local brands are in planning for and hosting the event, the better Eugene will look as a place to do business, so the thinking goes, and thus more economically successful.

Regional Government

The spokesperson from Travel Lane County emphasized how important it is for the city to share the positive message with the people of Eugene about why we are hosting an event of this size and why it is significant for our community. She also spoke about the importance of creative thinking when it comes to things such as accommodating residents and spectators.

Campus Staff

Illustrated the importance of seeing this event as a state wide event rather than just a Eugene event. Facilities can be created for the event, which will then have residual value after the event. Additionally, infrastructure on campus such as dorms, and Hayward Field will be improved for future generations.

Opportunities, Threats and Findings

Our interviewees raised several broad issues related to 2021 that can be divided into Opportunities and Threats. These ideas should be considered when the City is planning for or discussing the event with our community.

Threats

- The event could be expensive to plan for and execute, which would be a waste of public funds
- The City has little experience planning for and executing international events of this scale and could be unprepared to do so
- Safety and security are always concerns when hosting international events, especially terrorism.

OPPORTUNITIES

- Showcasing the Pacific Northwest. This event is a great opportunity to show all that our region has to offer: Culture, outdoor recreation, our natural environment, and employment opportunities.
- In building new infrastructure in preparing for the event, and in bringing in the business community in preparing for and executing 2021, there is potential for short term and long term economic growth. In the short term, businesses can profit from the additional activity in town. In the long term, expanded infrastructure, a heightened sense of place, and a more globally recognized city image, can make Eugene an attractive place for new businesses to begin, and for existing businesses to relocate.
- Planning for and hosting this event is chance to gather community voices. By fostering public engagement over this event, the City can engender a sense of pride and ownership over 2021; leading to better outcomes and fewer conflicts.

Interview Findings Summary

This table below summarizes many of the ideas that arose during our interview process. It is arranged in the style of a SWOT analyses: Organizing ideas into positive and negative, internal and external quadrants

Figure 1. Combined Interview SWOT

	Helpful	Harmful
Internal Origin	<ol style="list-style-type: none"> 1. Experience in hosting large events. 2. Communication between city and community. 3. Partner from the University to assist with facilitation. 4. This event can be used as a motivating deadline for infrastructure and community development projects. 5. Interdepartmentally, the city of Eugene has been able to communicate effectively. 	<ol style="list-style-type: none"> 1. Lack of parking spaces. 2. Issue on allocated funding in different fields. 3. Need a coordinator working between City departments. 4. Lack of communication between TrackTown and City of Eugene. 5. Accessible public transportation needs improving. 6. The public is unaware and apathetic toward the event.
External Origin	<ol style="list-style-type: none"> 1. Public funding will be spent on, public and campus infrastructures. 2. Profitable for community rental houses (Air BnB) 3. Increase city's popularity. 4. Opportunity to update waterfront property. 6. Bike share program. 7. Opportunity for local business. 	<ol style="list-style-type: none"> 1. Public funding delay. 2. Downtown image is not ready for global visitors. 3. Safety and security concerns. 4. The City doesn't meet expectations to complete infrastructure and community development projects. 5. Not able to maintain a good relationship between community and City. 6. Spectators stay on campus and don't go downtown.

Survey

Our third strategy was to administer a survey to community members in Eugene. We wanted to reach more of the community as to get a better grasp on how the community feels about this event. This is significant because the community was able to speak their mind and share with us their true feelings surrounding this potentially large disruption to our Eugene's social fabric. For the survey we used all the same questions from our interviews, but it was distributed digitally, using Qualtrics.

We had 31 responses over the 5-day period that the survey was open. Responses were generally positive with a high level of excitement and event awareness. Full survey responses are included in the appendix. Below, our most significant findings are summarized:

BEST CASE SCENARIO

- Community has an overall positive expectation of the event and its global impact.
- Respondents are looking forward to the positive economic impact that the event will bring to the community.
- City infrastructure will be renovated and expanded.

WORST CASE SCENARIO

- The city fails to use the event as an opportunity to grow.
- Less renovated parts of the city may create a negative city image.
- Survey respondents expect transparency surrounding event planning and potential spending. If they do not see where their tax dollars are going, or what the City is doing, planners risk losing public buy-in.
- People are worried about potential security and safety issues during the event.

COMMUNITY EXPECTATION OF CITY'S ROLES

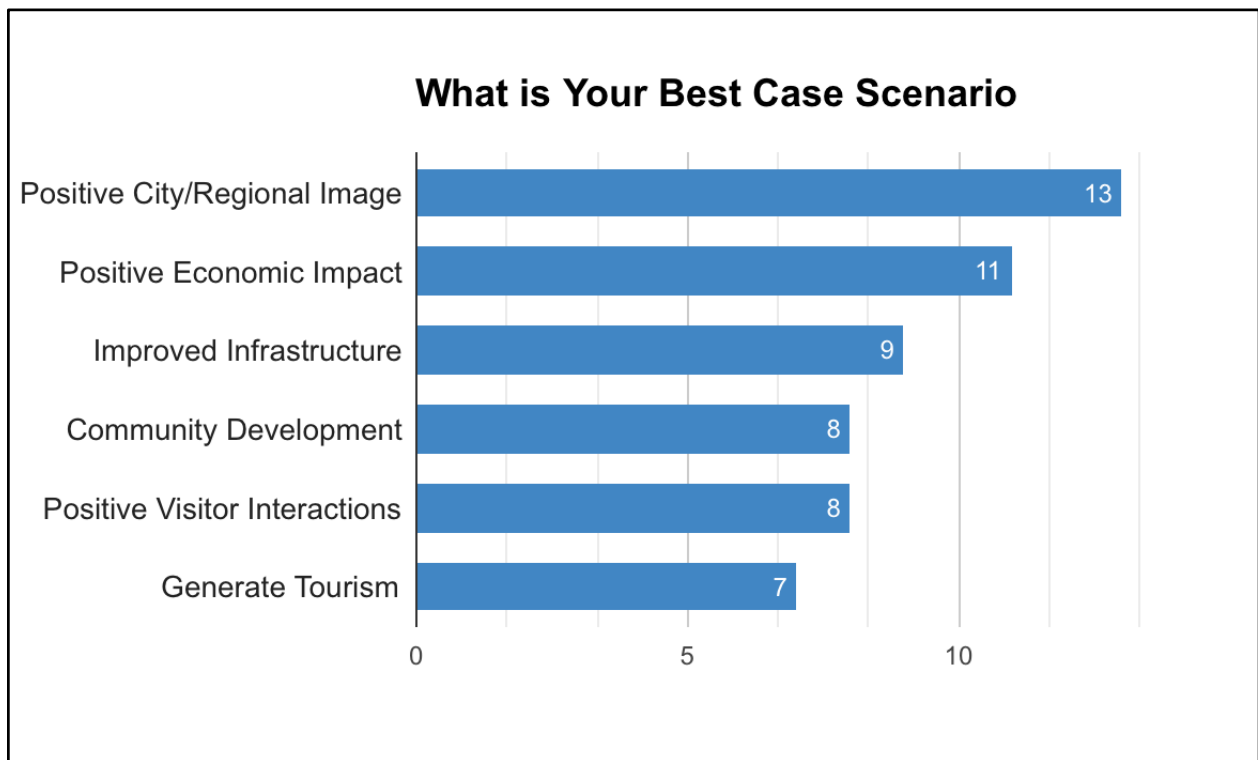
- Community respondents hope the City of Eugene will communicate with stakeholders, such as business, neighborhood associations, the University of Oregon and Track Town USA.
- Respondents also want the City to draw visitors off-campus and showcase other areas of the city.

Survey Outcomes

From the community survey portion of our project, we summarized the communities concerns and expectations for the City of Eugene, the community, and the 2021 World Championship. Event awareness was high among respondents, ~80% of them knew about the event before taking the survey. This is a signal that the City should begin conversations around 2021, as the public is aware and ready to learn more. If Eugene doesn't take leadership over the narrative surrounding 2021, somebody else will. Full survey results are included in Appendix A, page 19

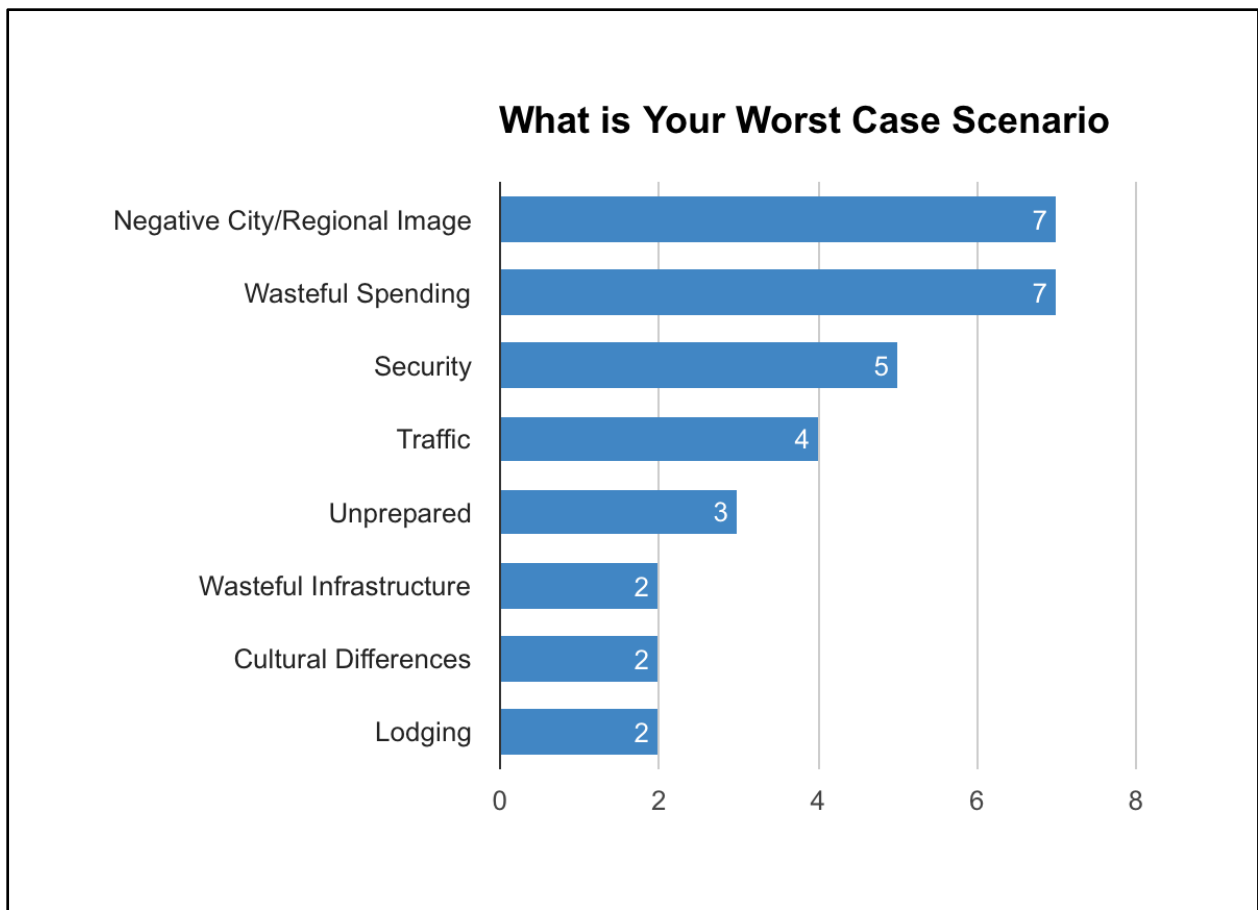
From the "Best Case Scenario" question, the found that the community is looking forward to engaging in the big event, with hopes of it creating a positive city image for the world to see. People hope the event will boost the economy for local and statewide businesses. Also the community hopes that Eugene will become the place for future tracks and field meets.

Figure 2. Best Case Scenario



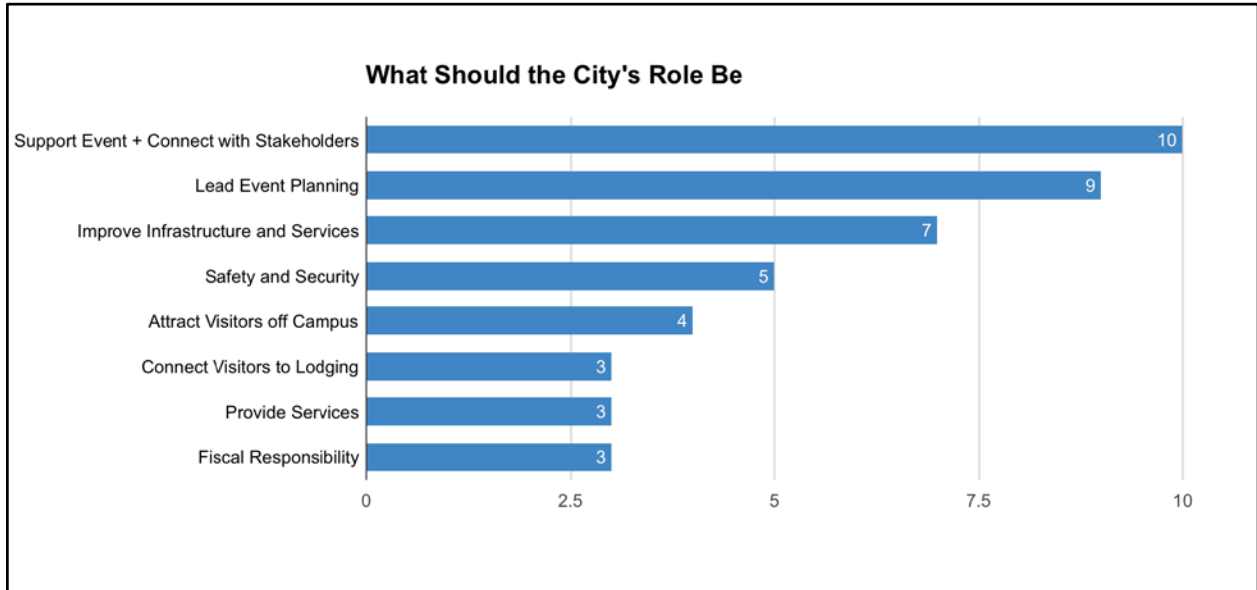
From the “Worst Case Scenario”, community members consider that City of Eugene are not ready to demonstrate the best image of the city, Reliably, our city is working on build city image from downtown culture services to riverfront urban renewal. Furthermore, City of Eugene apply an open and transparent way to spend money on community infrastructures and the world championship to avoid wasteful spending. Also, the security issues need to be focused on and be prepared by the city and community members.

Figure 3. Worst Case Scenario



From the survey question “What role should the City of Eugene have in preparing for this event?” we realized people are concerned about the connection between different stakeholders. Additionally, people hope this becomes a statewide event, therefore there will need to be communication between state and regional government entities.

Figure 4. What Should the City’s Role Be in the Planning Process?



Survey respondents expect the City to take a facilitation role and bring in stakeholders to support event planning. They also believe that it is the City’s job to take a leadership role in the conversations, and in planning itself. Finally, respondents want the City to improve infrastructure and services leading up to the event.

Recommendations

The Scoping 2021 team has created some recommendations that the city of Eugene should consider while planning and preparing for the event. We categorized the recommendations into four sections; planning, execution, business involvement, and community and legacy. We have also displayed some ideas that were suggested to us through our interviews and via the community survey.

PLANNING:

- Start community engagement more than 2 years in advance.
- Create informative community meetings for this engagement.
- Foster community ownership over the event.
- Centralize communications through accessible forms of media
- Beautify properties along vital corridors between campus and downtown. the event will act as a deadline for these large project to get done.
- Have all the projects finished before the event, there should be no projects unfinished during the event.

EXECUTION:

- Provide opportunities for the athletes to interact with the public, this can be done through a kickoff event hosted 2-6 weeks prior to the event. This event should take place away from Hayward to show off newly developed features of Eugene.
- Eugene should host the marathon portion of the event in Eugene rather than Portland, which will ground the whole event here in Eugene.
- Demonstrate the local culture by putting on events. These events need to encapsulate our farm to table ways of living like the Saturday Market but on a bigger scale.
- These type of events could take place at local breweries to expand the horizons of visitors coming to Eugene.

BUSINESS INVOLVEMENT:

- Showcase local brands at the event.
- Create a platform for professionals to plan for this event.
- The City should seek out and connect enthusiastic professionals and community members; allowing them to participate in the planning process. This should include Business owners, professional organizations, and young entrepreneurs, etc.
- Inform the business community on what it can and cannot do regarding: Use of space, noise, advertising.

COMMUNITY AND LEGACY:

- Opportunity to train law enforcement personnel for international events.
- Tell a story why this event is important and exciting for Eugene.
- Community development and infrastructure improvements.
- The City should communicate the benefits of 2021 early and often to the community.

Community Recommendations

Below is a chart that summarizes some of the recommendations that came out of community interviews and through comments gleaned from the survey.

	Carry Forward	Thinking Direction
Internal Origin	<ol style="list-style-type: none"> 1. Based on the experiences we had on different size of games to prevent accidents to games and to the city. 2. Maintain the strong city-community relationship and the city should encourage the community to participate in the big event preparation. 3. Use University resources to explore and spread the event information. 4. Use current downtown resources to attract investment. 	<ol style="list-style-type: none"> 1. Having temporary parking spaces and shuttles for the game needs and separation of economic growth. 2. Use game economy as a bridge to connect different departments and work with each other to maximize the benefit. 3. Having multiple temporary bus lines for the game days. Lines might stay due to the community response during the event. 4. Advertise the event in neighborhood association, and having different community activities to greet the event.
External Origin	<ol style="list-style-type: none"> 1. Maximize the long-term and short-term combined infrastructures. Have the plan of transition from short range use to long range use. 2. Having an association that works with all renters to create safety, healthy, quality rental environment. 3. Push the bike share program forward, having Eugene-Springfield bike share stations and bike facilities. 	<ol style="list-style-type: none"> 1. Promote downtown area and create a different feeling for locals. 2. Promote publicity and education of law to the community and visitors. 3. Having some off-site events in downtown area to bring people in. 4. A visitor's map should be considered to advertise local businesses.

Conclusions

Our research suggests that citizens want the City to act transparently - to broadcast why the City is hosting this event; to share what Eugene and our region is doing to prepare for 2021. They want to know how much it is going to cost and how the region stands to benefit from the event. 2021 is an opportunity to revitalize our city, to complete all the projects that our community is focusing on and to create a stronger community through public participation.

The Eugene of 2022 has the potential to be a more vibrant and economically successful community due to the positive impacts from preparation for the event and the event itself. We hope that the event taking place in 2021 will bring together the community to make it stronger, healthier, more active and a better place to live for all.

Next Steps

Going forward we suggest the City:

- Continue conversations with the stakeholder groups we have identified
- Connect to Springfield and Lane County to discuss how the event will affect our metro area
- Be as transparent as possible during the planning process

Appendices

A: Complete Survey Results

B: Additional Case Study Information

C: IAAF Event Information

A: Complete Community Survey Results

Q1 - Thousands of visitors will be traveling to Eugene; what thoughts or feelings does this bring up for you?

Thousands of visitors will be traveling to Eugene; what thoughts or feeling...

Excitement, opportunity

while potentially great for the economy, I am concerned about the logistics for people who live in the area and need to live their daily lives

Excitement (creates quite a buzz in the community). Garbage (I've worked on the waste prevention efforts for the Olympic trials). Carbon emissions (That's a whole lot of air travel).

Overwhelmed Proud Excited Impressed Wow

Very exciting!!!

Excitement. Nervousness about the city being ready for it from a transportation and housing perspective.

This sounds wonderful to me. I really enjoy track and field and think having major events is a huge boon to the image, economy, and identity of Eugene and I'm proud to be a part of a place that supports it. I'm also excited because I hope to rent out my home during that time to earn some money.

excitement about Eugene being a world stage and excitement that track and field will be focus of attention in Eugene. I also am concerned about traffic congestion and the ability of this small town to house, feed, and handle that number of visitors. I am concerned that the Eugene police and security staff is too small to handle that large an influx all at once.

I'm excited that Eugene will be put on the world's stage. It is a chance to showcase our great city and state. If the Olympic Trials were any indication, there will need to much more consideration into how a city this small can accommodate all of those people coming to visit

It is an exciting time for our city and I can't wait.

Congestion. Crowded streets, busy restaurants, and high costs to rent a hotel. On the flip side, increased revenue, increased exposure for Eugene, and potential to recruit students to UO. I wonder if Eugene has the infrastructure in place to accommodate so many people. This also includes concern over the safety of Eugene residents as well as for visitors. Will there need to be an increase in the police officers on duty over this time frame?

I am excited for my city to host people from around the world who are interested in track and field. I worry a little about traffic, but generally feel I would not be very personally affected.

Fantastic opportunity for influx of money and culture. Experience from hosting the Olympic Track Trials will be invaluable in preparing for the event. Housing may be squeezed and inventory of accommodations should be evaluated. Residents should consider the financial benefit of renting houses on VRBO or Airbnb. Increased security should be primarily covered by fees associated with the event (ticket sales, entry fees, vendor fees) and subsidized by the state and federal government. Measures should be enacted so that costs associated with security and the Championship minimally impact the citizens of the county.

Fear that our city will not be ready to handle the challenge but also an opportunity for economic development. I am also worried that investors and the city will put in too much infrastructure and then we will be left with a mess after the event is over much like what happens in countries that host the Olympics.

Excitement, opportunity to be welcoming hosts, opportunity to showcase Eugene

It's a fantastic opportunity for our community, to show off our great city and surrounding area. And it'll be great for the local economy.

This is a great opportunity for Eugene, but we had better be ready and prepared. Currently, I'm not seeing the infrastructure for the community to support crowds of this size.

Visitors will have an easier time getting around Eugene, than London. Logistics for staff/faculty parking around the university will be extremely difficult. LOVE the idea of having it here! Do we have enough hotel/motel space--that can then still be viable businesses After that event (or make them into more student housing)? Make sure the host organization pays this city some compensation for the extra sewer, water, electricity consumption. Develop our mass transit even more before then.

Great incentive to catalyze much needed and overdue improvements in Eugene. However, this also means there exists opportunities for frivolous development and spending in facilities and infrastructure which may only be used during this one event. It will be important to balance future needs with temporary facilities for the event.

I'm most worried about congestion, traffic, and housing. I think it'll be good for the Eugene economy, though.

It presents a great opportunity to miss a great opportunity. The event has the possibility of raising Eugene and UO's profile nationally and internationally. I don't feel like the City or UO have a good strategy to leverage the event. It also creates opportunities for local economic development. The City should develop a strategy to capture as much of the travel expenditures externally as possible.

Very mixed feelings. Will likely benefit businesses, the University's image, future growth and interest in the livability of Eugene. For many local residents this also means overcrowding during the events and perhaps long-term loss of small town identity. Overall I believe it is too large an event for our community!

Where will they stay? They will get lost. Franklin is a terribly unworkable street and it is very difficult to navigate the Coburg bridge area. Connections between downtown and the University are poor. Connections between downtown and the rest of the City are poor. Honestly, at this point, I would feel slightly embarrassed to show our visitors our city because on the surface, it is not particularly nice.

Patriotism, world class facilities, economic opportunity.

My first thought, since I work on campus, is should I schedule a week of vacation during that time so I can be as far away from the campus area as possible that week. My second thought is, I love the idea of all the revenue for our

hotels, restaurants, gas stations, etc., but do we really have the capacity to host such a large number of visitors.

Safety, traffic, access to campus buildings, great tourism with lots of visitors and publicity and money in the State.

Great for Eugene, could be costly and not provide many benefits

Opportunity; investment; fear that Eugene will find a way to screw it up.

This is a great opportunity for the city. My primary concern is lodging. The hotels here are terrible.

I am extremely proud that the world is coming to us. I worry that even though we've gotten very good at putting on Olympic Trials, this will tax our infrastructure, and it will certainly take up lots of people power and resources, but I think it's worth it. I like that city and community leaders value this event as a catalytic event that gives Eugene the opportunity to change and grow.

Traffic congestion coming in and out of Eugene.

Q2 - Have you been involved with or in town for any of the previous large track meets or other sporting events in town?

#	Answer	%	Count
1	Yes	87.50%	28
2	No	9.38%	3
3	Other	3.13%	1
	Total	100%	32

Q3 - How did past sporting events affect you? (your community, business, personal life)

How did past sporting events affect you? (your community, business, persona...

positively, enjoyed the activity, hosted visitors, enjoyed the atmosphere

I worked in the area, and had to make sure to leave early in order to be at work on time.

It effected my business life quite a bit - quite a lot of time planning the waste reduction efforts for the Trials.

None really. Only that my family happened to be visiting me coincidentally at that time and had a hard time finding a hotel.

Very positive! They were exciting and stimulated our local economy.

Difficult to get to UO campus during the time. Town was busier overall, but in a positive way.

I have attended some of the events, and enjoyed them. Other times, I have been out of town and rented my home.

difficulty traveling from work (downtown) to home and shopping but otherwise no other negative impact

I worked on a project through the university for the 2016 Olympic Trials. Being around the event for nearly every day during its duration, you notice there is a lot of activity. This impacts people who are just trying to go about their daily lives.

We made money by renting out our house. We stayed with friends. Loved the atmosphere.

Being on campus during the Olympic trials didn't really affect my daily life. The only thing that was hard was booking a hotel for my out of town guests who just happened to be in town unrelated to the trials. I chose to stay home rather than deal with the crowds.

I hosted groups at my vacation rental and attended one of the events.

Attended and volunteered at Olympic Track Trials

I have volunteered and rented out a bedroom in my house. I have felt pride in Eugene for managing an excellent event.

I've enjoyed attending large track meets and feel they are positives in the community.

They were great! I've attended 2 of the last 3 Olympic Trails, either in the fan area or with a ticket. Otherwise, there wasn't really much impact to my life.

They didn't really affect me, but I didn't attend any of the events, or plan to go out for dinner, etc. during those times.

The University of Oregon has done a marvelous job of keeping the events well-organized, safe, and navigable, and traffic has not been as bad as I imagined. It affected me only to the extent that I come into Eugene and the U every day for work (live in the county)

None.

I avoid Autzen stadium during football games, other than that, it doesn't really affect me.

Note that the question above is two questions: (1) have you been involved with and (2) were you in town. My answers are no and yes. Other than tightened campus security, the events have had no impact on my personally.

Has been difficult to travel through town during events.

I work on campus. It was fun to see all the activity. But I noticed a lot of people sort of wandering around looking lost. It is not immediately clear how to navigate or how to reach other key parts of town from the University.

Excitement about living in a showcase community.

Again, since I work on campus, I need to be aware of how the crowds are going to affect my ability to park and

traverse around the campus area. Other than that, the events do not seem to affect me much personally.

It affected my work and school routine and access to my regular places.

Lots of traffic, lots of runners saying hi to me and to each other, terrible parking issues on campus,

Had fun. Several of the most emotional sports moments I've experienced in my life. Great community events. Really exciting for Eugene and the UO.

It was incredibly fun and beneficial for the community- World Championships for Alpine Skiing. It strained the infrastructure of a small town, but the city had planned well in advance of how to deal with it. Locals were very flexible.

As UO Community Relations staff, I had work related roles in the 2008 and 2010 Olympic Trials. I served on numerous committees (volunteer, accessibility, transportation) and my team coordinated the visits of local and state elected officials during opening ceremonies and, in 2010, medal ceremonies. Also, the event certainly impacts the UO campus with build out and the super block taking up streets.

Larger crowds of people came into my work, but other than that there was little effect to my personal life.

Q4 - What is your best case scenario for the track meet in 2021 and for the community after the event?

What is your best case scenario for the track meet in 2021 and for the comm...

lasting infrastructure that benefits the community; celebrating a safe, successful event for Eugene

That everything will go smoothly and it will bring attention to Eugene.

Evergreen status for sustainable sport.

That there is an increase in pride of us being Eugene, Track Town USA.

Putting Eugene on the map as a venue for elite athletic competitions in the future!

The town invests in infrastructure and lodging to accommodate and we get to receive the benefits after.

That the meet is highly successful, bringing positive attention to Eugene, boosting the economy and leading to future major track and field meets in Eugene.

Eugene shines to the world as a positive community that is supportive and inclusive of all participants and visitors. The visitors can easily find housing/hotels and can easily get around town for meals and sightseeing and the locals can easily attend the events.

Eugene is marketed as a successful example of how events like this is run in smallish cities. I hope the city can capture some of that momentum economically.

We will get positive exposure and make money from the event.

Best case scenario, people continue to travel to Eugene as a destination helping the local economy. Visitors may want to call Eugene home, boosting home sales and calling for increased infrastructure allowing Eugene to grow and flourish.

To give us a greater sense of our place in the world. The world is coming to us and we should come to a higher awareness of being global citizens.

A smooth, well run event is enjoyed by the world, and bring a financial gain to the area.

That the city and state strategically invests in infrastructure that will be useful and meaningful after the event. The city will receive a much needed boost that fills in the holes in our downtown (vacant lots, etc.) and engages local residents in new work opportunities.

Reports that Eugene was a welcoming and gracious host.

The infrastructure investments prior to the track meet continue to pay dividends into the future, benefiting the folks who live here and tourists who visit the area.

Everything goes perfectly well and smoothly, businesses and community organizations flourish, Eugene is seen in a positive light as gracious and thoughtful hosts, no negative press or incidents.

That visitors and athletes leave happy and impressed, that Eugene/Springfield businesses make profit to keep them happy, that some of the extra hotel/motels could become Affordable housing as well as student housing (which might not be likely if we continue to have big events, we'll need the housing for visitors).

We get transportation infrastructure, public facility, and campus facility improvements which will serve the UO and Eugene well after the final track event.

It'll bring more awareness to our small town and people will come back and visit!

I'm not clear on what you are asking. For me personally? For my organization? the UO? the community? the city organization? That said, I'll take a shot. The best case scenario is that the event is successful and we host again. It increases exposure to Eugene as a place to live and do business and leverages local economic development.

People are excited. The event could bring more diversity to the city and broader interest to the needs of the city.

We get lots and lots of visitors who are impressed by the beauty of our region and state and want to return. We have asting infrastructure improvements that strengthen the connection between campus and downtown, and totally restructure Franklin Blvd so it is walkable and enjoyable for people who aren't in vehicles.

Economic impact, improved reputation of the area, spotlight on Eugene/Springfield.

A well-run, successful event that brings revenue to the community while sharing this beautiful city and facility with the world; no major issues or problems during or after the event.

Great tourism activity, boost in income in Eugene, experience to host other international events.

Lots of interaction with people from different places

That we use the event as a reason to invest in infrastructure and social issues and that those investments pay dividends in the years and decades to come.

The event showcases the city and the region. it is an amazing place that flies under the radar.

We have a great event that includes spotlighting Eugene as a great town. The event has a positive economic impact on the community and legacy projects and fracture are built that enhance the city after the event.

The best case scenario is that this event encapsulates Eugene as City for Track and field. I hope that it also shows that Oregon is a gorgeous state filled with opportunity!

Q5 - What is your worst case scenario for the track meet in 2021 and for the community after the event?

What is your worst case scenario for the track meet in 2021 and for the com...

None

No planning. Just lots of waste, lots of traffic in town, a bad image for the community.

Embarrassing conduct that soils our city's reputation.

A poorly run event. Mismanaged crowds.

The town is not ready and there are logistical issues with transportation and lodging and the city looks bad on the world stage.

That there are too many "problems" with the event and how it is run... that it brings negative attention to Eugene and puts future meets at risk.

terrorism attack

There is a major event that makes Eugene look like it is not in control and it jeopardizes future events that take place in the city.

We will not showcase ourselves well.

Worst case, same as above, but the small town feel gets lost and Eugene becomes another big city. If any vandalizing occurs because of large crowds, businesses may need to rebuild after the event. Crime.

My fear would be that people from ethnicities or religions would feel threatened by people in our community who fear people who look different, whose first language is not English or who have different religious or other cultural views.

Terrorism Large outlays of finances to prepare for the event are not recovered (restaurants, hotels, city services) Donald Trump comes to Eugene :)

We overbuild hotels and other infrastructure that are perpetually empty and the owners lose interest. Building infrastructure also requires budgeting for long term maintenance and as a city and state we haven't always done that. We also just elected a political novice as our mayor for the next four years, I am concerned that she will struggle with the responsibilities.

Reports that athletes didn't feel welcome, or worse, that they felt threatened.

For the event itself, worst case is significant congestion throughout the area making it hard for visitors and residents to get around.

Resources are invested unwisely (or not enough resources) and Eugene winds up looking like an amateur that cannot handle the event, infrastructure is added for the event and then never used again (wasteful), a significant negative event/incident occurs that impacts the community.

That we have some security awful event like a bombing or shooting. That the community is not compensated fairly for its resources spent on the event.

The UO tears down the East Grandstand. Poor planning results in wasted tax funds for abandoned facilities.

It'll be a drain on our resources, without much long-term benefit, and the City of Eugene will put all this money into an event where money could've been better spent (e.g., improved infrastructure, etc.). Balancing the short- vs. long-term goals and knowing how to invest appropriately is a major concern.

The event is a disaster, for any number of reasons and the community fails to leverage the opportunity it presents.

The University of Oregon increases tuition because of image. Home prices are inflated. The city attempts to further move its image and infrastructure towards large sporting events and loses its small town, nature driven identity.

People visit Eugene and think, "wow, that city kind of sucks: it's hard to get to and not very nice when you get there. I probably won't come back and I'll probably tell all my friends that it wasn't worth the trip."

The continued homeless situation, crime, and negative perception of the downtown area repel people from coming back, visiting or moving here.

The weather is horrible; our facility isn't large enough for the attendees; we run out of lodging options; there is an accident or issue that causes damage to persons or property during the event.

Divisiveness between the City and UO that the visitors feel, hazards, exclusion of the local residents and businesses from participating in activities and benefiting from the economic activity.

City tries to use this for economic development and it costs more than it actually benefits the community

That we'll miss those investment opportunities and continue the status quo or worse.

Hotels and lodging are not ready/worthy of the event. Eugene's counterculture/homeless scene has a bad event. Beer distributors run dry. Euros drink!

The event doesn't live up to expectations for economic development. Residents feel impacted and don't feel the event was worth the impact.

The worst case would be that Eugene cannot accommodate the amount of visitors coming through

Q6 - In your opinion, what role should the City of Eugene have in preparing for this event?

In your opinion, what role should the City of Eugene have in preparing for...

leading and guiding efforts; planning; ensuring safety

large role, especially regarding logistics

Large primary role. Many details to coordinate.

Not sure. But I imagine minimizing transportation congestion, security, publicity to make the citizens aware (not to publicize/promote the event - just to let us know we might be affected).

Disaster preparedness, traffic accommodations for crowds. Maybe shuttle services.

The city should be investing in infrastructure in and around the university to diversify transportation options. We should be cleaning up Franklin Blvd to make it look nicer and more welcoming. We should be supporting housing that can serve needs during the event and after.

The City should embrace the event as a major marketing campaign, not simply leave it to the TrackTown organizers to do this and reap the benefits. I would expect the City to provide a significant amount of support to event organizers.

High school graduations and college activities should not be scheduled at the same time (as these activities demand hotel rooms) clean up the surrounding neighborhoods; appeal to the State and to the IAAF for funding to support an increase in police/security staff both at the event and in the city

The people who visit will not just contained to Hayward Field. They will explore and spend money in the city. The city of Eugene should take a leadership role in the planning for this event.

They should provide resources and work with the committee to make it run smoothly.

The city's role should focus on the safety and wellbeing of everyone involved using government aid if necessary.

ensure there is housing for everyone; ensure the police are prepared to handle culturally sensitive disputes and are trained to be supportive and compassionate toward foreigners (I imagine they mostly are); host discussion groups at schools/universities. Would be great if a coalition of volunteer hosts could be organized so a few people could be available at major public gathering points to assist people in answering questions, and generally to be on call as friendly ambassadors. Banners through downtown welcoming event go-ers.

The City should be actively involved, particularly in ensuring that the city benefits from hosting the event. Negotiations should be had with the idea that we are holding the ace card.

The City should be leading the efforts. They are overseen by the locally elected officials who have been entrusted with the city management. TrackTown and UO should be looking to them for coordination. They have more at stake in the long term.

Follow through on commitments.

Significant. They should be prepared to leverage all of the attention and resources that come with an event of this size into lasting contributions to the city and region, whether infrastructure, community building, and/or economic development.

The city needs to partner with the organizers--I think the organizers should be taking the lead, but the city must also be involved. I think most of the infrastructure needs (hotels, restaurants, public safety, transit, etc.) is going to fall on the city.

Totally in partnership with the University AND with Springfield city government. Our sister city should be included in all plans, as this event will affect it also.

Significant role. The impact is hardly limited to campus. A citizen committee should be formed to allow a centralized, community voice.

Make sure our money is spent wisely-- not sure that's their role, but I hear that cities that host the Olympics end up losing money on these events. Also, consider partnering with the City of Springfield-- I could see both cities majorly benefiting from an event like this if done correctly. Improved and more frequent public transportation would help reduce congestion-- including places like Springfield and surrounding cities where people might stay.

The City should partner with local businesses and Travel Lane County/Travel Oregon and other organizations to promote Eugene. This can happen on two scales; promotion for local businesses and activities during/immediately after the event and promotion of Eugene as a place to live and do work.

Provide increased staffing in public places and assure daily life continues to move smoothly for all those not involved in the event. The city should not have to spend large sums of money for this event. Provide a forum for as much public input as possible.

Infrastructure improvements. Transform downtown/campus connection.

Support any way possible, capitalize on infrastructure improvements for the betterment of the community.

If you're referring to City of Eugene staff, then I think they need to be thinking about all of the things that one thinks about when preparing for a large number of guests. Is our house clean? Do we have enough places for people to sleep? Do we have enough places for them to sleep? I'm not saying that city staff need to solve all of these problems on their own, but they certainly need to work closely with the event planning committee (whoever those people are) to at least consider all of the impacts.

The City should regulate: who, what, how economic activity can come in/operate from outside of the City; vehicle, pedestrian, bike and vehicle traffic pattern changes to and from campus; coordinate with campus AND the police in all security - check in/out stations, police barricades including size, type, position, staffing, communication.

Provide guidance to local businesses and organizations on how to prepare, provide support in preparing for that many visitors or customers, outreach to community about the event and potential impacts, provide shuttle so visitors can park far away and take shuttle to event, ensure residential neighbors keep their ability to park, help attempt to maintain quiet

This will be a city, region and statewide event. Eugene should take a leadership role in strategically preparing for this event.

They should facilitate infrastructural needs, transportation primarily. An increased bike rental pool would also provide a great means to reduce traffic and get people out and about on the town.

Preparing to have adequate infrastructure around the event and near campus to handle 30,000 people. Being a partner in all appropriate organizational aspects, such as law enforcement and safety, transportation, involvement of youth through rec programs, and overall planning. Promoting the event as a community effort.

They should focus on the projects going on currently to beautify Eugene and make it a better place to live.

Q7 - In your opinion, what role should local businesses have in preparing for this event?

In your opinion, what role should local businesses have in preparing for...

contribution of ideas, participating as planning partners,

knowledge of the event, advertising opportunities (discounted for local businesses)

Supporting the effort. They are going to get a boost in business. Maybe they could kick in a little financially to be featured so that money can be spent on planning out a good event.

Whatever they want.

Expanded hours. Support through advertising and food booths.

Unsure.

It would be great if local businesses could be highlighted in some way through the event. Buying local, eating local, etc. is part of our identity and culture of the area. Just as the Olympics highlight the national treasures of the host country, the 2021 meet should seek to highlight Eugene and Oregon. Otherwise, we'll end up with people shopping, eating, etc. at places that just seem familiar to them.

not schedule other activities at the same time (be sure there aren't high school or college graduations going on at the same time) have hotel rooms available and staff accordingly have rental cars and taxis/Uber available

A support role. Make the city look enticing and vibrant.

Maybe pool money to make improvements??

Local businesses should be involved because they will be directly impacted by the events that take place, i.e. restaurants, hotels, grocery stores, gyms, etc. This could help some small businesses generate a lot of revenue which they could put back into their businesses and grow.

it would behoove businesses to welcome event go-ers. Of course, this would be voluntary.

Coordination of efforts may be useful. Concierge support may be useful for directing spectators to available venues.

Businesses should do what is best for them while following local land use and other laws. There will be a lot of competition leading up to the event, they should do what is best for them.

Create a welcoming community atmosphere.

Significant. This is a great opportunity for local businesses. We want visitors to our town to receive premier customer service, great food and drink, and unique experiences that will get them talking about our area in positive terms.

Local businesses should be made aware of the event early and often so they can prepare accordingly. I think most of their involvement should be voluntary, but I hope they would want to be prepared to meet service demands.

They should be included in discussions and plans for what will be needed to accommodate visitors and athletes, and what will be needed by all entities involved in making this event a friendly, environmentally sound, and accommodating hosted occasion.

None.

Increase seasonal employees for this event and avoid long wait-times.

See above. The Eugene Chamber should be lead on this work.

Local businesses need to provide sufficient staffing and keep all areas around their businesses safe for all.

Community ambassadors - out and about giving people tours and making our visitors feel welcome. If they can help assist with beautification projects in preparation for the event, that would be nice as well.

Make money, showcase what they have to offer.

Local businesses will need to consider, if and/or how, they can increase their capacity for this short period of time. Some may decide that they are simply going to function at their status-quo because they are inherent issues that go with this. Hiring temporary staff sounds simple, but its takes hours to advertise, interview and hire people; then spend hours training them, only to have to turn around and terminate them a couple of weeks later when the crowds are gone.

Local businesses should be included as THE vendors, police barricades, traffic and event staff should NOT impede access to local business on and off campus. As the vendors of the event, local business should be included in planning.

Unsure

Welcome it! Staff well, and have fun. It is a great opportunity.

Using existing coalitions and building new ones to show support for event, make the perimeter festive, help visitors feel welcomed.

I think they should focus on their own personal marketing strategies for this event to get people to go downtown and travel around to actually see the area!

Q8 - In your opinion, what role should the public have in preparing for this event?

In your opinion, what role should the public have in preparing for this eve...

contribution of ideas, participating as planning partners,

knowledge of the event and what that could mean for our community

Many volunteer roles to fill.

Whatever they want. Many may wish to volunteer. Others may wish to leave town and rent their homes for the week.

Citizens of Eugene should support the event by attending and showing enthusiasm.

Unsure.

The public can be engaged in this, regardless of whether they are fans of track and field. It would be wonderful if the meet led to some health and exercise initiatives for the local community (free or discounted programs, running groups,

etc.).

volunteer to assist at the events and/or get involved to help with community activities that might be happening simultaneously for the visitors

Be accepting of the visitors and event. Offer to volunteer. Don't blockade

Be welcoming and share ideas.

The public should be involved to a degree. I am not sure how though. It's hard to please EVERYONE and not everyone knows what is best for Eugene. I would think Eugene residents should have some kind of say on any concerns. Welcoming that many strangers into your home, can be daunting.

see above

Minimal in policy creation. Involved as volunteers, enthusiasts, ambassadors, hosts.

The public needs to be following local politics like never before. They need to be sure that they are questioning the decisions of the locally elected politicians. They should get involved in volunteer efforts and committees. However, most people will probably sit by and watch and then complain when the event actually occurs.

Create a welcoming community atmosphere.

Significant - public involvement can help guide or provide input to infrastructure investments and also help with the event itself, welcoming the thousands of visitors to this area with a positive and welcoming attitude.

I have no idea.

Property owners in the vicinity of the event should have input in discussions and plans for how to keep their properties private and undamaged. Those who would like to offer parts of their properties for short- or long-term parking should definitely have input and there could be a price ceiling on charges Anywhere for that parking. Utility rates should Not go up for property owners. The event should pay for any increases during this time.

Public = City of Eugene, see above.

None, unless people want to volunteer. A great way to screw this up would be for the City to do public involvement around whatever they intend to do.

They need to critically think how events like this will affect the local community.

Volunteering to assist with projects that make the city nicer.

Support the event, volunteer.

The public should be informed and think creatively about what their role might be. Some, like me most likely, will stay far away! Others will consider renting out a bedroom in their home, or their entire home; or figure out some other way to be involved in the feeding, lodging and entertaining of all these guests. It could be very lucrative for those with a little bit of an entrepreneurial spirit.

The public should be included as hosts - welcoming, greeting, accommodating, providing alternative housing, excursions to local attractions and sites, etc.

Be ready for change, be ready to welcome people

Be happy and friendly. Show them why you live here. Curmudgeons (towards athletics) should stay home.

Public should be well informed about the event and understand the benefits so that they are more likely to be inviting and supportive of visitors. Hopefully they also understand the positive impacts on the community. They can also volunteer during the preparation period.

I think the public should be aware of the event and have a say in how the city prepares for the event but I don't think they are crucial in the preparing process.

B: Additional Case Study Information

Required Info	Helsinki	Salt Lake	Richmond	Aspen	University Place
City Background					
Population	559,976 (2005)(city)	1.3 mil (2002)	214,114	6,805	201,794
Area (in sq. miles)	276.25 sq mi	109 sq mi	62.51	3.66. Buttermilk Mountain is 2.9 miles away from Aspen.	62.34
Event description					
Name of Event	IAAF World Championships	Winter Olympic Games	UCI Road World Championships	X Games	U.S. Open
Event Size	47 events	78 events	5 races, categorized by age and gender	ESPN Broadcasts into 260 million homes, in over 200 countries.	size
Event length	6 Aug. 2005- 14 Aug. 2005	2/8/02-2/24/02	Sept 19-27, 2015	January 28-31, 2016	June 18-21, 2015
# of attendees	118 000 visitors	750,000	450,000	102,600	close to 290,000
# athletes	1891 (196 nations)	2,399	1000 (from 75 different countries)	Over 200, from different countries	
Event impact					
Infrastructure Changes	Brought international attention to Helsinki. 26% people think the event brought international top-level sports to town, and 9% think the event stimulated business enterprise.	"To improve traffic movement, extensive construction, reconstruction, and improvement projects began nearly 5 years in advance of the Olympics. UDOT built one interchange and two new roads, reconstructed two interchanges, and improved eight sections of highway. A new state-of-the-art Traffic Operations Center (TOC) and extensive use of high-tech and intelligent transportation systems (ITS) equipment also were part of the Olympic transportation plan." -https://www.fhwa.dot.gov/publications/publicroads/03mar/02.cfm	The city spent about \$3 million on new infrastructure for the event. This included making new bike lanes in South Richmond. (This was in addition to the already existing 26 miles of open bike lanes and trails). About 400 new bike racks were also added. The championship event created a deadline for the city to get projects completed.	No infrastructure changes because the event is held at an existing Ski Mountain.	Attendees were shuttled from Pullyap to the Chambers Bay Golf course. The course was largely criticized because it was bumpy and had dead grass; Tacoma had one of their hottest summers before the meet. This was in an effort by Tacoma to be more eco-friendly and use less water. The organizers were banking on the fact that it's usually really rainy in the pnw. Also Generated thousands of jobs
Cityscape Changes		10 new facilities			
Current use of event facilities	Sport events, Concerts (Modernized and renewed sports infrastructure from 2016 to 2019 to meet international requirements for large events)	Sports, events space, concert venues, conference space	Bike lanes are still being used. The city mostly just used existing road infrastructure for the bike races, so there wasn't a lot of excess infrastructure that was built specifically for the event.	It goes back to being an existing ski park. (Aspen snowmass, buttermilk terrain park)	Now home to weekly matches of the PGA Junior League. Three colleges and two high schools call it home. This course is public, anyone can use it. Since the Open, people from 49 states and 25 countries have made the pilgrimage to play on the course.
Costs and Benefits					
Event cost		342 mil in direct costs	\$23.2 million		\$2 million (mostly for security)
Economic Revenue	the Championships bring 130-150 million euros to the Helsinki economic region	\$100 mil in local profits, 4.8 bil in sales, 35,000 "job years" in employment, 1 bil in statewide earnings (2002) \$210 mil in "media exposure"	\$138.4 million		An estimated \$140 million (construction and tourism are included in this)
Cultural changes (new businesses, changed perceptions of the city)	the effect on employment is 1,200 work years.	35,000 work years, relocation of several prominent winter sports companies to Salt Lake	Richmond area schools introduced a new bike safety program which coincided with the championship meet. They also recieved grant money from the DMV to help fund the program. The Virginia Department of Education has issued more than 75,000 pamphlets on bike safety to elementary schools in 4 different counties. In general, as a result of the meet, biking has become more popular in Richmond.	This event brings a young crowd to the city, which changes the night life in the city for that weekend. Because the city is broadcasted to so many people it is seen as a gorgeous winter destination spot.	This was the first time Fox Sports broadcasted the event. So the viewership was really high and the town and the Pacific Northwest got a lot of TV coverage

C: IAAF Event Information

Information provided by IAAF official resources

About the event⁹

The World Championships is the jewel in the crown of the IAAF's global competition programme. It is the third largest sporting event in the world, involving athletes from up to 212 nations competing for 47 gold medals, and watched by billions of TV viewers worldwide. The first World Championships in athletics was held in Helsinki in 1983. Today, the competition is generally staged in August, every odd year.

History of host cities

2021 EUGENE, USA

2019 DOHA, QATAR

2017 LONDON, GREAT BRITAIN

2015 BEIJING, CHINA

2013 MOSCOW, RUSSIA

2011 DAEGU, KOREA

2009 BERLIN, GERMANY

2007 OSAKA, JAPAN

2005 HELSINKI, FINLAND

2003 PARIS, FRANCE

2001 EDMONTON, CANADA

1999 SEVILLE, SPAIN

1997 ATHENS, GREECE

1995 GOTHENBURG, SWEDEN

1993 STUTTGART, GERMANY

1991 TOKYO, JAPAN

1987 ROME, ITALY

⁹ "IAAF World Championships." *IAAF World Championships | IAAF Events | Event Bidding*. N.p., n.d. Web. 28 Nov. 2016 <https://www.iaaf.org/eventbidding/iaaf-events/iaaf-world-championships>

1983 HELSINKI, FINLAND

Host city requirements

The following general requirements could be considered as necessary for the successful hosting of the event:

- Minimum 1,000,000 population
- Minimum 30,000-seat stadium
 - Category 1 stadium certificate
 - Eight-lane synthetic track
 - Warm-up facilities including standard 400 metre track with at least six lanes and separate area for long throws
 - In-stadium hospitality and facilities, including catering for approximately 1800 people in the official stand
- Three training venues
- At least 3000 beds in 4-star hotels
 - Village-style accommodation (preferred)
- International airport within city
- A minimum budget of at least US\$40m

Benefits¹⁰

Hosting an IAAF World Athletics Series event offers host cities the opportunity to showcase their city to the world and benefit economically from event-related visitors. Key figures include the following:

2013 IAAF World Championships, Moscow, Russia

- 80m US\$ economic impact for the host city from event-related activity and visitors
- 400,000 – 500,000 spectators
- 3200 media representatives
- 5 to 8 billion TV viewers in more than 200 countries who will be exposed to the city's brand

2010 IAAF World Junior Championships, Moncton, Canada

- \$25m economic impact for the host city from event-related activity and visitors

¹⁰ <https://www.iaaf.org/eventbidding/benefits>

- \$50m total potential economic activity in the province of New Brunswick
- 100,000 spectators over six days

2003 IAAF World Youth Championships, Sherbrooke, Canada

- \$29m economic impact for the host city from event-related activity and visitors
- \$10m total potential economic activity in the province of Quebec
- \$11.4 million paid in wages and salaries, supporting 600 jobs throughout the province of Quebec

For all our events, each of different sizes and scopes, there is a wide range of positive impacts for hosts, from economic, branding, to sporting benefits.