

**스포츠역량 강화를 위한
국제스포츠 이벤트 정책 연구**

2022년 5월

문화체육관광부

윤혜민

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국외훈련 개요

1. 훈련국: 미국

2. 훈련기관명: 하버드 케네디 스쿨

(Harvard Kennedy School)

3. 훈련분야: 체육행정

4. 훈련기간: 2020.8.24.~ 2022.6.23.

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* Ash Center for Democratic Governance and Innovation, Belfer Center for Science and International Affairs, Carr Center for Human Rights Policy, Center for International Development □

□ **학위과정** : Master in Public Policy

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International and Global Affairs	국제관계, 안보, 통상, 인권
Democracy, Politics and Institutions	정치제도, 언론, 미디어
Business and Government Policy	경제, 산업, 규제
Political and Economic Development	경제개발, 공공서비스, 제도
Social and Urban Policy	사회복지, 교육, 도시정책

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	Pinnacle	Performance	National
의미	세계적인 대규모 경 기대회를 개최하여 개최지역으로서 영 국의 국가브랜드를 제고하기 위함	주요 국제대회의 예 선전, 선발권 대회 등 을 영국에서 개최하 여 선수들에게 경쟁 하기 좋은 환경을 제 공하기 위함	선수들의 경기력 향 상을 지원하기 위한 국내대회 개최
대상 대회	메가 이벤트, 올림픽 및패럴림픽 종목의 세선수권대회, 유럽	세계 및 유럽선수권 대회, 영연방 경기대 회 종목, 프리미엄 월	파리2024 대회 종목 국내대회

	선수권대회	드 서킷, 월드 주니어 리그 등	
개최 목표	최고의 순간을 창조 40% 사람들에게 통합, 영감 등의 가치 제공 30% 영국 국가브랜드제고 20% 경제적 효과 10%	주요 대회 선발전, 예선전 기회제공 60% 대회 준비 기회 제공 40%	국내 경기의 혁신적 운영, 선수 경기력 향상 및 국내 경기단체의 역량 강화

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Restructuring the International Sports Events Policy in South Korea

A Policy Analysis prepared by:

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Submitted to:

Ministry of Culture, Sports, and Tourism

Republic of Korea

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Harvard Kennedy School of Government

Cambridge, Massachusetts

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The policy analysis exercise reflects the views of the author and should not be viewed as representing the views of the Ministry of Culture, Sports, and Tourism of the Republic of Korea, nor those of Harvard University or any of its faculty.

Executive Summary

Background

Korea has hosted several international sports events over the past decades. These events have contributed to promoting national sports, developing relevant industries, and enhancing the “national brand” that was necessary for the rapid national development phase.

The proposals to host additional major sports events in Korea are continuously being raised by several local governments, political parties, and sports organizations for several reasons including massive investments and political necessity. However, the increasingly competitive bidding process for hosting international sports events have increased the overall budget spending, and many previous events has ended in a deficit that threatened financial sustainability. The policy on international sports events must be reconsidered.

Research Question and Methodology

The Ministry of Culture, Sports, and Tourism (MCST) of Korea faces the challenge of whether these international sports events are benefiting the country—economically, socially, or politically—and whether the current policy approach is appropriately structured. This Policy Analysis Exercise (PAE) aims to analyze the current policy system of hosting international sports events held in Korea and offer recommendations for a new strategy for hosting international sports events. What should be the national strategy for hosting international sports events in South Korea?

To answer this question, I have reviewed the relevant legislations and regulations that

are in effect, conducted literature reviews and case studies on other countries' policy structures.

Key Findings

Findings from analyzing the current policy in South Korea

- The objective of hosting international sports events is unclear. The legislations only suggest a vague reason as “national development”, and the approval procedures imply a list of objectives that are unfocused and unclear.
- The Policy is structured on an event-by-event basis. The hosting of an event solely depends on the local government's will in deciding which event to host, why, and how. The central government's role is limited to screening such proposals.
- The current legislation and administrative rules are unaligned with each other. The definitions statements are different from one another, and the procedures to get approval are confusingly written.
- The overlapping approval process increases the administrative burden of this policy. The approval process is complicated due to the several intertwined regulations, and the procedures review similar documents with similar criteria several times.

Findings from comparisons of the case studies

- Close cooperation between the stakeholder organizations (the central and local government, sports organizations) is a key factor in the international sports events policy. The cooperation occurs throughout several phases of hosting an event.

- The countries have a long-term strategic framework that outlines the policy objectives, processes, provided support, and requirements of funding. The long-term vision navigates countries in hosting decisions of the future under a clear standard.
- A central and specialized governing body leads the hosting policy of international sports events. This governing body functions as the main channel for funding, providing advice, and coordinates organizations that may have conflicting interests.
- The principles of investment and funding were clearly established. This ensures that the sports events have enough scale and impact while limiting the investments within the finite resources by providing clear thresholds beforehand.
- The policy is established for diverse types of sports events, including small- or medium-sized events to mega sports events that serve different objectives for the country.

Policy Recommendations

Establish a long-term national strategy

- Reconsider the reason for hosting international sports events in Korea. A vague objective may lead to arbitrary and incoherent interpretations of the hosting goals, making it difficult in making hosting decisions.
- Create a national strategy document led by the central government. The document should specify the details for the eligible events, funding guidelines, and the process and should serve as a blueprint or tool for public policy.

- Create a separate strategy for hosting small events as well. The goal, criteria, and process may be different from the major events. Smaller events are less financially burdening but still positively influence the region’s policy goals.
- Create a 10-year target list. The list can inform and suggest hosting opportunities for diverse events if conditions are met while ruling out reckless hosting decisions.

Engagement and Cooperation

- Create a “Sports Events Coordination Group.” The group includes stakeholders such as the local and central government, sports organizations, and functions as the main mechanism in hosting an event and leaving a legacy.
- Create a cooperating channel within the central government. To ensure the successful hosting of an event, several functions such as transportation, security, and visa that are less related to sports are necessary.
- Support local governments to establish a local strategy. Within the national strategy, cities can develop their own strategy details that suit their regional policy goals.

Building administrative capacity

- Create an adaptive task force. The team of policymakers and the stakeholders gather regularly to craft a policy report and iterate before reaching a final report.
- Create a separate and specialized organization. The current government structure lacks expertise and experience due to its shifting nature, thus a

separate organization managing the whole process of hosting an event would be helpful.

- Revise the current legislation and administrative rules. Adopting the new national strategy may require a revision of the current regulations.

Implementation

I suggest dividing the above policy recommendations into 3 phases to ensure that the policy recommendations flow smoothly from one recommendation to another. Phase 1 includes the measures that are urgent but can be implemented immediately and the required resource for implementing the recommendations increases as we reach Phase 3.

Phase 1: Setting up an environment for crafting a new policy structure
<ul style="list-style-type: none"> • Create an adaptive task force • Reconsider the reason for hosting international sports events in Korea
Phase 2 Work on the new policy strategy and coordination framework
<ul style="list-style-type: none"> • Create a national strategy document led by the central government • Create a separate strategy for hosting small events as well • Create a “Sports Events Coordination Group” • Create a cooperating channel within the central government
Phase 3: Expand and formalize the new strategy
<ul style="list-style-type: none"> • Create a 10-year target list • Support each local government to establish a local strategy • Create a separate and specialized organization • Revise the current legislation and administrative rules

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1. Introduction

1.1. Background

Korea has hosted several “mega” sports events over the past 30 years, including the Summer and Winter Olympic Games, the FIFA World cup, Asian Games, and other international championship games. Several small or medium-sized sports events have also been hosted in Korea. Recently, Korea has been selected as the host country for the 2024 Winter Youth Olympic Games for the first time in Asia and is in the planning phase of the game¹.

Yet, proposals to host another major sports event in Korea are continuously being raised by several local governments, political parties, and sports organizations. Four local governments around Chungcheong Province submitted a bid to host the 2027 Summer World University Games (Universiade Games) last June, with the decision to be announced in the fall of 2022². Also, until recently, Seoul had declared an intention to co-host the 2032 Summer Olympics with Pyeongyang as a “historic initiative” of peace between the two Koreas. The proposal came to an end following the decision by the International Olympic Committee to name Australia as the only candidate last July³.

Many local governments tend to approach the hosting of international sports events as a “guaranteed achievement” of the governor (or mayor) because these events can attract a massive amount of national budget investment, increase social infrastructure spending in the region, and become key publicity material. Thus, local government’s proposals on hosting international sports events are often heavily focused on political necessity.

According to Kim et al. (2019)⁴, when the bidding process becomes competitive, the local governments tend to make excessive promises that result in serious budget waste;

the cost-effective analysis is not thoroughly performed. They lack stringent analysis on the reason to host a certain type of sports event, or the material and social benefits to the region. For example, the 2010 F1 Korean Grand Prix, 2011 Daegu World Athletics Championships, 2013 Chungju World Rowing Championships all ended in deficits; while one may claim that international events can be valued by intangible social benefits to the region, the games were not at all successful in terms of economic benefits.

International sports events have been successfully hosted in Korea and have contributed to promoting national sports, developing relevant industries, and enhancing the “national brand” that was necessary for the rapid national development phase. Today, the demand for hosting international sports events in Korea continues; and the country needs to restructure the policy.

1.2. Research Question

MCST faces the challenge of whether these international sports events are benefiting the country—economically, socially, or politically. MCST also questions whether the current Korean government’s approach is appropriately structured. This PAE aims to analyze the current policy system of hosting international sports events held in Korea. Based on such analysis, this PAE aims to offer recommendations for a new strategy for hosting international sports events.

Therefore, the key question that this PAE seeks to answer is: **What should be the national strategy for hosting international sports events in South Korea?**

Related questions to explore include:

- What are the lessons learned from previous mega sports events held in Korea?
- What are the factors that the MCST or local governments should consider when hosting an international sports event?
- What are the factors that the current system puts into consideration?
- Are there specific strategies adopted by other countries?

Since the term “international sports events” lumps very different events together under one category, different conclusions may hold for different events. Building on the findings above, this PAE plans to address the differences among different events to recommend a national strategy according to those differences if applicable.

- What are the different characteristics between different sports events (i.e., mega sports events such as Olympic Games, FIFA World Cup, or small- or medium-sized games?)
- How are these different characteristics currently treated within the evaluation

process? Based on the different characteristics, should the different factors be considered or weighted differently, depending on the sporting event?

1.3. Methodology

Review of relevant regulation and legislation

I undertook a thorough review of the regulations and legislation regarding international sports events in Korea. The goal of this review is to fully understand the current system, the procedures, and the factors that the current system considers in deciding whether to approve the hosting. This will create grounds for evaluation of the current policy and suggest specific problems that can be revised to restructure the current strategy. The legislations reviewed under this PAE are the following.

- International Athletic Games Support Act and its Presidential Decree
- Administrative Rule on Attracting and Hosting of International events (Ministry of Culture, Sports and Tourism)
- Rules on attracting and hosting International Events, Guidelines on Managing International Events (Ministry of Economy and Finance)

Case Studies

The case study was conducted to discuss how the policy is structured, what events are applied to the policy process, how stakeholder organizations work with each other, and what factors are considered when hosting international sports events. The case study aims to provide insights into how different policy structures can affect policy outcomes, thereby providing insight into the policy recommendations for restructuring the current policy system in Korea.

The countries for case studies—the UK, Canada, and Denmark—were selected from countries that have hosted several international sports events and have established public policies. These countries also have similarities with Korea in that they have central government organizations that oversee Sports as one of their major policy areas.

Literature review

I reviewed a wide selection of literature to identify the factors to be considered when hosting international sports events and draw some general conclusions regarding these factors. The literature includes papers written on general findings of how countries approach international sports events such as the Olympic Games and also includes papers that are written specifically around a certain country.

2. The International Sports Events

2.1. The definition of international sports events

International sports events refer to the multi-sport or single-sport competition that brings international teams or individuals from different countries to compete according to the rules of the international sports federation or sport governing bodyⁱ.

The most famous international sports events are the Olympic Games, governed by the International Olympic Committee (IOC), and the FIFA World Cup governed by the International Federation of Association Football (FIFA).

The Olympic Games and the FIFA World Cup are among the biggest events and are frequently referred to as the “mega sports event.” The international sports events vary greatly in their scale. Smaller events typically have a smaller number of sports or disciplines, fewer participating athletes or countries, or fewer spectators. As the events grow in scale, the requirement for the event also increases, and thus requires more budget and support.

2.2. The impact of hosting international sports events

The impact of hosting international sports events has been controversial. The impact has been discussed in several terms; economic benefits, socioeconomic change, increased national brand, and much more. Due to the different characteristics and the scope of investments, mega-scale events and small- or medium-sized events produce different impacts on the economy and society. Pinson (2016) mentions that “in terms

ⁱ Definition revised by the author, partly quoted from the Law Insider (<https://www.lawinsider.com/dictionary/international-sporting-event>)

of territorial strategy, the mega sports events and non-mega sports events should be seen as complementary.”

Mega sports events “require a vast amount of resources including human, financial, and physical⁵.” (Horne and Manzenreiter 2006) For mega sports events, due to the large investments that follow the event, many countries and sports federations tend to emphasize the positive impact of hosting the event such as the significant economic benefit with increased revenue and influx of tourists by hosting that eventⁱⁱ. However, Barrios et al (2016) argues that “the vast majority of the literature on mega-events fails to substantiate a relationship between mega-events and increased economic activity, whether directly or indirectly in the short-term or long-run.”

The small- or medium-sized events have been less publicized by the event organizers or the countries for having such a “significant benefit” compared to the mega-events. The effect is also unclear. Taks, Chalip, and Green (2015) had written that “due to the focus of the local authorities and researchers on the economic and tourism impacts of mega-events, it is unclear whether or not small- and medium-sized events can positively impact the territory and the local communities.⁶” However, the economic impact is not the only impact that sports events can have on the society.

A growing number of literatures also suggest that small or medium-sized events have other effects on society. Pinson (2016) mentions “that prior research (Misener & Mason, 2007; Taks, 2013; Taks, Green, Misener & Chalip, 2014) suggests that non-mega

ⁱⁱ The 2010 Ernst & Young report before the 2014 World Cup in Brazil estimated an “additional R\$ 142.39 billion (4.91% of 2010 GDP) to flow through the Brazilian economy over the 2010-2014 period, generating 3.63 million jobs per year, R\$ 63.48 billion (2.17% of 2010 GDP) of income for the population and additional tax collection of R\$ 18.13 billion (0.62% of 2010 GDP). During the same period, 2.98 million additional visitors would travel to Brazil, increasing the international tourist inflow up to 79%.”

Douglas Barrios, Stuart Russell, and Matt Andrews, “Bringing Home the Gold? A Review of the Economic Impact,” *Policy File* (Center for International Development, Harvard University, 2016), <https://search.proquest.com/docview/2022924148&pq-origsite=primo>.

sports events have a higher potential than mega sports events to grow the social capital of people within the host community.” The social capital includes the “overall well-being of the community, especially from a non-monetary perspective such as social regeneration.”

3. The Current International Sports Events Policy in South Korea

3.1. Korea's experience in international sports events

Beginning with the World Taekwondo Championship games in 1973⁷, Korea has hosted several international sports events, including mega-events such as the 1988 Seoul Olympic Games and 2018 Pyeongchang Olympic Winter Games, Asian Games, and several World Championship Games. (See appendix for the list of events hosted in Korea).

The most recent mega sports event, the 2018 PyeongChang Olympic Winter Games has been considered successful. The Olympic Games “showcased a historic moment of peace between the two Koreas⁸” leading to the peace talks between the two Koreas, leading to the US-North Korea Summit. According to a survey conducted by Gallup Korea after the Games ended, “84% of the people thought that the PyeongChang Olympic Games were a success.⁹” The IOC wrote, “The Games enjoyed unprecedented geographical reach, in terms of both participation and coverage; offered a more diverse sporting program than ever before; and, perhaps most significantly, served as a bridgehead for peace and cooperation.”

However, not all events are considered successful. While one may claim that international events can be valued by intangible social benefits to the region, massive economic costs can threaten the region's financial conditions. For example, the 2010 F1 Korean Grand Prix, 2011 Daegu World Athletics Championships, 2013 Chungju World Rowing Championships all ended in deficits¹⁰. The 2012 Daegu World Athletics Championships ended with a deficit of 250 billion won (approximately 205 million dollars), and Korea failed to earn any medals from this competition, burdening the host city while also disappointing the citizens¹¹.

3.2. The current system

As a general rule, the organization (local government or a sports organization) that wishes to host international sports events in Korea needs to obtain national approval before submitting any bid to the international sports organization, if they were to receive any national budget.

The approval of international sports events in Korea is a major task for the Ministry of Culture, Sports, and Tourism(MCST) within the central government in Korea, but approval from MCST alone is not enough. The approval process is intertwined with several complex legislations and different organizations.

Legislation	Legal nature	Implementation Agent
International Athletics Games Support Act and Presidential Decree	Law	Ministry of Culture, Sports and Tourism (MCST)
Rules on attracting and hosting International Events	Administrative rule	Ministry of Economy and Finance (MOEF)
Guidelines on Managing International Events		
Ministry of Culture, Sports, and Tourism Rules on attracting and hosting International Events	Administrative rule	MCST
Rules on attracting International Sports events	Institutional rule	Korean Sports & Olympic Committee (KSOC)

* Source: Kim et al (2019), The Korean Law Information Center

3.3. The applied events

The sports events that are defined by the <International Athletics Games Support Act> and its Presidential Decree, and any events that use over one billion won of national budget need prior approval from the central government. Technically, the sports events that do not require any funding from the national budget, or that do not exceed over one billion won of the national budget do not require approval according to these legislations.

The International Athletics Games Support Act does not include every kind of international sports game; it is primarily aimed at mega sports events such as the Olympic Games and FIFA World cups. (See appendix for the legislation.) However, according to the administrative rules of MCST and MOEF, it is not limited to those events; they are applied to any international sports event that exceeds one billion won of the national budget.

The administrative rules greatly expand the number of events that are subject to approval beyond the <International Athletic Games Support Act>. Increasing the number of events that are subject to approval makes it more difficult for local governments to host international sports events and limits the events to what has been reviewed as feasible by the central government. However, more approval means less autonomy for local governments and increased administrative burden and cost for both the central and local governments.

The relatively small events may not be subject to approval under these regulations. The events not included in the <International Athletics Support Act> and those that do not require over one billion won of the national budget do not have to be approved by the law. MCST has separate subsidies to provide funding for these events, but the funding cannot exceed 1 billion won¹². Exceeding the limit would violate the

administrative rules that require prior approval.

3.4. The Process

The process for a local government to get approval from the central government is complicated and has several steps to follow. Article 6 of the <International Athletic Games Support Act> outlines the process for getting approval (see appendix for the full text). The administrative rules of MCST and MOEF elaborate on this process and specify the details necessary during the approval. Starting from the local government coming up with what event to host, the process can be divided into three steps, depending on where the application is being processed or reviewed at. (See appendix for the full explanation of the process.)

The local government crafts the event plan that includes the name, schedule, venue, facilities, cost, and anticipated effects. Based on this event plan, a preliminary feasibility study is conducted before being subject to a third-party feasibility study in the later stage. The local government receives approval from the local council to ensure that the local government has the support from the local council, as well as show the capacity to finance the game budget from the local revenue. At this stage, the local government obtains approval from the relevant sports organizations as well.

The documents are submitted to the MCST, and MCST conducts an internal review on the submitted application within 20 days, and the “International Sports Events Review Committee” evaluates this application. If the Review Committee decides that it is valid to host the event, the MCST provides the document to MOEF.

After the documents are submitted, MOEF conducts a third-party feasibility study to evaluate its validity. Then, MOEF conducts an internal review and submits the document to the “International Events Review Committee of the MOEF.” After deliberation from this Committee, MOEF notifies the result to the MCST and to the

local government that submitted the application. The approval is considered complete.

Factors considered in the process

The factors considered in hosting international sports events are implied throughout the required documents in the approval process. The event plan should include not only the event’s name and schedule, but potential venues, facilities, cost, and anticipated effects which implies that the evaluation will be based on these factors—whether the event is feasible and has enough anticipated effects by hosting the event.

Throughout the approval process, the event is subject to diverse evaluations of different organizations—the preliminary feasibility study, MCST internal review, the MCST International Sports Events Review Committee, MOEF third-party feasibility study, MOEF internal review, and the MOEF International Events Review Committee. All evaluations are based on the same material that has been submitted by the local government, but the difference is that the latter evaluations are built on top of the earlier evaluations. The factors considered in each evaluation are listed in the table below.

Preliminary Feasibility Study	MCST review	Third-party feasibility study	MOEF review
Economic analysis (Cost-Benefit analysis)	Vision and purpose	Economic analysis (Cost-Benefit analysis)	Economic feasibility
	Facility and hosting environment		
Policy performance analysis - The necessity of	Plan for after-use of facilities	Policy performance analysis - The necessity of	Rationality of financing measures
	Economic		Scope and ratio of

the event	feasibility	the event	the national
- appropriateness	Financial	- appropriateness	government
- contribution to	management	- contribution to	support
the sports policy		the sports policy	Plans to use
			existing facilities

* Source: collected from Evaluation models for attracting international Sports events (2013), A Study on the Improvement of the Pre-validity Examining System for Mega Sports Events (2016), 2023 FIFA Women’s World Cup Basic Plan and Preliminary Feasibility Study (2020).

Several evaluation criteria are used to evaluate whether the event should be hosted or not. While it is important to rule out indiscrete events from being approved, the approval process reviews the same event with similar criteria repeatedly. While the specific name of the criteria is different within a different process, each process evaluates whether this event is economically feasible, has enough facilities (or is feasible enough to build new facilities), and has some form of policy benefits within its vision and purpose.

The repetitive process is less effective and administratively burdening by putting more workload on different organizations. Also, the repetitive evaluation with similar criteria makes the latter evaluation dependent on the prior evaluation result; it is difficult to find contrasting results for the same event under similar criteria unless the prior evaluation was gravely faulted. This can make the latter process meaningless.

Also, since other criteria other than economic analysis can be subjective, the economic analysis—the Cost-Benefit analysis that gives numeric results (i.e., the event is feasible if the numeric value exceeds 1)—becomes the most important hurdle for local governments. Thus, the local governments are prone to creating event plans that would most likely “pass” the cost-benefit analysis. Kim (2019) wrote, “the preliminary feasibility study submitted along with the event plan is used as key data for the review.

In practice, the most important factor in the preliminary feasibility study is whether the numeric value of Cost-benefit analysis exceeds 1." Park (2013) also argued that "As the cost of the international sports events grew, the international competition is increasingly viewed as a financial project and economic issues were overemphasized. Since it is difficult for sports events to have enough economic feasibility, [...] the local governments are inclined to inflate the benefits - that is, including central or local subsidies to the benefit, not cost.¹³"

There have been some efforts to mend such bias towards economic analysis. According to MOEF, in addition to the cost-benefit analysis, they enhanced the reliability of the feasibility study by introducing a comprehensive evaluation method (AHP) to quantify detailed items such as economic analysis, policy analysis, balanced regional development, and technology¹⁴.

3.5. Key findings and policy implications

These key findings are based on the above analysis obtained from desk research, policy documents review, and the legislation and administrative rules.

3.5.1. The objective is unclear

The objective of the policy is unclear. The <International Athletics Support Act> only suggests a vague reason for hosting international sports events; “national development.” According to Act Article 1, the “purpose of this Act is to promote national sports and contribute to national development by successfully holding international athletic games in the Republic of Korea by preparing grounds for providing necessary support.”

The vague reason for hosting these events is also portrayed within the approval process. The current approval process is not focused on finding out whether an event contributes to achieving a certain policy goal; it considers almost all aspects of an event. The event should be an “all-around” event to get approved under the current system; it needs the necessity of hosting the event, the appropriate plan, and must be economically feasible.

Without a clear and upfront policy objective, the design of the current approval process has skewed the importance toward economic feasibility. Many factors including policy decisions such as contribution to the region or sports policy are considered throughout the process, but the characteristics of the criteria distort the weight of these factors. The numeric and relatively objective results from the economic analysis overweighs the subjective analysis of policy performance.

3.5.2. Policy is structured on an event-by-event basis

Fundamentally, the Korean government’s policy approach to hosting international

sports events is passive. It is based on a request submission first, then an approval (or denial) process. The necessary deliberation and approval of the central government begin with the local government expressing their intent and submitting the required documents.

Although it is necessary that the local government has enough willingness to host such a budget-demanding event, this approach solely depends on the local government's will to choose the appropriate kind of event, at the appropriate timing, and with the appropriate amount of budget. The decision in choosing the "right event" depends heavily on the local government's choice.

Strictly speaking from the procedures and rules within the related legislation and the current policy structure, the central government's role is limited to screening what has been submitted by the local government. During the approval process, the MCST or MOEF has some authority to change the elements of the submitted proposal, such as the use of the budget. However, this change cannot change the general direction of the hosting plan unless the plan is denied approval and the local government submits another plan instead.

Before submitting an application, the local government may consult with the central government's policymakers, sports organizations, or academia before preparing the application, but this consultation may be inconsistent depending on who is in charge, and whom the local government chooses to consult with.

The international sports events are dependent upon the different local government's interests at different times. These interests are vulnerable to the political push from powerful politicians from that region, and whatever event is "available" to submit a bid at that time.

This approach hinders the national ability to strategically use international sports

events as part of a national development agenda. The central government's role is only limited to screening them case by case, where each case is submitted irregularly.

3.5.3. Complex legislations unaligned with each other

Currently, laws and regulations applicable to hosting international sports events are stipulated in a wide variety of ways, including the <International Athletic Games Support Act>, the MCST's <Rules on Attracting and Hosting International Events>, MOEF's <Rules on attracting and hosting International Events> and <Guidelines for International Event Management>.

However, these different laws and regulations have different definitions of what "international sports events" are and have slightly different procedures that do not fit with each other. The <International Athletic Games Support Act> lists some types of international sports events, primarily those which are mega-events such as the Olympic Games and FIFA World Cup games. Since the events are limitedly listed within this legislation, a formal process at the national assembly is necessary to add or delete any of the events. The administrative rules of MCST and MOEF are applied to any international sports event that exceeds one billion won of the national budget. The third-party feasibility study conducted by MOEF is not written within the Act, but it is a necessary step according to the administrative rules.

The discrepancy is confusing. In practice, any events that require more than one billion won of the national budget are subject to the approval process of the administrative rules as well as the Act, and after the events are "approved," the presidential decree of the Act is revised to include that event category¹⁵ to avoid any confusion. The Act, Presidential Decree, and the administrative rule need revision to align this confusion.

3.5.4. The overlapping approval process that increases the administrative burden

Although the approval process within the <International Athletic Games Support Act> looks organized, the details specified in the administrative rules add to this approval process and create a complicated process that the local governments must go through. This not only creates excessive administrative costs but also great confusion for the local government and government officials.

As discussed in the earlier analysis, the procedure involves two separate feasibility studies that examine the same goal, two different central governments, and two different “Review Committees” that review similar documents with similar criteria. The main difference between these review procedures is that it is implemented through different organizations and different people included in the Reviewing Committee.

The repetitive process is less effective and administratively burdening by putting more workload on different organizations. The government officials within these organizations have less expertise and limited time to review the documents, and the repetitive evaluation with similar criteria makes the latter evaluation dependent on the prior evaluation result; making the latter process meaningless.

4. Case Study

The case study was conducted to discuss how the policy is structured, what events are applied to the policy process, how stakeholder organizations work with each other, and what factors are considered when hosting international sports events. The case study aims to provide insights into how different policy structures can affect policy outcomes.

The countries for case studies—the UK, Canada, and Denmark—were selected from countries that have hosted several international sports events and have established public policies. These countries also have similarities with Korea in that they have central government organizations that oversee Sports as one of their major policy areas.

Not all countries have an “established public policy” for hosting international sports events. In some countries, the events may be hosted primarily by the private sector, where the government provides minimum essential support for the event. Examining the cases of these countries would have provided a deeper understanding of the policy structures; however, since their “public policy” does not exist, I was limited in finding sufficient data for a case study.

4.1. The U.K.

The U.K. is putting international sports events as one of the major mechanisms for national development, and strategically fosters the hosting of important events. After the 2012 London Olympic and Paralympic Games, the UK government has announced that it will “maximize international and domestic sporting success and the impact of major events¹⁶”. The U.K. acknowledges the importance of sporting events from several perspectives; the opportunity for athletes to prepare for bigger competitions, the economic impact of attracting spectators, and the projection of a positive image of

the U.K. Thus, the U.K. is implementing several policy measures to maximize these sporting events in the country's interest.

4.1.1. The current system: Policy Framework for international sports events

The U.K. has a set of frameworks and guidelines to strategically achieve this outcome (see table below). The Department for Digital, Culture, Media, and Sport (DCMS) and UK Sport are the main governing bodies that work toward these principles.

Framework	Explanation
The Gold Framework	The general framework for hosting international sports events
The UK Mega Events Policy Framework	The protocols and guidelines on hosting mega-events across the UK between DCMS, UK Sport, and the Home Nation event agencies
UK Sport Events Investment Guide	The principles and the processes of the UK Sport's investment into international sports events

* Source: Revised from the original UK Sport Major Events Investment Guide (2021)

With the Gold Framework as the main framework¹⁷, the DCMS and UK Sport collaborate in the bidding, preparing, and staging of the sporting events at a national level. While DCMS is the lead government department in sporting events, the framework also includes different departmentsⁱⁱⁱ to offer necessary matters that are not limited to sports.

ⁱⁱⁱ According to the Gold Framework(2018), these departments include the Home Office, HM Treasury, HM Revenue and Customs, Department for Business, Energy, and Industrial Strategy, Intellectual Property Office, Department for Transport, Department for Environment, Food and Rural Affairs, Foreign and Commonwealth Office, Department for International Trade, Department of Health and Social Care, National Cyber Security Centre.

The framework sets the principles on “which events could be supported at a national level and lays out what resources and investments are available to help successfully stage these events¹⁸,” including the details of the support provided at different stages of the preparation.

The structure of these frameworks is aligned with each other, with the “Gold Framework” serving as the overarching structure for the policy, “The UK Mega Events Policy Framework” suggesting the role and responsibility of each organization, and “UK Sport Event Investment Guide” detailing the specific procedures and funding principles that the organizations should follow when trying to host an international sporting event.

UK Event Coordination Group

Although several departments and organizations across the U.K. government collaborate in hosting international sports events, some organizations such as the host city and sports organizations play a more important role in the decision to host sporting events. Under the Gold Framework, DCMS and UK Sport meets regularly with the UK Event Coordination Group to collaborate on matters regarding sporting events in the U.K.

Home Nation	Key agency within the group
England	DCMS, UK Sport, Visit England, Sport England, and Arts Council England
Northern Ireland	Tourism NI, Sport NI, Arts Council of NI
Scotland	VisitScotland, EventScotland
Wales	Tourism and Marketing Division (Major Events Unit)

* Source: Reorganized into a table from information on “The Gold Framework” (2018)

The group includes the Home Nations (England, Northern Ireland, Scotland, and Wales), National Governing Bodies (NGBs, Sporting organizations of the UK), and local authorities. The UK government aims to “complement and support the ambitions of each of the Home Nations to identify and secure events across the whole of the U.K.”¹⁹ The group also discusses issues and shares experiences together.

4.1.2. The applied events: Pinnacle, Performance, and National events

The sports events that are subject to the above policy framework are defined not by the event name (i.e., Olympic Games, World Cup, etc.) but by a separate categorization that the U.K. government created according to their policy goals and the size and type of the event. The events are categorized as Pinnacle, Performance, and National programs. The specific categorization is described in the table below.

	Pinnacle	Performance	National
Summary	Host the most important world-class events in each sport in the U.K. Promote the UK brand as a host nation	Host events that provide qualification, classification, and preparation opportunities in the U.K. Focuses on providing athlete services	To enhance the growth and health of a sport and nurture its performance strategy, host a national competition
Eligibility	Mega Events; World Championships in Olympic and	Podium or Academy Performance Funded Commonwealth Sport	All Olympic and Paralympic disciplines for Paris 2024

	Paralympic Committee (OPC), World Championships in OPC (potential) Selected European Championships in OPC	in pre games ‘year’ World and European Championships, Premium World Circuit, World Junior, Top tier leagues	
Hosting Objectives	Create extraordinary moments: 40% Reach, Inspire, and unite more people every day: 30% Strengthen UK’s place in the world: 20% Economic impact: 10%	Provides qualification/classification opportunities: 60% Provides preparation opportunities: 40%	Innovation in national competition Complement performance strategy and pathway Support the sustainable business operation and growth of National Governing Body(NGB)’s

* Source: UK Sport Major Events Investment Guide (2021)

The Pinnacle Program is aimed at attracting large sporting events that bring economic benefits and increase the “brand value” of the U.K. The large events such as the Olympic and Paralympic Games, or World Championships of the Olympic Sport are included in this program^{iv}. While bringing economic impact is one of the objectives of the pinnacle program, it is only 10 percent of the overall objective—although the analysis is limited due to lack of information on the evaluation process, it still signals

^{iv} Among the Pinnacle Program, the “mega-events” “such as the Olympic Games have an additional policy framework that has different and stronger standards; “The UK Mega Event Policy Framework.” The U.K. government considers each mega event on a case-by-case basis since it is likely to have a high financial cost.

less weight in the economic impact.

The Performance events Program aims to host events that provide performance benefits for the athletes. By hosting these events, athletes can play at their home, giving them a more comfortable environment and fewer difficulties. The eligibility is focused on the events that serve as a ticket to the mega-events; it provides qualification or classification opportunities to the athletes. The hosting objectives weigh 60 percent on the qualification or classification opportunities but also give some importance to the preparation opportunities.

The National events program is not technically an international sporting event, but the U.K. provides some supports these programs as well. The events provide training opportunities for the next Olympic and Paralympic Games—currently the 2024 Paris Olympic Games, which will shift to the 2028 LA Olympic Games after 2024—will be given small funding or investment.

The Performance events and National programs show that the U.K. emphasizes the performance of British athletes at the “Olympic Sport” or “Commonwealth Sport.” Other less popular sport is likely to receive fewer opportunities for hosting events in the country unless the sport itself is included as Olympic Sport.

Producing a major event hosting target list

In line with the Gold Framework and the hosting programs, the U.K. produces a “Hosting target list” for the next decade. The target list includes several events from large-scale mega-events to smaller-scale events.

The list is not created by a single organization. UK Sport collaborates with the “UK Event Coordination Group”, DCMS, and national sporting agencies to create a long list of what

events can be possibly hosted in the U.K. The events that may potentially be hosted in the next decade are assessed and prioritized according to the investment guide before the hosting attempts. The list is regularly updated and shared with the partner organizations.

Not all events will progress to the bid stage and succeed to host, but the list “enables high-quality and informed strategic hosting discussions between sports and cities²⁰”. Although being included in the list does not guarantee funding or successful bidding, the events on this list are likely to be eligible for support under the frameworks. The hosting target list enables constructive conversation between hosting cities and the central government, helps potential host cities to find the right event, and rules out unfeasible events from being discussed for national support.

MEGA EVENTS			
Sport	Event	Status	Year
Football	European Championship-rescheduled (Glasgow, London)	Secured	2021
Rugby League	Rugby League World Cup (Various-England)	Secured	2021
Football	Super Cup (Belfast)	Secured	2021
Football	European Women’s Championships-rescheduled (Various-England)	Secured	2022
Multi-Sport	Commonwealth Games (Birmingham)	Secured	2022
Cycling	Cycling World Championships (Various-Scotland)	Secured	2023
Football	Champions League Final (London)	Secured	2024
Rugby Union	Rugby World Cup (for women)	Live Feasibility	2025
Athletics	European Athletics Championships	Live Feasibility	2026
Football	World Cup (for men)	Live Feasibility	2030
Golf	Ryder Cup	Live Feasibility	2031
Cycling	Tour de France – Grand Depart	Live Feasibility	-
Athletics	World Athletics and Para Athletics Championships	Opportunity	
Cricket	Cricket World Cup (for men)	Opportunity	
Cricket	T20 World Cup (for men)	Opportunity	
Cricket	Cricket World Cup (for women)	Opportunity	
Multi-sport	European Sports Championship	Opportunity	
Tennis	Davis Cup Finals	Opportunity	
Tennis	Billie Jean King Cup Finals	Opportunity	

* Source: UK Sport’s International event hosting opportunities up to 2031 (2021)

4.1.3. The process for establishing UK-level support

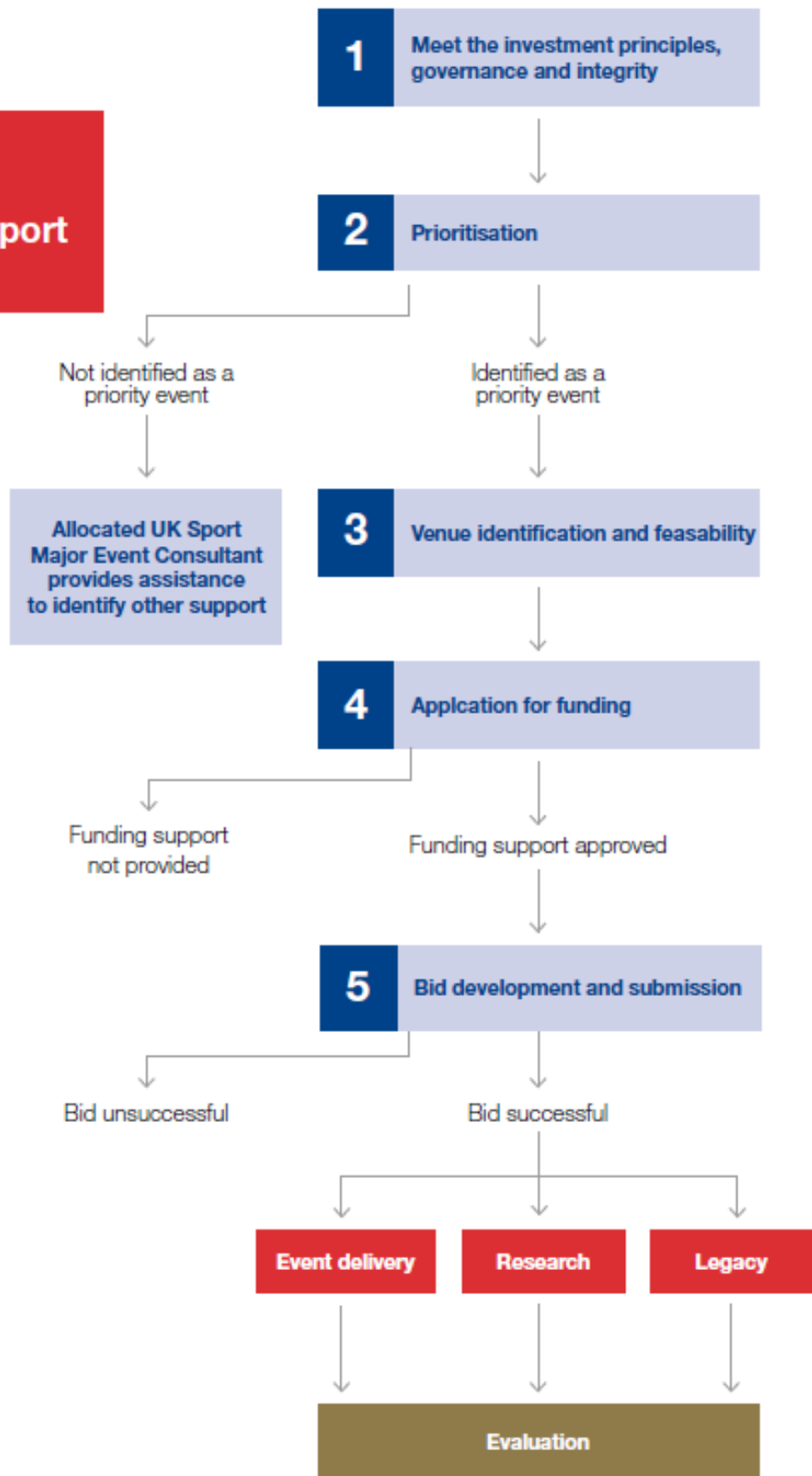
To get administrative or financial support from the U.K. government (DCMS or UK Sport), the following procedures shown in the following graph below should be followed.

The Overall Process. The U.K. also requires that events that require funding and go through the bidding process should be subject to prior review before submitting any bids. Before the international sporting event applies for funding, the event should “meet the investment principles, governance and integrity” of the Gold Framework. Even if it does meet the principles, the U.K. considers whether this should be identified as a priority event or not. If it is not a priority, it gets some administrative support other than funding.

Funding. When the event is approved for funding, the amount of funding is determined by the threshold according to the guideline. To ensure that the events have enough scale and impact within the limited budget resources, the “UK Sport Events Investment Guide” provides the upper level of investment into an event; for example, the mega-events or World Championships get funding up to 4 million pounds, European Championships up to 550 thousand pounds, and National Events to 50 thousand pounds. The guideline sets specific and accurate expectations for potential host cities when they prepare for sporting events; cities would not have unreasonable expectations for funding from the central government.

Measuring impact. The U.K. provides a guideline named “The eventIMPACTS ToolKit” that provides organizers and supporters of public events with “key guidance and good practice principles for evaluating the Economic, Social, Environmental and Media related impacts associated with their event.”²¹ The toolkit has been created in collaboration between DCMS, UK Sport, and the tourism and event organizations of the Home Nations.

Process for establishing UK-level support



A

* Source: The Gold Framework (2018)

4.2. Canada

Canada has long acknowledged the importance of the “public policy to guide their involvement in multi-sport games and single sport events.” The federal government’s role in international sports events began in 1967 and has been constantly reviewed and updated. The Canadian federal government believed that “a comprehensive framework is needed to help ensure proper management (i.e. strong and transparent decision-making) around the delivery of the hosting program throughout the country²²” (Canadian Heritage, 2008b).

4.2.1. The current system: The Strategic Framework

The current system is based on “the Strategic Framework for Hosting International Sports Events (Strategic Framework)” that has been endorsed in 2004²³. The framework has been led by the Federal, Provincial and Territorial Ministers responsible for Sport and has been working as a “blueprint to maximize the benefits derived from hosting international sports events”. The framework coordinates the governments and the sports community throughout Canada in the bidding and hosting process for international sports events.

According to the framework, the goal for hosting these sporting events in Canada includes a wide set of policy objectives, from athlete performance, development of sport, enhancing and promoting Canadian culture and values, and economic benefits. Such goals imply that the policy on hosting sports events is less focused but more considered a tool for enhancing the general development of the country in general.

The Hosting Policy identifies the details of the key conditions for federal funding and the mechanisms for coordination between different organizations. These policies are

easily accessible online and provide details for anyone interested in hosting international sports events.

The International Sports Events Coordination Group

The main coordination mechanism is operated by the “International Sports Events Coordination Group (ISECG).” ISECG is housed within Sport Canada of the Department of Canadian Heritage, brings working staff from Sport Canada, and operates by cooperating with the sports community and provincial/territorial governments—the event stakeholders.

The ISECG oversees the bidding and hosting processes of sporting events that require federal funding or other types of administrative support. The ISECG provides support and information on potential international sports event opportunities and makes an important decision in “the selection of events and allocation of dollars.²⁴” The ISECG regularly updates the related tools and processes through reports.

4.2.2. The applied events

The hosting policy applies to a wide variety of events. Since 2008, Canada expanded the sporting events or projects eligible for funding to almost all types of sporting events; “the international major multi-sport games, international single-sport events, international multi-sport games for Aboriginal people and persons with a disability, and even Canada Games.²⁵” In addition to the wide variety of events, Canada also no longer has eligibility on funding candidates; the funding and support are not only granted to traditional entities such as local governments or sporting organizations, but also non-traditional types of organizations such as event promoters.

This approach is different from the U.K. in that Canada does not prioritize certain types of events or certain types of sports within the sports policy. Although some events may be prioritized over others during the review process, the eligibility itself is not limited.

However, a major limit in eligibility comes from the Strategic Framework and the Hosting Policy of the ISECG. One of the noticeable requirements is that Canada requires that only the projects that had been “previously identified to the ISECG as a part of bidding and hosting plan²⁶” are accepted as desirable events. Although most of the events can be the subject of funding and support, not all events will be reviewed for approval. This provides predictivity and also prevents an unexpected event to be hosted and resulting in an unexpected failure.

The limit is applied to the total number of events that can be hosted within a certain time frame due to the budget limit. The support is only given to “two international major multi-sport events every ten years, one large international single-sport event every two years, and thirty or more small international single-sport events each year²⁷.” This approach contributes to the financial sustainability, as well as predictability for sports event organizers when trying to bid for a new event. Thilbaut and Harvey (2013) also argued that limiting the number of events hosted in Canada “demonstrates their willingness to support a planned approach to hosting and to eliminate unplanned investment resources in events.²⁸”

4.2.3. Process for securing federal support

The Overall Process. The ISECG establishes the detailed process for providing funding or federal support for international events. According to the federal policy document, the deadlines and application requirements depend on the type and size of the bidding or hosting project, and the organization should meet the “provisions and requirements

of the Contribution Agreement, Multi-party Agreement and/or Memorandum of Understanding.²⁹”

Funding. Specific limits on federal funding are also noticeable. The contribution from the federal government is limited to a “maximum of 35% of total event cost and should not exceed 50% of the total public sector contribution, meaning that the government of Canada will not be the sole funding source.³⁰” Also, the government of Canada will never undertake deficit funding. This ensures that the international sports event does not end in a public deficit that burdens the taxpayer; it aims to host only the events that will bring economic benefits to the community.

The structure of funding limitation is different from the U.K., in that U.K. had a specific monetary limit (i.e., 4 million pounds for mega-events) for a certain type of event while Canada has a percentage limit that applies to most events in general. The Canadian approach encourages the event organizers to bring along sufficient private funders, expanding the scope of the event. Leopkey (2010) also argues that “emphasizing a percentage instead of a dollar amount seems to be a more favorable or flexible guideline for potential bid and host committees, given the variety, size, and scope of available events.”

4.3. Denmark

According to Sport Event Denmark, the main vision for Denmark is “to become the ideal destination for major international sports events and to be ranked among the most prominent sports event nations in the world³¹.” Denmark has not hosted a large-scale mega sport event such as the Olympic Games or FIFA World Cup; Denmark is primarily focused on hosting small to medium size events that stage sports with a strong foundation within the country.

4.3.1. The current system: Sport Event Denmark

Sport Event Denmark (SEDK) is an independent organization that oversees the bidding, preparing, and hosting of international sport events in Denmark established in 2008. It has been established with support from the Government, Denmark’s National Olympic Committee, and the Sports confederations. According to Jensen (2020), the Ministry of Culture is related to the organization, but most decisions are SEDK’s own to make³².

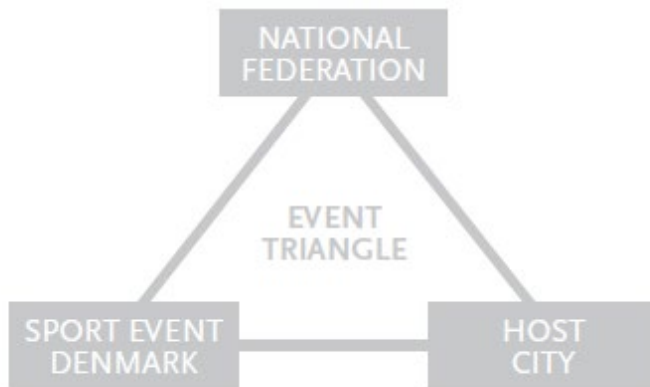
Throughout the entire process, from bidding to hosting and evaluating international competitions, SEDK closely cooperates with the host cities and sports federations, providing financial support and consulting services.

Close cooperation: the “event triangle”

The core element of SEDK is the “event triangle” that symbolizes close cooperation between the necessary stakeholders; SEDK, the host city, and the National Federation (i.e., Denmark’s national sporting organizations).

SEDK mainly provides advice on specialized knowledge and experience in marketing and provides funding support. The host city also provides funding, promotion of the

event, and logistics support. The National Federation manages the technical matters within a sporting event, such as ticket sales.



* Source: Sport Event Denmark

The establishment of the SEDK and this formal framework facilitates this cooperation between the necessary stakeholders. The framework creates an alliance that assigns the right roles and responsibilities that each organization should take to stage a successful event.

The role of the event triangle has been expanding. According to Jensen (2020), SEDK also maintains this event triangle in-between events rather than just using it for an individual event. To create a lasting alliance, SEDK organizes a “Sport Event Alliance Denmark (SEAD), which includes several municipalities and regions. The regions “talk, exchange and say what they are interested in, so that they know each other, avoid fights over the different events.³³” This prepares the host cities and SEDK in deciding which events are of interest in several regions and thus a national interest.

4.3.2. The applied events: Guidelines for choosing which event to host

The events that can be hosted in Denmark are not decided upon a certain “type” of event. It depends mostly on the popularity of the event in Denmark. Jensen (2020)

explains that Sport Event Denmark has three requirements in choosing the event; “First factor is, relating to the level of the event, its popularity in Denmark, and its production. Secondly, Sport Event Denmark looks at where the Danish athletes are good, and finally, events should also brand Denmark as an international sports event destination.³⁴”

Kim et al (2019) evaluate that “Denmark is taking a practical approach to avoiding economic deficits by focusing on single-sports world championships and European championships rather than large-scale Olympics to increase the success rate of hosting and utilizing existing facilities without building new stadium facilities. They are less media-recognized than the Olympics, but Denmark is believed to be making the desired achievements (improving national brands, attracting tourists, regional development, and sports development).³⁵”

Guidelines for choosing the event
<ul style="list-style-type: none">• Status of the event: Popularity of the event in Denmark (e.g., gymnastics has a large population, making it easy to secure spectators.)• Performance: Elite sports performance in Denmark. (e.g., in the case of cycling, not only is it popular but also has excellent performance)• International recognition: Whether the competition is widely known internationally. (e.g., whether media interest, tourism, and Danish branding are valuable)

* Source: Kim et al (2019).

4.3.3. Process

Other than discussing with the SEDK, the specific process for securing the funding or getting support from SEDK is unclear. Based on many years of experience with event work in Denmark, Sport Event Denmark put together an “event guide” to provide tips

on how the event can and should be organized. The event guide starts from plan preparation to the organization, budget, sponsor, venue, transport, and event management.

4.4. Key findings and policy implications from the case comparisons

These key findings are based on the desk research, policy documents review, and case studies. Not all countries had a similar policy that indicates similar findings, but the following are some of the key findings that I have derived in comparison of the countries' policies.

4.4.1. Close cooperation between organizations

Close cooperation between organizations—central government, local government, and sports organizations is a key factor in the sports events policy in the U.K, Canada, and Denmark. The cooperation does not only occur at the hosting (or bidding) stage but throughout the whole process from choosing which event to host and leaving a legacy. The cooperating frameworks of the three countries—U.K., Canada, and Denmark are the following.

	UK	Canada	Denmark
Cooperating Framework	UK Event Coordination Group	International Sport Events Coordination Group (ISECG)	Event Triangle
Organizations	Department for Digital, Culture, Media, and Sport (DCMS) UK Sport	Sport Canada of the Department of Canadian Heritage	Sport Event Denmark
	Local authorities	Provincial/Territorial Ministries	Host city

	National Governing Bodies	National Sport and Multisport Organizations	National Federation
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These coordinating groups play a central role in creating a national strategy for hosting international sports events, as well as coming up with the specific target events that the country or a host city can aim for hosting. The systemic and regular engagement with diverse stakeholders enables the central governing body to engage with the hosting aspirations from the very early preparation stage.

4.4.2. Long-term strategic framework

The countries had a set of long-term policy documents that outlines the objectives, process, available support, and requirements of funding that is applied to international sporting events. In the UK, it was the “Gold Framework” and the “UK Sport Events Investment Guide”, in Canada, it was “the Strategic Framework for hosting International Sport Events”, and in Denmark, it was the “Event Guide.”

The long-term framework plays a crucial role in navigating the host decisions of the future today because it provides a clear vision and a standard that can be consistently applied, rather than focusing on just the successful hosting of the existing event. The U.K. Mega Events Policy Framework also acknowledges that “It is easy to become too focused on the immediate delivery of current events and become distracted from the need to drive long-term hosting ambitions.³⁶” These policy frameworks also prevent international sporting events from becoming vulnerable to the political pressures that require an imminent achievement.

Thus, the lack of long-term vision and objectives can easily increase the risk of policy failures. Pinson (2016)³⁷ also mentions that Lausanne needed to rethink the strategy; “the lack of a clear vision and objectives behind the hosting strategy in Lausanne increases the risk of a poor allocation of resources. Furthermore, the absence of clear objectives behind the hosting strategy makes it more difficult for local authorities to choose the right event to bid for.”

Under such a strategic framework suggesting the “right event to bid for”, these countries have not limited their policy to large-scale and well-known mega sports events. The smaller events that attract fewer spectators but also use fewer resources are also part of the framework. Denmark focuses less on the mega-events, but on smaller events that fits into their interest and benefits their policy goals. The “performance programs” and “national programs” of the U.K. framework are an example of this approach. Planning small- or medium-sized events ensure that the sports events policy is sustainable; without such considerations, the sports events policy can easily become too focused on the mega sports events that receive much attention but happens once in several decades.

4.4.3. Central and specialized governing body

While hosting an international sports event may be done at various levels of the government or maybe without involving the public entity, the central governing body—regardless of the form it takes—plays a crucial role in establishing a sports events policy. This central governing body is entitled to the mission of supporting the hosting and management of sports events.

The UK Sport in the U.K., the International Sport Events Coordination Group (ISECG) in Canada, and Sport Event Denmark in Denmark served as the central and specialized governing organizations within the countries. These organizations function as the main

channel for government funding, provide specialized advice and guidance, and function as the main organization that coordinates different stakeholders such as local governments (or host cities), sports organizations, and different governmental agencies other than the Ministry of Sport.

The engagement of the central government leading to different results has been shown in Korea as well. Merkel and Kim (2011)³⁸ mentions that the national government-led bid for PyeongChang Olympics was the key to success in the bidding process. The PyeongChang Olympic Winter Games were only successful in its third bid, but the last bid's success was due to the national government playing a central role in the bidding process. Unlike the previous bids that were locally driven, the nationally led bid enabled "the centralized, yet inclusive, coordination between the national government and the local authorities in partnership with several sports organizations, including the Korean Olympic Committee." Walters (2011) also pointed out that "the political support of government policy at both the national and regional levels play an important role in determining whether national governing bodies of sport (NGB) are competitive during the bid process."³⁹

The central body also contributes to coordinating the national-level competition to become the host city for the same event. UK Mega Events Policy Framework also states that one of the objectives is to "reduce the likelihood of bidding and delivery conflict, and enhance collaboration and co-hosting opportunities, within an increasingly devolved UK landscape."⁴⁰

4.4.4. Clear principles of investment and funding

Within the long-term strategic framework, the investment principles are clearly laid out. The public investments and funding ensure that international sporting events have enough scale and impact, but limited resources and budget should be considered as

well. Of course, not every event should be provided the funding; and even if they do, the amount required for successful hosting differs according to the type and size of an event.

Deciding the funding amount for the event when they are submitted for review requires additional time and resources for every review and may result in inconsistent funding results. Having a guideline before the event preparation reduces inconsistency and gives accurate expectations for the host cities or event organizers. The U.K. and Canada both have publicly available investment principles that are commonly applied to events.

However, the two countries have different approaches to defining the funding threshold. The U.K. has a threshold with monetary values (4 million pounds for mega-events), but Canada has a threshold with a percentage (35% of total event costs). Each approach has advantages and drawbacks; the U.K. approach fits better with the certain budget limits of a nation but does not guarantee sufficient private funding and may result in over-dependence on public funding. The Canadian approach encourages the host organizations to secure enough private funding, but if the overall event size becomes massive, the public funding may increase following the percentage limits.

4.4.5. The policy established for diverse types of sports events

The long-term strategic framework is not limited to establishing strategies for mega sports events. The framework includes mega sports events, but also smaller events that attract fewer athletes and spectators but also use less budget for the country.

The U.K. categorizes the events into “pinnacle programs,” “performance programs” and “national programs” which all have different objectives in hosting them. The pinnacle program is closest to the mega sports events that are familiar to most people, promoting the national brand and attempting to drive economic impact. It is

interesting that the U.K. also puts a lot of emphasis on the performance program, where economic benefits are less important, but provide athletes better opportunities to improve their performance.

When small- or medium-sized events are also strategically planned along with the mega sports events, this portfolio can lead to sustainable and multi-dimensional development of the territory.

5. Policy Recommendations

5.1. Establish a long-term national strategy

5.1.1. Reconsider the reason for hosting international sports events in Korea

Before establishing a long-term strategy for international sports events, Korea should reconsider why Korea as a country would want to host these events. Why should Korea want to host international sports events? What kind of sports events should Korea look for?

The “national development” that is vaguely suggested in the <International Athletic Games Support Act> is subject to different interpretations, making the reason for hosting international sports events potentially arbitrary. Incoherent interpretation of the hosting reason also results in confusion on which event to host or not to host.

Pinson (2016) points out that “the absence of clear objectives behind the hosting strategy makes it more difficult for local authorities to choose the right event to bid for.⁴¹” For instance, the same event can be considered a success if the objective was to gain popularity measured by the number of foreign spectators; but it can be considered a failure if the objective was to foster community involvement and sports advancement within the region.

Korea’s current system is aimed at hosting an event that meets the long list of factors considered in hosting international sports events; and as discussed in section 3, Korea may be unintentionally putting more weight on economic feasibility. If Korea decides to host events that strictly benefit the economy, then such a decision should be discussed clearly in the objective of the policy.

5.1.2. Create a national strategy document led by the central government

The current passive approach of the Korean government hinders the opportunity to use international sports events as a valuable tool in public policy. The central government, in coordination with the local governments and sports organizations, should create a national strategy document that provides a blueprint for future events.

The international sports division of the MCST should take the lead role in creating this national document among the central governing bodies. Along with the coordination with local governments and sports organizations, MCST should work as a channel to obtain support from the related Ministries that can provide necessary services for sports events. This document should explicitly mention the reason for hosting international sports events as suggested in 5.1.1., and specify the details for the eligible events, the support and funding threshold, the process of approval, bidding, and hosting of the event.

After this strategy document has been created, it can be passed through the National Cabinet meeting hosted by the President to be authorized as a national document. To pass the document, prior coordination with other Ministries and local governments is necessary.

5.1.3. Create a separate strategy for hosting small events as well

The current legislation, rules, and hosting policies mostly are centered on mega sports events that use massive amounts of budget. Small- or medium-sized events are also planned and hosted, but the approval process, as well as the support for the successful bids mostly happen around mega sports events since these mega sports events receive much attention from the stakeholders.

However, not all cities can host financially burdening sports events given the financial constraints, and the national budget cannot sustain such mega-events frequently. Smaller events that do not require much funding are also hosted in many cities in Korea and receive some national budget support (below one billion won), but these events haven't received much attention from the policy perspective.

As mentioned earlier, small- or medium-sized events can also affect “the overall well-being of the community, especially from a non-monetary perspective.” (Pinson, 2016) Local governments may choose to host a less-burdening international sporting event that is small, but that is closely related to the region's characteristics or regional policy goals.

The strategy for small events must be different from the mega-events. The goal for hosting the events can be different, the evaluation criteria can be different, and the funding threshold can be different as well. Korea can consider adopting the U.K.'s standard of the Performance Programs—athlete performance but can consider other objectives as well. Unless the events are a burden for the local and national government, Korea can also consider allowing different goals for different regions in hosting small international sports events.

5.1.4. Create a 10-year target list

As an addendum to the national strategy document, a 10-year target event list can be created and updated regularly. The list can include event hosting opportunities from mega sports events to small- or medium-sized events.

This target list is intended to inform and suggest some opportunities that local governments of sports organizations can consider hosting if conditions are met. This list will also rule out some of the reckless hosting decisions from local governments.

MCST should caution the readers and stakeholders that this target list is not intended to signal that all the events listed in the document will be hosted or will be guaranteed national funding.

5.2. Engagement and Coordination

5.2.1. Create a “Sports Events Coordination Group”

Close cooperation with stakeholders is key to creating the new strategic framework. The coordination group was also found in the U.K, Canada, and Denmark. The cooperation does not only occur at the hosting (or bidding) stage but throughout the whole process from choosing which event to host and leaving a legacy.

Leopkey, B (2010) also emphasizes that “the engagement of event stakeholders is crucial to the development and implementation of sports event hosting policies and programs at all levels.”⁴² She mentions that “The incorporation of stakeholders into the decision-making process is key as it is important to include a variety of outside perspectives, which can help reduce the potential bias or favoritism by government representatives.”

Thus, the Sports Events Coordination Group of Korea should be the main factor in establishing a new strategy, and the group may involve the following stakeholders.

Category	Participating Organizations
Central Government	MCST
Local government	Metropolitan Cities Provincial Governments
Sports Organizations	Korea Sport & Olympic Committee
Research Institutions	Korea Institute of Sport Science

MCST should host meetings regularly with the Coordination group to discuss updates on any intentions for hosting sports events regardless of the size and aim to improve collaboration within the group if applicable. MCST can also use this opportunity to

inform the group with new information or trend in hosting international games. If necessary, the Coordination Group meetings can include more stakeholders such as local tourism organizations.

5.2.2. Create a cooperating channel within the central government

The cooperation is not only necessary among the directly related stakeholders mentioned in 5.2.1, but from other crucial sectors of the country as well. Several functions of the society such as transportation, security, visa, and hospitality are all related to the successful hosting of these international sporting events.

With the authority given by the <Government Organization Act> and <International Athletics Support Act>, MCST should play the role of bridging together the central government's support for international sports events. The cooperation from the Ministries that manages the necessary functions crucial to hosting sports event is necessary not only in the hosting stage but also when preparing for the bidding process. Some mega sports events require a signed document from governments that guarantee the diverse necessary services such as security, transportation, and budget.

Most central governments have had prior experience in supporting such events due to the recent 2018 PyeongChang Winter Olympic Games; thus, MCST can start collecting what services were necessary and which organization was responsible for those services.

5.2.3. Support each local government to establish a local strategy

While a national strategy is crucial in the efficient management of the international sporting events happening in Korea, the initiative from the local governments is also

crucial to making such decisions. Just applying the same national strategy to all local governments can increase coherency, but it may risk losing the diversity and flexibility that may benefit the cities with different characteristics.

With the increasingly devolved landscape between central and local governments in Korea, hosting an event will be increasingly important for local governments to decide. MCST can consider encouraging local governments to develop their own strategies in the details of sports events within the national framework while abiding by the principles and guidelines of the national policy. MCST should lay out general national strategies and requirements for approval, but the specific details of planning—which event to host, in which year, and in which venue—lie within the local entities.

5.3. Building administrative capacity

5.3.1. Create an adaptive task force

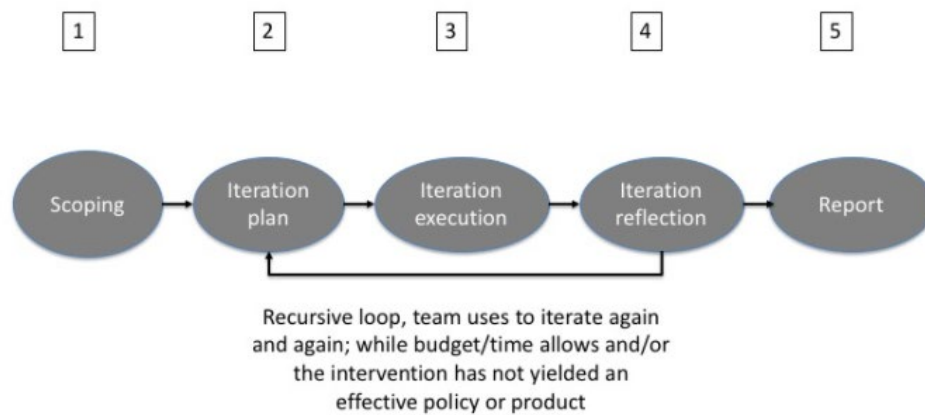
Restructuring the existing international sports event policy will not be easy. Following the discussions in the above sections, the goal is to “create a new strategy”; but it is unclear what that new strategy should look like. Since Korea has been hosting international sports events on a case-by-case basis, there are several unknowns about what the national strategy should look like going forward.

Rather than assigning a specialized research institute or a consulting firm to craft a new policy document, the new national strategy should be created through a strong engagement of policymakers and sports organizations. MCST (Director General of the International Sports Division) will bring together diverse levels of the government (central and local) and the key staff of sports organizations who have prior experience in bidding or managing sports events.

According to Matt Andrews, an adaptive strategy is useful “when the goals—the problem that motivates the purpose—are known, but the specifics of the problem, product, or performance promise is uncertain.” Unlike the traditional plan-and-control approach where the policy solutions are planned before implementation, the adaptive method iterates several times to find a suitable policy solution. The team begins by scoping to identify a goal, problems, risks, and obstacles. Then, the team crafts an initial iteration plan, execute the plan, and examines the attempt’s result; then, the team revises the initial plan to repeat the process until the time and budget allows.

Since MCST recognizes the policy problem, but the unknowns lead to the uncertainty of the specifics of the final product, an adaptive approach will be more appropriate than the traditional plan-and-control.

The basic adaptive approach



Source: Matt Andrews, (2021). Class 16: Adaptive Methods...the basics [Pre-class materials], MLD-102A

5.3.2. Create a separate and specialized organization

Currently, some members of the International Sports Division of MCST oversee the approval process of mega sports events, as well as providing national funding for the smaller events that do not require over one billion won of the national budget. The government officials in Korea shift their position every few years, indicating a lack of expertise and experience in this policy. The sports research institutions supplement the process by looking through feasibility studies and providing research results to government officials, but this is only a small part of their workload as well. No other organization is responsible for overseeing how events are planned or hosted.

MCST can consider establishing a separate and specialized organization similar to UK Sport or Sport Event Denmark. This organization will manage the whole process of preparation of bidding to hosting, management of games, and the after-use of facilities. The organization will inform the process to host an international sports event, collect and analyze past experiences, and regularly cooperate with the important stakeholders.

5.3.3. Revise the current legislation and administrative rules

The current legal system must be revised to align the national strategy into the system. Not only does the current system neglects the national strategy with hosting international sports games, but it is also poorly designed.

The definitions statement of the Act and administrative rules should be revised. There is significant confusion on the type of international sports events that are regulated or supported by the current system. The definition of the current <International Athletic Games Support Act> is limited to some mega sports events such as Olympic Games, FIFA World Cup. The administrative rules classify the sports events with the budget threshold.

The procedures to get approval are also confusingly written in the <International Athletic Games Support Act> and administrative rules and guidelines. The process should be clearly written within the Act, and the organizations who wish to get approval should find it sufficient to refer to one document to see what process they should expect.

6. Implementation

Based on the analysis and a case study, a set of policy recommendations have been suggested above. Rather than implementing all recommendations simultaneously, prioritization is necessary to achieve a better result. Some policy alternatives should be implemented before the others, and some others should be considered after one other option has been implemented. The following is the suggested implementation phase for each of the policy recommendations.

Phase 1: Setting up an environment for crafting a new policy structure
<ul style="list-style-type: none">• 5.3.1. Create an adaptive task force• 5.1.1. Reconsider the reason for hosting international sports events in Korea

Phase 1 is focused on creating an environment that can start discussing and putting the first milestones in restructuring the international sports events policy in Korea. Phase 1 does not require any new budgets or changes in the current rules or the system, and it does not put an excessive burden on the current MCST workforce.

The International Sports Division within MCST can begin contacting the sports organizations and key local governments that have a greater interest in hosting an event in near future. MCST can utilize the meetings that are often and regularly hosted by MCST regarding diverse sports policies to begin the adaptive process. At the first meeting, the goal of this task force and iteration terms should be discussed by the members present, giving each member the task to be completed before the next meeting.

During the initial meetings and the iteration process, the “goal for hosting international sports event in Korea” should be discussed before discussing the details. Coming up

with the goal requires diverse ideas and experiences from past events from different stakeholders. Combining these ideas and agreeing to a goal may take longer than expected, but this step is crucial before proceeding to Phase 2.

Phase 2: Work on the new policy strategy and coordination framework
<ul style="list-style-type: none">• 5.1.2. Create a national strategy document led by the central government• 5.1.3. Create a separate strategy for hosting small events as well• 5.2.1. Create a “Sports Events Coordination Group”• 5.2.2. Create a cooperating channel within the central government

Phase 2 aims to create an actual policy document that includes the national strategy for hosting international sports events. Phase 2 recommendations still do not require additional budget but do require that human resources from each organization are heavily engaged with the process.

The national strategy document is written by the adaptive task force created in Phase 1, detailing the specific guidelines that build on the policy objective discussed in the previous phase. The iterations of the adaptive team happen more frequently, making swift changes by receiving feedback from the stakeholders who are not included in this task force.

While writing a national strategy document, a separate strategy for hosting smaller events (or medium-sized events) should be discussed as well. This discussion can happen among the members of the adaptive task force or could be discussed in a smaller but different sub-group of the team.

As the national strategy document slowly develops, the core coordination framework—the “Sports Events Coordination Group”—should be structured. While

the adaptive task force should be considered as a practical meeting held in cooperation between the important stakeholder organizations, the Sports Events Coordination Group is a formalized framework that is endorsed by each organization. Along with this Group, MCST begins contacting other central governments regarding the sports events and creating a cooperating channel that can be utilized when necessary.

Phase 3: Expand and formalize the new strategy
<ul style="list-style-type: none">• 5.1.4. Create a 10-year target list• 5.2.3. Support each local government to establish a local strategy• 5.3.2. Create a separate and specialized organization• 5.3.3. Revise the current legislation and administrative rules

Phase 3 expands on the created national strategy document and aims to formalize the new policy by creating a stable and specialized organization and revising the legislation such as the <International Athletic Games Support Act>. The policy recommendations in Phase 3 involve broader stakeholders, securing a new national budget, and passing legislation that involves the national assembly.

As the new national strategy document is completed, the adaptive task force can now stop its iterations, and provide its final report to the “Sports Events Coordination Group.” The group expands the strategy by creating a 10-year target list and updating the list regularly in discussion with the local governments and sports organizations. The group can expand this national document by helping the local governments create a sub-strategy of their own.

Establishing a separate and specialized organization can be considered. At this point, the workload of managing the overall hosting and staging process could have

expanded, and the need for a new organization can be more persuasive. A new budget should be secured.

The new strategy document may require legislative revision. The current legislations pose significant confusion to the policy; thus it would be beneficial to make revisions to the already poorly designed <International Athletic Games Support Act>. The new national strategy document could create momentum to pass the bill.

7. Risks and Uncertainties

The successful implementation of this policy agenda requires the authorizer's strong support throughout the process. Although the earlier phases do not require much budget, they still require heavy involvement of the government officials within MCST and other organizations to operate. Without the authorizer's support for this effort, the adaptive task force would not be able to meet as frequently, and this policy agenda may be considered a secondary task to the participating members. To mitigate the risk, the policy plan should be reported to the authorizer before launch, applying the authorizer's feedback as much as possible to ensure support. During the process, the task force must report the progress regularly to the authorizer to maintain the necessary support.

Implementing this set of policy recommendations may take a long time to complete, especially to reach the end of Phase 3. During the implementation process, the shift of government officials as well as the changing personnel within external organizations can risk the connectivity of the process. This risk can be mitigated by designing the iteration process in a shorter-term and ensuring that the adaptive team members' participation is guaranteed by each organization. If participating personnel must be replaced, then the organization should allocate other personnel with similar expertise to continue participating in the process.

8. Conclusion

International sports events, especially larger-scale events, receive much attention from the country's leaders, the public, politicians, and the media. The sports event itself, and the world-class competition from athletes around the world are in the interest of many people.

The policymakers cannot just be the spectators of the event. For the policymakers, the event is a public investment that aims to achieve the important policy goals of a country. However, without a well-designed policy structure, the event is likely to end in just a sports game without any legacy for the country.

Although Korea has hosted several international sports events over the past decades, the current policy system has been limited to staging the event successfully at that time, event-by-event, rather than achieving a higher policy objective. Based on the analysis of the current system and case studies, I have suggested a set of policy recommendations to restructure the international sports events policy in Korea.

Adopting and implementing the policy recommendations cannot be completed within a short time and will require investments of public resources. However, changing the policy structure must begin on the earliest day possible to utilize more event opportunities to achieve the broader policy objectives. Another event hosted before the new strategy would result in another public investment that does not fully achieve its purpose.

9. Endnotes

A. List of International Sports events hosted in Korea

Name	Host City	Date	Athletes	Sport Disciplines	Governing Body
1986 Seoul Asian Games	Seoul	1986.9.20. ~10.05.	27 nations 4,839 athletes	25	Olympic Council of Asia (OCA)
1988 Seoul Olympic Games	Seoul	1988.9.17. ~10.02.	160 nations 13,304 athletes	23	International Olympic Committee (IOC)
2002 World Cup	Busan, Incheon, Daejeon, Gwangju, Ulsan, Suwon, Jeonju, Seoguipo	2002.5.31. ~06.30.	32 nations 13,000 athletes	1	International Federation of Association Football (FIFA)
2002 Busan Asian Games	Busan	2002.9.29. ~10.14.	43 nations 18,000 athletes	38	OCA
2003 Daegu World University Games	Daegu	2003.8.21. ~08.31.	170 nations 11,000 athletes	13	International University Sports Federation

					(FISU)
F1 Korean Grand Prix	Yeoungam	2010. ~2016.	12 teams 3,000 athletes	1	Fédération Internationale de l'Automobile (FIA)
2011 Daegu World Athletic Championships	Daegu	2011.8.27. ~09.04.	202 nations 6,900 athletes	47	World Athletics (IAAF)
2013 Chungju World Rowing Championships	Chungju	2013.8.25. ~ 09.01.	80 nations 2,300 athletes	27	World Rowing Federation (FISA)
2014 Incheon Asian Games	Incheon	2014.9.19. ~10.04.	45 nations 20,000 athletes	36	OCA
2015 Gwangju World University Games	Gwangju	2015.7.3.~ 07.14.	170 nations 20,000 athletes	21	FISU
2015 Military World Games	Mungyeong	2015.10.2. ~11.	110 nations 9,000 athletes	24	The International Military Sports Council (CISM)
2017 FIFA U-20 World Cup	Daejeon, Incheon, Jeonju, Jeju,	2017.5.20. ~6.11.	124 nations 2,000	1	FIFA

	Cheonan, Suwon		athletes		
2017 World Taekwondo Championships	Muju	2017.6.24. ~6.30.	160 nations 2,000 athletes	1	World Taekwondo (WT)
2018 PyeongChang Olympic Winter Games	PyeongChang Gangneung Jungseon	2018.2.9.~ 02.29.	100 nations 50,000 athletes	15	IOC
2018 ISSF World Shooting Championships	Changwon	2018.8.31. ~9.14.	120 nations 4,500 athletes	53	International Shooting Sport Federation (ISSF)
2019 Gwangju FINA World Aquatics Championships	Gwangju	2019.7.12. ~7.28.	194 nations 7,507 athletes	6	International Swimming Federation (FINA)

* Source: Combined from Global Sports Information Center (gsic.sports.or.kr), Korean Sports & Olympic Committee, Kim et al (2019)

B. Main articles from the <International Athletic Games Support Act> and its presidential Decree

1. The applied events

International Athletics Games Support Act

Article 2 (Definitions) The terms used in this Act shall be defined as follows:

1. The term "international athletic games" means any of the following games:
 - (a) The Olympic Games governed by the International Olympic Committee or the International Paralympic Committee;
 - (b) The Asian Games governed by the Olympic Council of Asia or the Asian Paralympic Committee;
 - (c) Universiades governed by the International University Sports Federation;
 - (d) FIFA World Cups governed by the International Federation of Football Association;
 - (e) World Championships in Athletics governed by the International Association of Athletics Federations;
 - (f) FINA World Championships governed by the International Swimming Federation;
 - (g) Other games prescribed by Presidential Decree as requiring support from the central government;
2. The term "games-related facilities" means any of the following facilities:
 - (a) Stadiums and convenience facilities annexed thereto;
 - (b) Training facilities for athletes, athlete villages, media villages and access roads to stadiums;
 - (c) Dope-testing facilities;
 - (d) Broadcasting and press facilities;
 - (e) Other facilities prescribed by Presidential Decree, among those directly related to games.

* Source: The Korean Law Information Center (www.law.go.kr)

Presidential Decree on International Athletics Games Support Act

Article 1-2 (International Athletics Games) the term “Other games prescribed by Presidential Decree” shall be defined as follows:

1. ISSF World Shooting Championships governed by the International Shooting Sport Federation
2. IBSA World Games governed by International Blind Sports Federation
3. World Taekwondo Championships governed by World Taekwondo
4. Asia Pacific Masters Games governed by International Masters Games Association

* Source: The Korean Law Information Center (www.law.go.kr)

2. The Process

International Athletics Games Support Act

Article 6 (Approval to Attract Games)

(1) The head of a local government or the head of a sports organization (including games organizations) who intends to attract games (hereinafter referred to as “head of a local government, etc.”) shall submit a plan for holding the games, to the Minister of Culture, Sports and Tourism; and shall acquire his/her approval thereof prior to submitting an application for attracting the games, to the head of the relevant international sports organization. In such cases, the head of the local government shall obtain a resolution from the relevant local council regarding whether to bid for the games prior to submitting the plan for holding the games.

(2) Any plan for holding games referred to in paragraph (1) shall provide for the following:

1. The name of the games;
2. The period and venue for the games, and the schedule for preparing for the games;
3. Status of securing games-related facilities that meet the games criteria in the venues for the games;

4. The specification of games-related facilities to be newly established, and a plan for using them after the games;
5. The total cost for holding the games, and a financing plan therefor;
6. Anticipated effects of holding the games, such as improved performance for events of the games;
7. Other matters prescribed by Presidential Decree as relevant to holding the games.

(3) Where the head of a local government, etc. intends to submit a plan for holding the games pursuant to paragraph (1), he/she shall request a specialized institution pre-designated by the Minister of Culture, Sports and Tourism to conduct a preliminary feasibility study on holding the games to review the appropriateness of attracting the games; and shall submit the outcomes of such preliminary feasibility study along with the plan for holding the games. In such cases, the head of the local government shall complete a preliminary feasibility study prior to the relevant local council passing a resolution prescribed in the latter part of paragraph (1).

(4) Where the Minister of Culture, Sports and Tourism approves to attract games pursuant to paragraph (1), he/she shall pre-consult with the Minister of Strategy and Finance regarding financing plans, etc.

(5) Matters necessary to grant approval to attract games, such as the procedures for preparing and approving plans for holding games, shall be prescribed by Presidential Decree.

Article 6-2 (Report before Applying for Attracting Games)

Where the head of a local government, etc. approved to attract the games pursuant to Article 6 (1) intends to submit an application for attracting the games to the head of the relevant international sports organization, he/she shall first report details of such application to the Minister of Culture, Sports and Tourism.

* Source: The Korean Law Information Center (www.law.go.kr)

Additional requirements in the administrative rule

Rules on attracting and hosting International Events (Ministry of Economy and Finance)

Article 13 (Contents of the International Event Organization Plan, Sunset Extension Application)

The following matters shall be included in the International Event Organization Plan.

1. The purpose and purpose of holding an international event.
2. Overview of the date and place of the international event, the scope of invitation to domestic and foreign guests, the expected number of participants, the manpower required for the event, and countermeasures, etc.
3. Financial resources and financing measures required to host the relevant international event.
4. Details of major facilities required for international events and plans to utilize existing facilities.
5. Expected effects and plans to use residual facilities after holding international events.
6. Detailed utilization plan for each remaining facility after international events, post-management cost estimation and cost procurement plan
7. Other matters related to the hosting of the relevant international event.

* Source: The Korean Law Information Center (www.law.go.kr)

C. The process to get approval for international sports events

Local Government

Crafting the Event Plan. The local government that wishes to host an international sports event should craft “the event plan” according to the <International Athletic Games Support Act> and the administrative rules. Article 6 (2) of the Act suggests that the plan should include the name, schedule, venue, facilities, cost, and anticipated effects.

Preliminary Feasibility Study. For international sports events, the administrative rule of <Ministry of Culture, Sports, and Tourism Rules on attracting and hosting International Events> requires that they submit the results of a preliminary feasibility study conducted by pre-designated organizations listed in the rule (Korea Sports Policy Science Institute, the Korea Culture and Tourism Institute, the Korea Development Institute, the Korea Institute of Taxation and Finance, the Korea Institute of Public Administration, or the Korea Institute of Industry).

This feasibility study is “preliminary” because international events with a total budget exceeding 5 billion won (regardless of the national budget funding size) are subject to a third-party feasibility study, reviewed by the Ministry of Economy and Finance. Along with the event plan, the local government submits another application for this third-party liability study per the form provided by MOEF’s <International Event Management Guidelines>. According to the guidelines, the application for feasibility study should specify plans for the international sports event, self-assessment of the suitability of government support, the size of the required resource and expected procurement process, regional development factors, risks, and its countermeasures.

Approval from the local council. According to <International Athletic Games Support

Act> article 6, the head of the local government should obtain a resolution from the relevant local council regarding whether to bid for the games. The resolution from the relevant local council is to ensure that the local government has the support from the local council, as well as show the capacity to finance the game budget from the local revenue.

Approval from the relevant sports Organization. According to <International Athletic Games Support Act> article 6, the head of the local government should obtain approval from the head of the relevant national sports organization. For example, when a local government—such as Seoul city, wants to host an Olympic Games, the mayor of Seoul needs approval or recognition from the Korea Sport & Olympic Committee as regulated under the International Olympic Committee Charter and organizational rules of the Korea Sport & Olympic Committee. The Korea Sport & Olympic Committee approves the plan according to their institutional rule, <Rules on attracting International Sport events>.

Ministry of Culture, Sports, and Tourism

Department's Internal Review. Once the application is submitted to the MCST, the Ministry reviews the submitted application within 20 days of receiving the related documents. The Ministry's related department—the international sports division—writes a “review report of the department” and submits it to the “International Sports Events Review Committee.”

The International Sports Events Review Committee. The Review Committee evaluates the submitted application and the review report and provides a resolution of the following matters after deliberation.

- The event plans
- Validity of attracting and hosting international sports events.
- Changes to the main points of the investment plan for hosting international sports events.
- Other matters deemed necessary by the Chairperson concerning the attraction and hosting of international sports events.

* Source: International Athletic Games Support Act

After the deliberation, if the Review Committee decides that it is valid to host the event, the MCST provides the document submitted from the organization along with the review opinion to the Ministry of Economy and Finance within 30 days. If the Review Committee decides that it is invalid to host the event, the Minister of Culture, Sports and Tourism notifies the decision to the head of the local government or the head of the sports organization that had submitted the application.

Ministry of Economy and Finance

Third-party Feasibility Study. When the Ministry of Economy and Finance receives the documents from the Ministry of Culture, Sports, and Tourism, the Ministry of Economy, the Ministry of Economy and Finance begins the approval process by launching a third-party feasibility study. This is different from the preliminary feasibility study conducted during the application phase. The feasibility study is conducted by the Institute for Foreign Economic Policy at the request of the Ministry of Economy and Finance. The study is conducted for 4 months from the time requested, and if necessary, it can be adjusted after consultation. Upon completion of the feasibility study, the Institute for Foreign Economic Policy submits the feasibility study report to the International Event Review Committee of the Ministry of Economy and Finance and the Ministry of Culture,

Sports, and Tourism.

Department's Internal Review. After the feasibility study report is submitted, the Ministry of Economy and Finance reviews the submitted document along with others submitted along the process and writes a "review report." This is reported to the "International Events Review Committee of the Ministry of Economy and Finance."

The International Events Review Committee. The Review Committee evaluates the submitted documents and provides a resolution of the following matters after deliberation.

- Reviews guidelines for the attraction of the international events
- Plans to attract international events and their validity.
- Matters on comprehensive cooperation, support, inspection, etc. between central administrative agencies and local governments
- Facilities, human resources, and financial resources required to hold international events.
- Changes to the main investment plan
- Post evaluation of international events.
- Matters deemed necessary by the Chairperson

* Source: Ministry of Economy and Finance <Rules on attracting and hosting International Events> and <Guidelines on Managing International Events>

After the decision has been made, the Ministry of Economy of Finance notifies the result to the Ministry of Culture, Sports, and Tourism and to the local government that submitted the application.

D. The Evaluation category and methods (Ministry of Culture, Sports and Tourism)

Evaluation category	Sub-category	Evaluation method
1. The vision and purpose of the event	Contribution to national sports	<ul style="list-style-type: none"> - Appropriateness of sports development goals (improving performance, increasing participation rate, and enhancing the international status of sports organizations) - The feasibility of the set goals (specificity of the implementation plans)
	Contribution to regional development	<ul style="list-style-type: none"> - Appropriateness of regional development goals such as linkage with regional development plans - The feasibility of the set goals (specificity of the implementation plans)
	Appropriateness of the selected event	<ul style="list-style-type: none"> - The host International Sports Organization and competition characteristics of the game - Size of participating athletes in previous games - Effectiveness of previous games (tourism effect, media coverage, etc.) - the local government's experience in hosting similar games or events
	Ethicality of the process	<ul style="list-style-type: none"> - Democratic approach in collecting opinions from the local members and the public - Transparency of information management
2. facility/hosting environment.	Local support	<ul style="list-style-type: none"> - Support from the people (residents) - Whether there is a resolution by the local council
	Game	<ul style="list-style-type: none"> - The rate of secured regional stadiums compared to the

	facilities conditions	necessary demand - Rate of secured alternative stadiums in other regions compared to necessary demand - Number of new stadiums (including practice areas) - Supply of same-type specialized sports facilities
	Non-athletic facilities conditions	- Appropriateness of the plan to secure new facilities - Appropriateness of the plan to secure facilities for simple installation or rental use.
	Hospitality/ Accommodations	- Number of beds secured compared to expected participants (by class) - (if necessary) plan to secure athletes' village and follow-up measures.
3. Plan for after-use of facilities	After-use of the game facilities	- Specificity and adequacy of after-use plan - Public benefit of the after-management - Profitability of the after-management - Appropriateness of the management entity
	After-use of the non-athletic facilities	- Specificity and adequacy of after-use plan - Public benefit of the after-management - Profitability of the after-management - Appropriateness of the management entity
4. Economic Feasibility	Cost-benefit analysis	- BC analysis - Sensitivity analysis
	Economic effects	- Analysis of regional economic ripple effects - Analysis of national ripple effects
	Economic Value	- Intangible Benefit Analysis (CVM)
5. Financial management	Business size	- Appropriateness of project size - Appropriateness of project cost estimation method

		<ul style="list-style-type: none"> - Appropriateness of facility cost calculation - Appropriateness of operation cost calculation.
	Financing plan	<ul style="list-style-type: none"> - Financial burden share between the central government, local governments, and the organizing committee - Possibility of securing government subsidies - Ability of local governments to pay local expenses - Possibility of issuing local bonds - Possibility of attracting private capital - Possibility of creating profit
	Local financial soundness	<ul style="list-style-type: none"> - Debt-to-budget ratio - Debt repayment ratio - Public enterprise debt ratio - Integrated fiscal balance ratio

* Source: Evaluation models for attracting international Sports events (2013)

D. An Ethics and Transparency Statement

While conducting case studies, I have faced limitations in finding data on international sports events policies. The information on many countries was difficult to find without access to the countries' internal databases or sufficient expertise on the documents written in each country's language. Thus, I relied on resources that are publicly available through national websites, media, and journals, and the case studies were conducted mostly in English-speaking countries.

The publicly available information on the policy was often written by the country's government or their national research institutions, which may have biased the analysis and interpretation of the current policy system in the country. I tried to use a literature review to provide a balanced view of the cases.

While I had originally planned to study more countries, especially those that are adjacent to Korea—such as Japan and China, I was limited in obtaining data about these countries and did not find enough information to conduct a case study.

I have not conducted any interviews. The current policy was analyzed based on other sources of information, such as academic papers, published articles, journals, and media.

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