



## **Education City Stadium: Legacy and Values**

*This case study is for the purposes of education only and does not suggest any good or bad practice on the part of anyone mentioned in the case study.*



Artist's rendering of the Education City Stadium

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## **ABSTRACT**

One of the challenges for any mega sporting event is what to do with the stadia once the fans have left. Qatar has an interesting idea for a legacy use for the stadium. The plan is to donate 20,000 seats to developing countries to give them a boost in their development of stadia of their own; and the remainder to be used by Qatar Foundation staff and students and the Qatar Women's team. The stadium donation will leave a lasting legacy of equity in sporting for Qatar and the region. How does this enhance the value of the mega sporting event for the region, provide a socially conscious solution to the problem of underused stadia, and how does this strategy tie into social improvements described in Qatar's vision 2030?

## **INTRODUCTION: VENUES, A SIGNIFICANT LEGACY CHALLENGE FOR MEGA EVENTS**

As delightful as they are to design and build, the venues that are created to host mega sporting events are often not as much fun to maintain once the event is over. What is to be done? In the last decade, much of the philosophy behind the venue legacy for major sporting events has changed. It used to be very common for large, permanent complexes and stadia to be built far from the center of town. The thinking was that a use would be found for these small cities (without inhabitants) later. This proved a costly error in planning as more and more venues went derelict with no commercial enterprise available to sustain them and too far from the center of the cities to be of much use to anyone.<sup>1</sup>

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1. Oliver Balch, *The Guardian*, 1 September 2016, "If there's a single factor on which the legacy question rides, it is the extent to which Games' venues are integrated into a city's existing infrastructure. The vogue for a long time (especially in the United States) was to build stadia on huge empty lots out of town, buttressing them on all sides with car parks. Today, the thinking has turned full circle: the more central, the better," <https://www.theguardian.com/sustainable-business/2016/sep/01/what-happens-to-olympic-venues-after-the-closing-ceremony>.

In the United States, especially abandoned venues on the outside of towns have caused constituents to question the value of the mega events themselves. Much thought has been given, as a result, to better planning for legacy.

Popular wisdom has shifted away from building stadia in the outskirts and toward building stadia in cities, so that they will be near enough neighborhoods and other attractions to be useful to people after the games. Given the extraordinary capacity needed for today's mega events, managing legacy of these stadia is an important challenge.

In recent years there has been a trend toward temporary venues that can be torn down or dismantled following the events.

“Temporary buildings have to be really temporary,” says Nicholas Reynolds, senior principal at architectural design firm Populous, which specialise in sports arenas and facilities. “If you can break the buildings down into their smallest component parts then that allows them to be dispersed into the supply chain and repurposed much more simply.”<sup>2</sup>

More creative solutions have been devised in recent years including “pop up” stadia, a new generation of temporary facilities that are built to come apart after the event,<sup>3</sup> multi-use venues – such as for concerts or other entertainment, multi-use health and wellness facilities.

Given the technical improvements that allow venues to be dismantled and dispersed, a new wave of solutions is emerging that push usable parts back into the supply chain or even gift these to developing countries. In Qatar, the donation of stadia seats to other nations is a part of

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2. Ibid.

3. Joe Eaton, The City Lab (website), 9 February 2018, “The 35,000-seat pentagonal Olympic Stadium is an extreme example of pop-up architecture, a mega-event venue with a planned lifespan shorter than the career of an aerial snowboarder. The stadium [was] used four times in all—for the opening and closing ceremonies of the Winter Games and Paralympics. ...Pyeongchang is a rural outpost of around 45,000 people in one of the poorest areas of South Korea,” <https://www.citylab.com/life/2018/02/its-time-for-the-pop-up-olympics/552896/>.

the legacy planning. This is part of an attempt to create a larger social impact, and to help countries that struggle to fund stadia of their own. In this way, the World Cup event in Qatar could form a catalyst for the creation of sporting facilities in developing countries. The donation solution is a particularly creative and socially minded plan, offered by Qatar, as it prepares for the 2022 World Cup. We'll explore further the value basis of this legacy planning, and why alignment was easy to reach in this case.

In general, alignment and planning are critical in legacy planning. The decision about what to do with venues must be a part of the initially planning if it is to be successful. There are many considerations and the eventual use of a stadium will be an important factor in the initial design and construction.<sup>4</sup> The most significant initial considerations have to do with the local demand for stadia and space following the event. It is important to explore whether the local demand is sufficient to keep the venue as it is. If not, it is worth exploring whether the venue capacity can be reduced to match local demand.

Another tactic in legacy planning is to shift from one use to many. In many cases, it might be beneficial to imagine a one purpose sporting facility becoming a mixed use venue. This is also a part of the planning in many of the Qatar World Cup 2022 stadia, including the stadium in Education City.

The plan Qatar unveiled for the Education City Stadium will employ both a seat reduction and a use shift strategy. Not only that, there is the value based element. Seats will not only be reduced, but also donated to developing countries.

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4. "Planning for a Sustainable Future: The legacy of sporting venues following major events," Report, KPMG, <https://assets.kpmg.com/content/dam/kpmg/pdf/2015/11/planning-for-a-sustainable-future.pdf>.

By reducing and donating seats, and creating a mixed used venue for use after the World Cup, the hope is that the education city stadium will become a very useful space for education city. But the plan will also make an important contribution to the sports programs of developing nations through the donation of thousands of seats to them,<sup>5</sup> including 20,000 seats from the Education City Stadium following the quarter final matches.

“Its most direct contribution to international development will come after it has hosted matches through to the quarter-finals stage of the tournament. The arena's capacity will be reduced by half, and 20,000 seats will be donated to build stadiums in developing countries, helping cultivate a passion for the game around the globe.”<sup>6</sup>

The hope is that this donation will help others to develop sports arenas of their own, cultivating an interest in the game and exporting some of the benefits including health, wellbeing and economic benefit.

The planned donation is already inspiring the interest of developing nations. Members of a delegation from the CAF, the governing body of African Football, have visited the stadium and toured other sites.<sup>7</sup> There is great hope that the donation of seats as well as other cooperative

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5. World Cup Stadiums, Hukoomi (website), “Qatar is home to more than 2.5 million people, so the legacy of the tournament has to be managed carefully. To that end, the tournament organizers have pledged to build stadiums with modular elements, which will be reconfigured after the tournament to provide a lasting legacy for the 2022 FIFA World Cup far beyond Qatar’s borders.

After the tournament, a total of 170,000 seats will be disassembled and provided to developing nations to help develop their sports infrastructure. As many as 22 new stadiums will be created in emerging economies, and this reconfiguration will leave Qatar with stadiums between 20-25,000 seats, which are suitable for its domestic entertainment needs.”

<http://portal.www.gov.qa/wps/portal/topics/Tourism+Sports+and+Recreation/worldcupstadiums>

6. Education City Stadium, Supreme Committee for Delivery & legacy (website), <https://www.sc.qa/en/stadiums/education-city-stadium>.

7. “CAF delegation visits Qatar, meets QFA President,” CAF Online (website), 28 October 2018, <http://www.cafonline.com/en-US/NewsCenter/News/NewsDetails?id=QcTFWLvgBipmd7OLOM%2Bs6w%3D%3D>

agreements regarding knowledge transfer would be beneficial to the CAF and other African Federations.<sup>8</sup>

Let's take a closer look at the connection between the “lasting legacy” plan for the stadium,<sup>9</sup> the stadium itself, its location in education city, and the driving force behind Qatar's commitment to social justice, the Qatar Vision 2030.



Education City (Source: Wikimedia Commons)

### ***Qatar's Education City Stadium: Significance of this Venue Location***

The stadium currently being built in Education City, Doha, Qatar, for the 2022 FIFA World Cup reflects the aesthetics and national culture and takes the form of a “jagged diamond,

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8. “CAF delegation visits 2022 World Cup stadium Education City Stadium,” Ghana Soccernet (website), 26 October 2018, [https://ghanasoccernet.com/caf-delegation-visits-2022-world-cup-stadium-education-city-stadium\\_](https://ghanasoccernet.com/caf-delegation-visits-2022-world-cup-stadium-education-city-stadium_)

9. World Cup stadium at Education City aims for ‘lasting legacy, *Gulf Times*, 4 August 2014, <https://www.gulf-times.com/story/402983/World-Cup-stadium-at-Education-City-aims-for-lasti>.

glittering by day and by night.”<sup>10</sup> The stadium is planned to include 45,000 seats initially and is located in the midst of Doha’s education city campuses.

Education City was developed by the Qatar Foundation beginning in the early 2000s as an education hub for the region. Initially there were several prestigious foreign universities.<sup>11</sup> At this time there are even more national and international universities.<sup>12</sup>

### **UNIVERSITIES IN EDUCATION CITY, DOHA, QATAR<sup>13</sup>**

#### **University of Qatar**

Qatar University is the national institution of higher education in Qatar. It provides high quality undergraduate and graduate programs that prepare competent graduates, destined to shape the future of Qatar.

#### **Georgetown University, Qatar**

As a part of the Walsh School of Foreign Service at Georgetown University, and with the support of the Qatar Foundation, Georgetown's Qatar campus provides a truly global education, here, in Qatar.

#### **Texas A and M University, Qatar**

Students at Texas A&M at Qatar receive the same top-tier training as students enrolled at the main campus, so each of the engineering programs offered by Texas A&M at Qatar-chemical, electrical, mechanical and petroleum-ranks among the top American universities for education and research.

#### **Northwestern University, Qatar**

Northwestern University in Qatar prepares its students to become leaders in the media industry. Offers two distinct programs in journalism and communication.

#### **Carnegie Mellon University, Qatar**

Carnegie Mellon Qatar offers three undergraduate majors: Business Administration, Computer Science, and Information Systems. All three programs require four years of full-time study, after which students earn a Bachelor of Science degree.

#### **Stenden University, Qatar**

Stenden Qatar offers accredited bachelor programs and corporate training courses.

Bachelor of Business Administration degrees in -International Hospitality Management -International Tourism Management -International Business Management & Studies -Academic Bridge Program (ABP).

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10. Ibid.

11. Tamar Levin, “In Oil Rich Mid-East, Shades of the Ivy League,” *New York Times*, February 2008, <https://www.nytimes.com/2008/02/11/education/11global.html>.

12. Qatar Business Directory (website), <https://www.onlineqatar.com/education/universities-qatar.aspx>.

13 Ibid.

**University of Calgary Qatar**

The University of Calgary - Qatar offers two unique streams leading to a Bachelor of Nursing Degree.

**Virginia Commonwealth University in Qatar**

VCUQatar offers students the opportunity to earn a VCU Bachelor of Fine Arts degree in Fashion Design, Graphic Design, Interior Design or Painting and Printmaking and a Master of Fine Arts degree in Design Studies. VCUQatar is a branch campus of the prestigious VCU School of the Arts in Richmond, Virginia.

Education City is well known and well established as an educational destination within the region.

In addition, there has been a dedicated effort to growing Education City to include many additional features including a library, hotels, and additional facilities to make the environment more of a destination of choice for the public as well as foreign travelers and visitors.

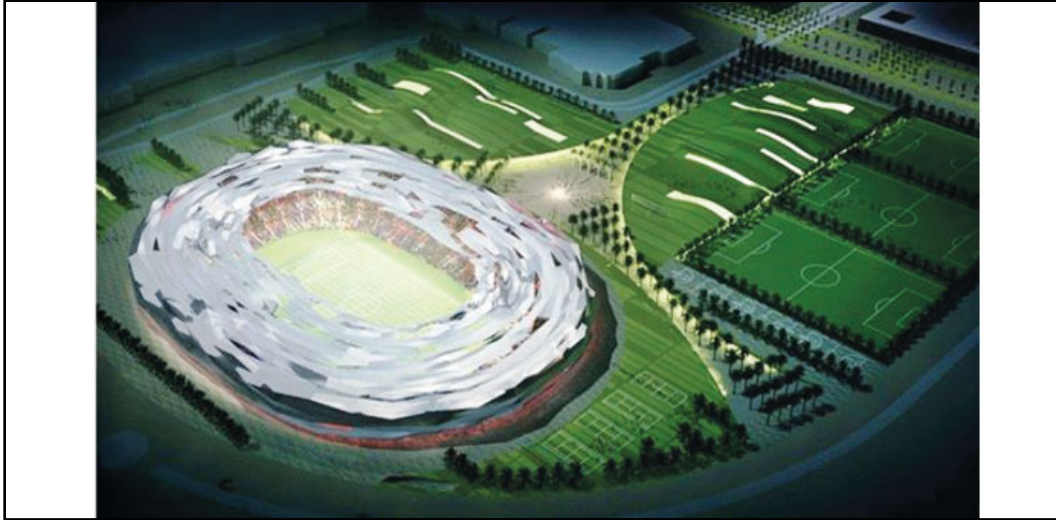
Projects such as “Oxygen Park”, a hop on hop off bus service, and an international golf course seek to make Education City increasingly recognized as a destination for health and wellbeing as well as education.<sup>14</sup> Qatar is well known for its commitment to health and wellness, in fact, it is one of the only countries that celebrates a National Sports Day.<sup>15</sup>

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14. Destination: Education City, Qatar Foundation (website), <https://www.qf.org.qa/education/education-city>.

15. “Creating a Sporting Legacy for Qatar,” Qatar Foundation, “As one of only five nations in the world that celebrates sport in such a way, and one of only three that mark its National Sport Day as a public holiday, Qatar seeks to promote a healthy and active lifestyle among its residents. All government and private organizations across the country are encouraged to line up a series of public events that will inspire their employees to engage in sporting activities all over the country to mark the occasion, while parks and open spaces find themselves abuzz with families and fitness enthusiasts alike.” <https://medium.com/qatar-foundation/creating-a-sporting-legacy-for-qatar-5acd1ca89dce>





Artist's rendering of the "cut diamond" Education City Stadium

All of this is to say that the location of a World Cup Stadium in Education City is another aspect of significance in considering legacy planning. There is great bounty in terms of education, art, culture, and health and wellness already in this part of Doha.

It is in part this location that allows for a very creative plan for the legacy of the stadium. Without impacting the aesthetics, the donation of 20,000 seats from the Education City stadium will allow for a more intimate stadium. This stadium will be a more appropriate venue for the many uses to which it will then be put in a vibrant part of town, including use by students, use as the stadium for the Qatar Women's soccer team, and additional public for health and wellness activities.<sup>16</sup>

### ***Qatar Vision 2030: How it Informs Legacy***

Throughout the development of the stadia and legacy planning, the Qatar Vision 2030<sup>17</sup> has served to inform decision making in the direction of concern for the people and social

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16. "World Cup stadium at Education City aims for 'lasting legacy'," *Gulf Times*.

17. The Qatar National Vision 2030 was developed in the early-mid 2000s as a development map for the country. Here is a statement on this project from the website. "During the reign of His Highness Sheikh Hamad bin Khalifa

wellbeing. Drafted in 2008, this visionary document articulates a vision for Qatar that is progressive and routed in concern for the people and environment.<sup>18</sup>

“The National Vision aims at transforming Qatar into an advanced country by 2030, capable of sustaining its own development and providing for a high standard of living for all of its people for generations to come.”<sup>19</sup>

Central to Qatar Vision 2030 are the four development pillars:

- Economic Development
- Social Development
- Human Development
- Environmental Development

Within the pillar of human development, particular attention is paid to the development of an educated population<sup>20</sup>, and also a healthy population,<sup>21</sup> as well as the education of women.

Qatar’s long-term value based commitments are reflected in the legacy planning for the stadium. Connecting additional health and wellness facilities with existing educational activities,

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Al Thani, the Father Emir, May God Protect Him, Qatar National Vision 2030 has been launched to serve as a clear roadmap for Qatar’s future. It aims to propel Qatar forward by balancing the accomplishments that achieve economic growth with the human and natural resources. This vision constitutes a beacon that guides economic, social, human and environmental development of the country in the coming decades, so that it is inclusive and helpful for the citizens and residents of Qatar in various aspects of their lives.  
<https://www.mdps.gov.qa/en/qnv1/Pages/default.aspx>

18. Qatar National Vision 2030.

19. Ibid.

20. Ibid. “A world-class educational system that equips citizens to achieve their aspirations and to meet the needs of Qatar’s society, including:

- Educational curricula and training programs responding to the current and future needs of the labor market
- High quality educational and training opportunities appropriate to each individual's aspirations and abilities
- Accessible educational programs for life-long learning

“A national network of formal and non-formal educational programs that equip Qatari children and youth with the skills and motivation to contribute to society, fostering: A solid grounding in Qatari moral and ethical values, traditions and cultural heritage A strong sense of belonging and citizenship Innovation and creativity Participation in a wide variety of cultural and sports activities.”

21. Article 23, Qatar Permanent Constitution, “The State shall foster public health; provide means of prevention from diseases and epidemics and their cure in accordance with the law.”

creating a dedicated space for the Qatar Women's team, and providing cutting edge spaces for the many students in Doha will not only provide the basis for responsible legacy planning but will also meet an agreed upon strategic and value based initiative of the nation.

Within the pillar of economic development, Qatar recognizes the importance of sustainability. This is also a hallmark of the Education City stadium.<sup>22</sup>

In addition, the Qatar National Vision 2030 does address, as one element of Social Development, the importance of International Cooperation and benevolence to other communities world-wide. The Qatar National Vision promised to promote International Cooperation through, "*Contribution towards international peace and security through political initiatives and developmental and humanitarian assistance.*"

The reflection of the Qatar National Vision 2030 in the legacy planning for the World Cup 2022 venues is very clear. Improving the lives and wellbeing of citizens through better integrated opportunities for education and healthy living is a national priority. Women's education and participation is a priority. And contributing to international peace and security through developmental assistance is a priority. The precision regarding vision and direction for the country create a strong platform for doing legacy planning. This is rarely available. More often, legacy planning depends upon multiple constituents battling through competing interests in private and in public.

In addition to having a precise vision and clarity described in the vision document, the Qatari commitments to generosity to others and benevolence are actually a commitment described in the Qatari Permanent Constitution, which describes the importance of justice,

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22. "Education City Stadium Sustainability," Supreme Committee for Delivery & Legacy (website), <https://www.sc.qa/en/stadiums/education-city-stadium/sustainability>.

benevolence.<sup>23</sup> This is one way in which a country with a religious foundation may benefit in establishing shared values around public projects.



Doha, Qatar (Source: Wikimedia Commons)

### *Legacy and Values*

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23. Article 18, Qatar Permanent Constitution, “The Qatari society is based on the values of justice, benevolence, freedom, equality, and high morals.”



It is clear that Qatar has benefitted not just from careful advance planning about legacy but also from clarity about national direction and values, which was the reason that Qatar pursued the World Cup in the first place. It is not often the case that a country has so recently reflected on direction and principles. This reflection and clarity has provided for clearer decision making around legacy.

It will be interesting to see whether Qatar's example of alignment prior to the beginning of planning for a mega event will influence future hosts. In addition, it will be interesting to see whether the value based motives guiding legacy planning will impact future thinking on the role of host countries in helping others as part of their legacy.

It is likely that many countries might see providing such a benefit as too costly. But it is not clear that the costs actually outweigh the benefits. Ultimately, it will be important to see and establish the benefits to society and to other developing nations from the decisions that are made.



Artist's rendering of the Stadium at Education City

### **Additional Teaching Resources**

**Questions for Discussion:**

- 1) Why is planning for venue legacy after the mega event has occurred so important? What are some of the issues that have arisen with legacy planning?
- 2) What are the features of Education City that suggest that this venue legacy may be different from other venues? Is it always important to take physical and cultural context into account? Why or why not?
- 3) What are the features of Qatar's legacy planning that reflect a consideration of the real demand for infrastructure after the events?
- 4) How does Qatar's legacy planning reflect the values of the nation?
- 5) How should the appropriateness and adequacy of Qatar's legacy planning be measured?

**Recommended Activities:**

- 1) **Build a Framework for Legacy Planning: Does it have to be ethical?**  
Break up into groups of 4-6 and consider the following question. Is it possible for you to agree on a framework for legacy planning that would take account of the many variables in any mega event? What would be the components of such a framework? Is benefitting those in less developed countries a requirement? Is there any requirement to do good for others? To include considerations of sustainability? Why or why not?
- 2) **Stakeholders, Empathy Building, and Legacy**  
Break up into groups of 4-6. Identify each person with a certain legacy stakeholder group e.g. local child, international development expert, local business owner, international athlete, tourist, poor citizen, poor foreigner, etc. Develop an identity for yourself and a perspective on what you want out of a legacy plan. Now discuss the legacy possibilities from these points of view. Did you learn anything new from listening to the perspectives of others?

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