



## RESEARCH ARTICLE

# STUDY ON THE LONG-TERM USE OF DIFFERENT SITES AT THE CHENGDU UNIVERSIADE AFTER THE GAMES

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### ARTICLE INFO

#### Article History

Received 20<sup>th</sup> July, 2024  
Received in revised form  
16<sup>th</sup> August, 2024  
Accepted 27<sup>th</sup> September, 2024  
Published online 30<sup>th</sup> October, 2024

#### Keywords:

Chengdu Universiade, Sports Venues,  
Post-Games use.

### ABSTRACT

It is well known that large international sports events have various issues with the operation of stadiums after participation. This paper investigates the performance of stadiums after the Chengdu Universiade through a literature method and a field method. Due to the epidemic, the Chengdu Universiade was postponed from its original 2021 bidding time to 2023. After various delays, it was finally decided to open on July 28, 2023, which was also the first global event to be held in southwestern China. Hosting the Chengdu Universiade will be a key battle in making Chengdu a world-class event city. This paper will examine the actual situation of the Chengdu Universiade venues, the advantages and disadvantages of post-game use, and the existing problems to conduct a comprehensive analysis. Finally, the article explores how to achieve reasonable and sustainable use of the Chengdu Universiade venues after the Games, presenting several strategies for scholars to provide research ideas.

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Citation: Jiang Chaojian, Huang Yun and Ran Honglin. 2024. "Study on the long-term use of different sites at the Chengdu Universiade after the Games", International Journal of Recent Advances in Multidisciplinary Research, 11, (10), 10315-10319.

## INTRODUCTION

As an important carrier of large-scale sports events, large stadiums are often accompanied by sports events, and the two are driven by each other to achieve each other. Although large sports venues, in the development of the city plays a very important role, is some of the city's iconic buildings, but in the actual operation of large sports venues, there are many disadvantages. For example, many of the large sports venues in the hosting of large sports events, in the later operation and management, have been in trouble, appearing to make ends meet and sustained losses. Thus, large sports venues in the hosting of large sports events, followed by the lack of large-scale event support, the stadium should be how sustainable operations, so as to obtain income, maintenance of the stadium has become a large sports venues facing the current problem.

**The significance of the sustainable use of the stadium after the game:** Large sports venues after the game is usually the most concerned about the use of the problem, and in the sports stadium construction began, that is, from the project to the planning of the stadium building, from the design of the stadium planning to the use of the game, and finally including

the use of the maintenance of the game, in fact, we need to take into account the actual use of the post-game. In order to take it as the goal, firstly, it is to make the pre-event planning of the venue to pay attention to the post-event utilisation, in which, the planning of the construction of the stadium is regarded as the overall core of the overall construction and utilisation process. Secondly, in order to meet the number of venues required for the Universiade, the number and scale of venues to be constructed should be much larger than the requirements of daily life. Among all the sports, there are many sports that are not popular in China, so there is a big problem of utilising the venues for these specific sports after the games. Due to the world's economic level, people's living standards have gradually improved, all over the country are building large-scale stadiums, and actively pursuing large-scale and high-tech one-sided performance projects, after its completion, if there is improper use of the situation will make the venues caused by a large number of idle, play a waste of social wealth of the opposite effect.

**Chengdu Universiade venues distribution characteristics**

**Distribution of venues:** Chengdu City, as the 31st Universiade host, the whole of Chengdu, a total of 49 venues as the Universiade games and training venues, venues distributed in 15 districts in Chengdu. Among them, 13 new venues were built for the Games, and the remaining 36 were converted from the original venues, which have all been completed and put into use. In the overall planning of these stadiums, 22 of them have been positioned as intelligent venues, and their construction has been strengthened to fully reflect the technological elements of the venues. Among the Universiade venues in Chengdu, the main venue is the Dong'an Lake Sports Centre, the total area of the building has reached more than 300,000 square metres, formed by the main stadium, swimming and diving halls, small ball courts and multi-functional gymnasiums in four venues, and its main venue can accommodate nearly 40,000 people.

### Advantages of the venues

**Most of the venues are reasonably distributed in terms of location:** Chengdu Universiade stadiums a total of 49, distributed in 15 districts, Chengdu's most important area of almost full coverage, to complete the 'one district, one three halls' arrangement, specifically distributed in Longquanyi District, Wuhou District, Jinniu District, Tianfu New District, Xindu District, High-tech Zone and other areas. It is convenient for the public to go to the stadiums. Citizens can reach the nearest stadium within 15 minutes by rail, bus system and taxi software. The functional hardware and service software of the renovated stadiums have all reached international competition standards, and the new stadiums have all reached the two-star standard for green buildings. The Grand Games Village is located in Chengdu University, which is directly under the Chengdu Municipal People's Government. Based on the existing campus and construction planning and development, 22 new single buildings have been constructed, such as the Life Service Centre, the Medical Centre, the International Education and Exchange Centre, and the Practical Training Building, which can accommodate more than 10,000 people for living and moving in at the time of the games.

**The construction and operation mode of the stadium has certain richness:** At present, for the post-games operation of the venues, the Universiade venues in Chengdu are gradually developing into a diversified operation mode and adopting forms of investment and operation. Among them, the government takes the lead and actively builds a good development situation. For example, the municipal government organised the 'Action Plan for the Benefit of Universiade Stadiums', under which all kinds of events have been organised with more than 600 games and more than 2 million people. With the increase in foot traffic, so that the industrial integration of the plan for the promotion of all aspects, focusing on the rational development of the night economy, to create a sports events, sports, catering, entertainment and other functions in one of the integrated service-oriented venues.

**Existing post-event venues commonly occurring problems:** In order to achieve economic and cultural prosperity and development, more and more cities began to host a variety of

levels of events, then in the process of organising events will face a series of problems.

**Construction scale is too large:** Large-scale sports events mean that the competition venues, spectator seats, etc. have higher requirements, so the event site selection will choose the venue scale is relatively large place for large-scale event organisation. Although some large-scale venues are conducive to hosting large-scale events, but generally after the event venues will not be the same scale of events held, which in turn led to the original scale of the venues to become an important burden on the operation of the game, which is the cause of many large-scale sporting events. The main reason why venues are left unused or even demolished. For example, in Pyeongchang, South Korea, with a total population of less than 50,000, the massive 35,000-capacity main Olympic stadium was demolished after only five uses. Therefore, in terms of post-event management, many large-scale venues for large events have increased the burden of post-event management, bringing serious challenges to subsequent use.

**Inflexible use of venues:** China's sports venues are managed by a number of industry systems, the subsequent supervision process will be corresponding problems, so in order to cope with the overall development of society needs to be adjusted. From the existing information, domestic stadiums are not flexible in the way they are open to the public, and in their management activities, they tend to put the needs of competitive games in the forefront, with relatively little regard for the needs of the community, making stadiums insufficiently open to the public. Research has shown (figure 3-1) that the overall openness of domestic stadiums to the community is about 44.1 per cent, with 21.30 per cent partially open and 34.60 per cent not yet open.

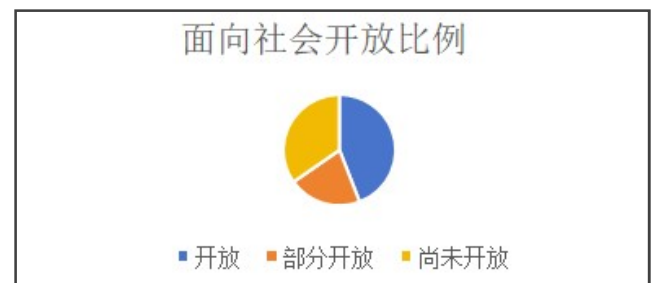


Figure 3. 1 Proportion of domestic venues open to the public

**Difficulty in function development:** Many large event venues after the use of the competition will appear to use a single direction, narrow scope of operation and other issues. Like our country was mostly for professional competitions and the construction of large sports venues, the site of the professional competition is completed, the use of means and purpose is relatively single, the use of value is not high, the main content of the operation is only large-scale events, fitness activities and sports training. Even if the country will be developed into a large entertainment centre combining sports and culture, for example, the Bird's Nest in Beijing will be developed into a tourist venue and competition-level activities performance venues, London's North Greenwich Arena was developed to hold concerts and other entertainment fashion consumption centre of the success of the case, but not all the large stadiums can be successfully transformed, a variety of functional

development is by no means a one-step process, and behind it is the need for policy support, financial support and support for the development of the stadium. Behind it is the support of policies, financial investment, and the operation of a comprehensive team. To sum up, the development of diversified functions of large-scale event venues is a long way to go.

**Problems Facing Post-Games Utilisation of Chengdu Universiade Venues:** Chengdu Universiade adhere to the 'event as the core, to the athletes as the main body', from the existing information and field investigation, the original intention of the Universiade stadium construction is to uphold the post-games will be 'able to race forbidden, can be opened as much as open' concept. From the year 2023, the current built Universiade venues have been open to the community for free or low-fee, the cumulative time of up to 80,000 hours, more than 5.09 million people, 727 events of all types; from the point of view of the existing venues, at present, only the Dong'an Lake Sports Park, Xindu Xiangcheng Sports Centre is the enterprise as the back of the operator to carry out the venue's subsequent maintenance and operation of the newly built other venues at present are There is no such corporate team support, thus the sustainable use of venues has to be improved; from a long-term perspective, the new venues have reached the green building two-star or higher standards, although the venues can be sustainably utilised up to 100% after the games, but this utilisation rate has to be sustained, which is the problem and issue to be faced. According to the experience of other cities at home and abroad, we can learn from some successful cases of post-games utilisation at home and abroad, and add diversified and cross-cutting forms to improve the utilisation rate of the venues. According to the corresponding national policies and enterprises to cooperate with each other, the formation of the venue ownership is the state, the right to operate is the government, the operation is the mode of enterprise, do a good job 'a hall a policy', for the Chengdu Universiade venues to lay the foundation for the use of the post-games.

**Post-competition sustainable use of venues thinking:** The results of the selection of the post-games use of the competition venues as a result of a long-term sports investment projects, there must be a rigorous thinking as well as planning, and at the same time should be referred to the past experience, the construction of a sustainable construction and investment programmes, and as a national sports venues for the first choice of rational planning.

**Mechanism Reform with Operation Right Reform as the Main Focus:** Most of the stadiums in foreign countries are operated in the mode of entrusted management. This mode relatively speaking has obvious advantages, mainly reflected in the ability to find a suitable enterprise to operate on behalf of the team to make the team more excellent and professional, can effectively promote the development of the venue. But in the process of adopting the entrusted management mode, the original responsible party of the venue should occupy the absolute control, and establish a perfect contract content, to ensure that the projects carried out in line with the requirements of the contract, to prevent the emergence of ultra vires behaviour. At present, China's market is constantly expanding the professional venues operating body, the form of

entrusted management mode is gradually improved and mature. At present, professional stadium operators and listed companies have gradually emerged in China, and they undertake a large number of post-game operation projects of various venues throughout the country, and have achieved certain results. In this regard, the Chengdu Universiade venues can be entrusted in the form of management, and can be fully advocated by the government, looking for more and more professional enterprises with practical experience to undertake the management of venues. Finally, in the way of commissioning, should be constantly enriched in the form of commissioning. From the current domestic point of view, the main venues in the commissioned management methods and modes of commissioned chartered employment, commissioned plus subsidies, subsidies first and then pay, etc., the development of these diversified modes are favourable to promote the operation and development of the venues, promote the commissioned management mode of innovation, and further drive the quality of the development of the sports venues and service industry. Chengdu Universiade sports venues in the right to operate the restructuring process, can explore the introduction of social capital involved in the management of modern corporate management, and in the ownership of the venues can be in accordance with the property rights of the state, units, enterprises, the management of the right to belong to the generation of the operation of the way of separation of the restructuring mode. At present, in zhejiang province, jiangsu province and other places, the state general administration of sports has begun to gradually promote the reform of the right to operate sports, and in the past few years have gained some progress. Therefore, the Universiade stadium in Chengdu will be able to make more effective use of the successful experience of reform collected by the State General Administration of Sports from the above mentioned places, so as to achieve a certain degree of business optimisation and promote the development of sustainable use of the stadium.

**Multi-investors to create a sports city brand:** The main departments in charge of the venues should maintain an open and innovative attitude, and look for opportunities for cooperation and new product development in order to diversify the revenues of the venues. For example, the 2008 Beijing Olympic Games Water Cube post-game use, the Olympic venues as the main body, the development of sporting goods, fitness and entertainment venues such as articulated commercial streets, active marketing vigorously publicity, increase the crowd's utilisation rate and stay time, shop rental and product profits can be for the subsequent use of the venues to inject vitality. In the subsequent management of the venue management mode, 'three construction' international food capital, international music capital, international conference and exhibition capital is the characteristics of Chengdu, therefore, the Universiade venues can make full use of this advantage, mobilising social forces to participate in it, reflecting the diversity of the main body of the venue management, to improve the long-term stability of sports venues and mode of operation. After the end of the Universiade, each competition area can choose one of the modes to realise the self-sufficiency of the venues in the later stage according to the different characteristics and specific conditions of the competition areas.

## Analysis of the main countermeasures for sustainable use after the Games

**Effective management of industrial operations:** In the use of resources after the game, one of the cost of the budget is very important, then you can use its public welfare will be reduced to a minimum of tax relief policies, so far, China's sports venues to bear the 5% business tax, corporate income tax, urban construction tax, housing leasing 12% -17% of the housing rental tax, as well as the land use tax, education surcharges, guarantee fees and so on. It will be necessary to proceed from the perspective of national sports, physical fitness, social space, assets, etc., and be able to minimise tax exemptions and reduce costs where the policy allows. Secondly, the content of the service is expanded. Setting up the sports programme of the stadium's main include for the following aspects. Competition performances, cultural performances, training and competition, entertainment and fitness, expositions, sports culture, tourism, display exhibitions, shopping, business advertising, etc., as a rational choice for the operation of sports venues after the game is not to refuse non-sports activities. Thirdly, it is to make the business risk to be dispersed. Generally speaking, there are some foreign developed countries sports facilities are rarely invested by the government to establish, basically by state-owned enterprises, consortia and other non-state organisations to jointly establish and undertake. For example, the total construction cost of the French World Stadium held in 1998 was 2.64 billion francs. Of this, only 47 per cent was borne by the State and 57 per cent came from NGO funds. Finally, there are cost savings. The use of subsidiary facilities and unused land of professional companies in the form of leasing, contracting, etc., and the introduction of capital for external management are also ways we can draw on to promote the further development of post-competition management.

**Optimise business environment and carry out multi-industry use:** The sports industry is a sunrise industry in various countries, and its driving effect is very strong. Therefore, in order to reduce the occurrence of large sports venues being abandoned and demolished after one or two times of use, Chengdu can make full use of the opportunity of hosting the Universiade to focus on the study of sports competitions, leisure and entertainment, as well as culture and tourism, in the process of building the 'Three Cities', namely, the World Famous Cultural City, the World Famous Tourism City, and the World Famous Tourism City, to realise effective use of venues after the Universiade through diversified operation. In the process of the 'Three Cities Construction' of the World Culture City, the World Tourism City and the World Events City, we need to focus on the study of sports competition, leisure and entertainment, as well as culture and tourism, and to realise the effective use of the venues after the Universiade through diversified operation. In addition, it is also necessary to actively integrate the market environment, and constantly maximise the optimisation of the market operating environment. Therefore, in the process of venue operation, it is necessary to compactly combine the Universiade venues and supporting facilities, reform the management mode and service mode of the Universiade venues according to the popular demand of the market, promote the increase of available commercial space, and at the same time, increase the development of recreational and

leisure activities, and appropriately introduce a variety of large-scale sports events and cultural performances, so as to continuously improve the social influence of the Universiade venues. At the same time, develop a mode of operation that is suitable for the public to experience all seasons and enrich people's public outdoor activities.

**Utilise venue resources to create branded events and activities:** The venues should not only be utilised to meet the event services, but should also be prepared for their long-term use with adequate pre-planning (Figure 4-1).

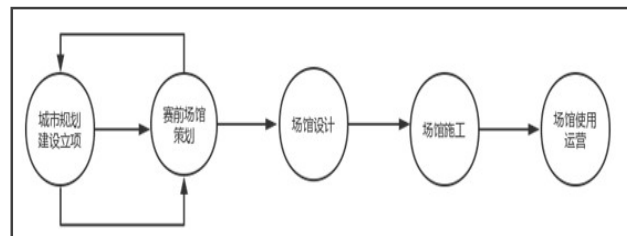


Figure 4.1 Venue construction process

Not only limited to training and national fitness, but should create a composite operation mode of commercialisation, integrating mass fitness, leisure, entertainment, catering, shopping, accommodation and tourism. And choose the appropriate marketing model, on the basis of mass competition performances, large-scale tournament activities, investment, exhibitions and other ways to promote the Universiade venues all kinds of resources to achieve better development. In addition, the Universiade venues also need to reasonably maximise the use of venue facilities to create their own events and sports brand, to create their own cultural home, thus increasing their own venue brand awareness, so as to enter the market to lay a solid foundation.

**Shape the city culture and face the international market:** In order to attract activities and cultural marketing, for example, the Olympic history of the German Olympic Stadium, its Le Mans races, World Cup culture around the world, club culture and other brands to see the soul of the French automotive culture, attracting tourists from all over the world, so a good branding activities on the shaping of the city's culture plays a big role. National large and medium-sized stadiums, usually by specialised sports management enterprises to carry out manpower management and venue security work, or entrusted to specialised stadium management enterprises to operate and manage the construction of local stadiums. In order to develop and expand the sports industry in China, we should follow the footsteps of the global sports industry development and connect with our actual needs in order to meet the needs of the general public. Commercial packaging of sports venues, so that it is a perfect blend of international sports competitions, and actively change the sheep investment conditions, and actively attract investment, so that the world's brands to enter the project.

## CONCLUSION

By hosting the Universiade, Chengdu will be its own cultural heritage and achievements displayed in front of the public, so that the city's various cultures to rapidly expand to the country.

But the use of venues after large-scale events has always been the host region needs to pay attention to the issue of the first, in Chengdu now the arrival of the Universiade, it has re-caused a wide range of attention from all sectors of society in China. In order to help show the goal of sustainable development and practice the concept of shared green development, we have explored and summarised the typical cases at home and abroad, pointed out and analysed the common problems in the subsequent use of the venues, clarified the direction of the use of the venues, and provided some countermeasures and solutions for the sustainable use of the Chengdu Universiade venues, and gained some corresponding insights on the use of the venues after the games.

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