Lessons from London 2012

+ how they influence

Rio 2016

Stephen Engblom
October 2012
Lesson 1: do the research
Lesson 2: establish the principles
Lesson 3: a simple, powerful message
Lesson 4: a clear concept
Lesson 5: a deliverable set of goals
Lesson 6: have a defining set of design principles
Lesson 7: be consistent, but flexible
Lesson 8: be clear on the process of delivery, ownership, land disposal and long term maintenance
Lesson 9: work with extraordinary talent
Sir Patrick Abercrombie - social and functional analysis of London 1943
Sir Patrick Abercrombie - social and functional analysis of London Revised
Lessons from London 2012

World event + World city
Lessons from London 2012

World event + World city
Controlled event
Lessons from London 2012

World event + World city
Open legacy event
Traditional events park
Lessons from London 2012

2012 concept
Lesson 5: be flexible, but consistent to the vision

2004 Planning Application
Lesson 5: be flexible, but consistent to the vision

2007 Planning Application
Lesson 5: be flexible, but consistent to the vision

2012 Planning Application
Lesson 5: be flexible, but consistent to the vision

2012 Planning Application
Lessons from London 2012

2012-15

Framework plan evolution
Lessons from London 2012

2015-20

Framework plan evolution
Lessons from London 2012

2020-30
Lessons from London 2012

2030-40

Framework plan evolution
Lessons applied to Rio
Spotlight on Brazil

global recognition
Spotlight on Brazil
Spotlight on Brazil
The pride of its people. The growth of an economy. The future of a city.

“Reflect the success of Rio while being financially and environmentally responsible”
Spotlight on Brazil

The motivation...

**VIBRANT LEGACY**
- Hundreds of events each year
- Refiner Olympic area
- Millions of paying visitors

**SUCCESSFUL REGENERATION**
- Ortgies
- Raise international profile
- Significant public + private investment

**POSSITIVE ECONOMIC IMPACT**
- Major investments into training programs & youth sport
- Successful venue use after the Games
- Weak Olympic image

**LEGACY DEVELOPMENT UNDERWAY**
- Vision for future
- Intelligent place-making
- Tourism priority
- Successful Games

**MAJOR CONSTRUCTION DELAYS**
- Stringent security
- Empty venues
- Main Olympic complex closed

**CATALYST FOR WIDER URBAN REGENERATION**
- Focus on legacy
- Housing and jobs

RIO 2016?
Key Issues and Lessons Learned on project Preparation

- The importance of understanding ‘culture’ in preparing for negotiations:
  - Relationship building,
  - Personal trust,
- Understanding the context for fee levels in the design professions:
  - Typical architectural fees in Brazil: 1-2% compared to 3.5-4.5% in UK,
  - Typical engineering fees in Brazil: 3-4% compared to 2.5-3.0% in UK,
- Tax burden:
  - Tax on work undertaken in the UK: 40.55% (no taxation treaty to offset UK corporate tax),
  - Tax on work undertaken in Brazil: 14.25%,
  - Accelerated growth of Brazilian team including key experts relocating to Brazil,
- Other ‘lessons learned’:
  - Project specific insurance requirements,
  - Foreign exchange fluctuation in emerging geographies,
  - Less ‘formal’ contract process,
Spotlight on Brazil

Foreign Exchange Movement

Daily BID rates - Tuesday, Jun 19, 2012 @ +/- 0%

GBP / BRL
3.2169
Barra da Tijuca
Site of the Olympic Park
Spotlight on Brazil

A growing city
1950 “SERTÃO CARIOCA”
1969 PLANO LUCIO COSTA
The Olympic site
Rio2016 Olympic Park
Spotlight on Brazil
The design:
Three phases
Three plans
Olympic Masterplan
Games Mode 2016

Site preparation
Infrastructure
Venues
Games ‘overlay’
The Olympic Way
Spotlight on Brazil
Spotlight on Brazil
Spotlight on Brazil

Landscape
Spotlight on Brazil

INSPIRATION

Rio de Janeiro

Biomas do Interior

Biomas Costeiros

Floresta Rupéstrica

Floresta Úmida de Montanha

Mata Atlântica Húmida

Mata Atlântica Seca

Rislinga

Manguezal
Spotlight on Brazil

Landscape
Spotlight on Brazil
Spotlight on Brazil

Land Bridge
Spotlight on Brazil

Live Site
Spotlight on Brazil

The Venues
Spotlight on Brazil

The OTC Halls
Spotlight on Brazil

The OTC Halls
Spotlight on Brazil

Transformation Masterplan 2018

Removal of temporary elements
Parkland adjusted
Development platforms
Spotlight on Brazil

2018
Spotlight on Brazil

Olympic Legacy Masterplan 2030

New development
New legacy communities
Spotlight on Brazil
Obrigado