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Editor

Ben Avison

ben.avison@hostcity.net

Group Publishing Director

Adam Soroka

adam.soroka@bric.com

Designer

Zhang Yatong

Chairman

Koos Tesselaar

CEO

Matthew Astill

Financial Controller

Theresa Collins

theresa.collins@bric.com

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Cavendish Group International Ltd

5th Floor

Roman Wall House

1-2, Crutched Friars

London

EC3N 2NB

UK

Tel: +44 (0)203 794 4581



From multi-sport mega events to business conventions and home-grown cultural events, hosting has the capacity to bring massive economic impact and societal benefits.

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And according to the International Olympic Committee, visitors to the UK during the London 2012 months of July and August spent about GBP 760 million – more than £1,290 per person.

Every visitor and every event counts. This is why Host City magazine and conference focus on the full range of interests of cities, from sports events through business conventions to culture and live entertainment – all of which have a synergistic effect on one another.

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The golden rules of transport planning



The European Games, the UEFA Championships and the Ryder Cup are very different events – but there are some common approaches that can assure success, says Stefano Manelli, Director of Citec Italy and transport advisor for Institutions such as UEFA and the IOC

HOST CITY: As an observer, what were your impressions of transport and operations planning during your mission at Baku 2015?

Stefano Manelli: Baku is a fast developing city, so the atmosphere was very good, welcoming and vibrant – the event was very visible in the streets during the Games. You could see that the Games was also an occasion for the city to boost their development – the two things went together well.

And at the same time, the big legacy was the fact that these first Games became a great occasion for the local operational staff involved to gain experience. There was a considerable transfer of experience from international professionals in events who were hired in key positions to steer the process, which was on a very short timeline.

A huge amount of work was done to set up the transport plan because they had less than two years to do everything.

This was a time when they needed to combine investments, acquire new fleets of buses and coaches, build facilities for depots and so on, combined with operational management which proved to be pragmatic and effective. And so in the end, mobility related to the games was assured and it was OK.

The size of the event is five times less than the Olympic Games, so there's much less pressure in terms of spectators, venues, disciplines, media and so on, which makes a big difference.

HOST CITY: What are the biggest challenges faced by the host cities of UEFA EURO 2016?

Stefano Manelli: As transport, airport and mobility manager for, I'm involved in UEFA EURO 2016 since the bidding phase. The planning is not finalised yet. I am reassured about the project because France has a long tradition of transport planning, so we have good confidence in the work.

We established good procedures to create a common working team between the government, the local authorities and the organiser. That matrix of responsibility is on a different scale and took a little while to establish a good way of working together, but now it is running. We are working now on operational planning.

The bidding process was very useful to start on a good footing, because many things were already defined and clearly required at that by UEFA – so it was a big step ahead from the previous edition.

Among the challenges, a very small number of the transport infrastructure projects which were announced in the bid were abandoned, postponed or delayed for a number of reasons, from the economic situation to local difficulties, so this demanded some adjustments to the plan, but the back-up plans are in line with the requirements and we are reassured by the serious way in which plans are approached but local and national authorities.

A big part of the work is concentrated around the transfer of experience and behavioural modelling of spectators and other visitors and guests: planning mobility for an event (and football in particular) is a completely different approach than everyday mobility.

Most transport planning should be conducted two to three years before the event. These means local and national authorities and operators have an idea of what they need to do, how much it costs

and to assign human resources to work jointly and streamline decision processes, which otherwise in the public authorities would be very long.

Everything needs to be clear from the bid, in order to plan the city's yearly budget.

HOST CITY: How do you think the 2018 Ryder Cup will differ from 2014 in terms of transport planning?

Stefano Manelli: We are working on Ryder Cup 2018 and we are currently delivering the first version of the mobility plan for the local city authority in Saint-Quentin-en-Yvelines.

It was a great event in Gleneagles, when we were there as part of the official French Observer delegation as future organisers. The vision is for the event to be the same everywhere, but the context is very different.

Gleneagles is a very big area with lots of countryside around, whereas in 2018 will be in the suburbs of a metropolitan area, Ile de France, which has 10-12 million inhabitants overall.

We expect public transport to play a different role, especially public trains, given the proximity to Paris and its hotel availability.



The plan is to bring as much as we can by rail.

In Gleneagles it was close enough to walk from the railway station but this is not the case in Saint-Quentin-en-Yvelines, so there will need to be a shuttle bus and a park and ride system. The idea is to promote the railway system as much as possible because





there are multiple lines approaching the area.

HOST CITY: What are the most common mistakes that major event hosts make in their transport planning and how can these be rectified?

Stefano Manelli: The Baku Games, UEFA Euro and Ryder CUP are completely different events with different combinations of cities and venues. But always the first thing is to identify the matrix of responsibility – this should be done at the bid stage. This should be attached to guarantees and agreements that can really translate.

The big question is always to define as fast as possible the split of responsibility between the organiser and the host city/country and plan the resources accordingly. Transport interacts with many other domains, both internally – relating to event operations, ticketing and venue operations – and externally, such as the public

authorities in charge of safety and security, police, the urban landscape and so on.

You need to allow time to test and train staff and any new venue or infrastructure – it's only by trying things out that you can adjust your plan to reality.

We learn from mistakes but we need to not copy and paste solutions from the past, because things can be right or wrong depending on the context. ■

PROFILE

Mr Stefano Manelli: Transport engineer from Turin (Politecnico) and Swiss Institute of Technology (EPFL).

Senior transport engineer and project manager with projects in multiple countries. Founder and director of the Italian agency of CITEC, Swiss transport consultancy firm. Occasional speaker at the Geneva Technical University (HEPIA) and Turin Institute of Technology for international seminars and transport courses. Invited speaker to various city mobility and mega event conferences in Europe (Moscow, Kazan, Sofia, Paris, Venice, etc.)

Professionally active in transport and airport planning and operations for mega events, including Torino 2006 Olympic Winter Games, UEFA Euro 2008 and 2012, preparation of the Sochi 2014 Olympic Winter Games and Russia 2018 FIFA World Cup. Transport advisor for Annecy's bid for the 2018 Olympic Winter Games and Istanbul 2020. More recently appointed for the definition of the mobility plan for 2018 Ryder Cup, in France.

Member of the IOC Evaluation Commission for 2020 Summer Olympic Games and of the Working Group for 2022 Winter Olympic Applicants. Also technical advisor for the UEFA Euro 2016 bids; also contributed to the definition of the technical requirements for FIFA 2018-2022 World Cup bidding process.

