

Urban Management and Sports Event Planning: A Case Study of the A1 Grand Prix in Durban



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1. RESEARCH FRAMEWORK

1.1 INTRODUCTION

Throughout the world cities are increasingly adopting formal mega-event led strategies as mechanisms for economic and tourism development. The exposure, economic and tourism development that mega-events generate, and the physical infrastructure that they require, can lead to beneficial long term results. The hosting of mega-events aims to encourage outside investment and improve city marketing for future events, and ultimately benefit the city's economy and its residents. These mega-events have therefore become an integral part of many cities', regions' and countries' economic and tourism development strategies.

This dissertation seeks to investigate how the planning and implementation for the A1 Grand Prix, held on the Durban Beachfront between 27 and 29 January 2006, maximised the positive impacts, promoting the city of Durban and improving its competitiveness, and how the negative impacts were handled. This provides a basis for making recommendations for the hosting of future mega-events.

The research framework sets the context for the dissertation. It formulates the research problem and questions and provides an understanding of the objectives and rationale behind the concept of urban management and sporting events. The focus is on the case study of the A1 Grand Prix.

The research problem investigates the advantages and disadvantages of hosting a mega-event and what this means for Durban in hosting a mega-event like the A1 Grand Prix. The research questions identify the course of research and are the basis for the line of argument in this dissertation.

The methodology explains the procedures and methods used in conducting the research and collecting empirical data. The scope and limitations outline the problems that were experienced in the course of the research. Finally, the report

outline gives and overview of the entire dissertation by explaining what will be presented in each chapter.

1.2 RESEARCH PROBLEM

Hosting mega-events gives nations, regions and cities, in particular, the opportunity to create a favourable image in the national and international public eye. This image encourages the capture of further tourism, business and investment potential. The city managers of the eThekweni Municipality have adopted an approach to stimulate tourism and economic development by holding mega-events like the A1 Grand Prix.

However despite the numerous potential short-term and long-term benefits, mega-events have substantial social, physical, economic and political impacts upon the host city. Cities in the developed world may be able to handle such pressures imposed by these events, but those in less developed regions often lack the infrastructure, facilities and finances for required for hosting such events. These cities therefore face great challenges in planning and preparing for a mega-event.

Hosting mega-events is expensive and these events **are well** known to be a financial drain on public funds. A mega-event can be risky **as the** return on investment is unknown and could possibly be unprofitable. In **cities in** both developed and less developed countries there is the perception that the finances necessary for such projects should have rather been spent on much needed basic service backlogs. This is problematic as the event may not be successful and finance could have been spent on such infrastructure.

Initially a large outlay is required simply in bidding for an event that may or may not be successful. High profile sporting events, in particular, require appropriate venues and **specialised** facilities. Few cities in the world are equipped with a full compliment of the **world-class** arenas that are necessary for hosting mega-sporting events. Consequently, the host city is required to invest massive tranches of public and private funding on flagship developments in order to ensure that an appropriate world-class venue is provided. Furthermore, these flagships projects, constructed

solely for the purpose of the mega-event, can be highly contested in the context of their long-term usage, viability and financial feasibility.

City management plays a crucial role in the hosting of mega-events. In addition to their normal, on-going functions of city management and the delivery of services to the entire metropolitan area, they need to refocus and concentrate resources in a small part of the city, for a short time, in order to stage a mega-event. The city managers are responsible for the management of the issues relating to the event. This includes the physical, social and economic impacts. They need to justify finances spent and ensure the feasibility and sustainability of the event. Furthermore, city management must ensure that effective operations and implementation strategies are formulated in order to minimise negative impacts upon the city and ensure that potential positive impacts upon the city are maximised. Some cities lack the expertise, experience and infrastructure necessary for hosting a mega-event which can result in the maximisation of negative impacts.

This dissertation is concerned with the identification of the impacts and operations of a mega-event. From the case study of the A1 Grand Prix it is intended to draw lessons for eThekweni Municipality for the future hosting of this event and for other such events. The A1 Grand Prix was arguably the biggest and most widely recognised event hosted in Durban. It was planned and prepared for in a short space of time and was nonetheless perceived to be a success.

1.3 RESEARCH QUESTIONS

The primary research question that arise from the research problem are:

How did the city planners address the operations and impacts caused by the A1 Grand Prix in Durban?

And:

What lessons can be learned for hosting the next A1 Grand Prix and for other mega-events?

In order to prescribe a framework for the research, these questions have been broken down into a number of subsidiary questions:

- What is Durban's strategic approach and motivation for hosting events?
- To what extent did the A1 meet the objectives of Durban's Event Strategy?
- What elements of city management and planning needed to be addressed in order to host the event?
- What strategies were set in place in order to host the event?
- What impacts were imposed upon the city of Durban?
- What were the outcomes of the event?
- What lessons can be learned for hosting future mega-events in general and the A1 Grand Prix in particular?

The central hypothesis against which the research problem will be tested is that the hosting of mega-events, although very expensive, ultimately generates benefit which renders it worthwhile, provided that there is sufficient planning to maximise the positive impacts and mitigate the negative impacts.

1.4 METHODOLOGY

This dissertation required both primary and secondary sources of information. Primary sources of data collection included a combination of both qualitative and quantitative data.

The case study of the A1 Grand Prix required empirical research in order to investigate the operations of the event, to identify the impacts, and to establish what mechanisms, resources and strategies were in place within eThekweni Municipality to manage the event successfully.

1.4.1 Qualitative Data

In-depth interviews held with major role-players were necessary to obtain the information about the A1 Grand Prix operations. The major municipal managers involved in the event were:

- Strategic Projects and iTrump – Julie-May Ellingson
- Traffic Authority – Carlos Esteves and Thomas Govender
- Disaster Management – Malcolm Canham
- Security – Parboo Sewpersad
- Tourism KwaZulu-Natal – James Seymore

The first interviewee was Julie-May Ellingson. She and Carlos Esteves were jointly responsible for the overall management of the event. Ellingson was previously involved in the iTrump Area Based Management but has since moved to Strategic Projects and has an intimate knowledge of the area in which the race was held. She oversaw most aspects of the race and was a valuable resource in this research project.

From eThekweni Traffic Authority (ETA) a joint interview was conducted with Thomas Govender and Carlos Esteves. Whilst the A1 Team and a consultancy called G3 Motor Sports were involved in the course design, Govender was responsible for the implementation of the racetrack and the Traffic Management Plan and Esteves was responsible for road closures and other traffic preparations.

Malcolm Canham from Disaster Management ensured that all departments had prepared Disaster Management Plans as well as Operational Plans for the event. He was involved in all aspects to ensure the event went smoothly and that all departments were prepared for any emergencies.

The Operational Commander from Metro Police is Parboo Sewpersad. He was responsible for formulating the Traffic and Parking Management Plans in conjunction with Disaster Management and ETA. Furthermore, he was also involved with the Safety and Security of the event. Metro Police were responsible for the implementation of the contingency plans.

James Seymore works for Tourism KwaZulu Natal (TKZN). His involvement in the A1 Grand Prix was largely in an advisory capacity. He was responsible for assisting

in designing the questionnaire for the Socio-Economic Impact Assessment, designing the research methodology and providing advice for the final report. TKZN use events held in Durban primarily as marketing opportunities and assist largely in negotiating funding for events and act as the middleman between provincial and municipal governments.

In-depth interviews with these key informants were structured around a number of prompts. Contact was made by email and or telephone call, requesting an interview of approximately an hour. Interviews lasted from 45 minutes to 2 hours. Interview prompts included generic questions of job descriptions and each person's involvement and role in the A1 Grand Prix. In addition they were asked about the problems experienced and the anticipated impacts that they attempted to mitigate for the duration of the project. These interviews were undertaken between late July and September 2006.

The researcher attended an Environmental Impact Assessment (EIA) meeting that was held on 26 September 2006 at George Campbell Technical College with the A1 Team SA, the environmental planning consultants (Environmental Planning and Design cc), Strategic Projects, the residents and other I&APs (interested and affected parties). This meeting formed part of the scoping report formulated for the forthcoming 2007 race and was an information gathering exercise for this event. Further public participation meetings will be held once final decisions regarding the event have been made in order to inform the residents and I&APs.

1.4.2 Quantitative

Other target groups that provided insight to the social impacts were interviewed using structured questionnaires (See Appendix 1). These were the following:

- **Street Vendors** operate permanently throughout the area, particularly along Snell Parade, under a sheltered gazebo close to the Snake Park along Snell Parade. Ten were questioned in order to determine how the event impacted their businesses, and to get an idea of the impacts of the event upon the informal economy. Owing to the difficulties of language, an interpreter was

used. The vendors were reluctant to participate in the survey and consequently questioning was kept as concise as possible.

- **Residents** provided insight into the types and extent of the impacts as a result of the event upon the host community residing close to the event location. Forty-five questionnaires were conducted in from eight selected blocks of flats and one complex of duplexes.

For the residents', a pilot survey of 10 questionnaires was conducted in order to test the questionnaire. On the basis of the sample, certain questions were adjusted to make them more precise and logical. It also provided the opportunity to improve interviewing skills.

Contact with the nine Body Corporates was made by telephone and permission requested to conduct the survey in each premises. All nine agreed and the questionnaires were carried out in the entrance foyer of each building. A systematic sampling method was used and the first five residents arriving in the building were approached.

1.5 SCOPE AND LIMITATIONS

Due to the enormous number of people who were involved in the A1 Grand Prix, and given time and budgetary constraints, the scope of this study has been limited by approaching the event from the perspective of the local government and more particularly, by focusing on the urban management that was required. Furthermore, the professionals that were selected for an in-depth interview were those who played the most prominent roles in the event.

Due to the pulsar nature of the event there were difficulties in defining and understanding the number of temporary informal traders (or hawkers) at the event. Many informal traders arrived solely on the event day and are not located there permanently. Therefore they could not be interviewed as the research was undertaken in July and not at the time of the event in January. The permanent street vendors form a small portion of the informal traders that benefited from the event in

total. Unfortunately only assumptions can be made about the direct economic benefits of the event on the informal economy.

One frustrating aspect of this study occurred in the questioning of the permanent local street vendors. Despite taking an interpreter and trying to be encouraging it was extremely difficult to get a response from these vendors. Thus only 10 surveys were completed. The researcher thus did not have adequate feedback on the benefits and impacts of the event on the informal traders and thus does not have an adequate understanding of this. From the responses that were received however limited interpretations have been made.

1.6 REPORT OUTLINE

Chapter 2 is the conceptual framework, which investigates existing theories, literature and research studies documented. Chapter 3 sets the context and background of the A1 Grand Prix. It also informs the reader about Durban's current strategic approach to hosting events. Chapter 4 addresses the operations and actions that were taken in the planning and preparation for the event. The types and the extent of the impacts are addressed in chapter 5. Problems that were experienced in the planning and preparations and on the race days are addressed in chapter 6 and finally, chapter 7 evaluates the success of the event. It further provides recommendations for the future of the A1 Grand Prix and other mega-events to be events held in Durban.

2. MEGA EVENTS AND URBAN MANAGEMENT

2.1 INTRODUCTION

Mega-events, hallmark events and special events, among other terms, have been used interchangeably in existing discourses. The following sections 2.2 and 2.3 discuss the terminologies and typologies of events. Various authors have categorised these terms into typologies according to the size and frequency of the event.

Cities throughout the world have their own motives for hosting a mega-event. To stimulate economic and tourism development, to address city problems, to build relationships or to meet political objectives, the hosting such events can be used as a mechanism to provide the means, motivation and opportunity to fulfil city goals. Event hosting encourages international visitors specifically for the event and stimulates the development of tourism which is regularly a prominent goal of municipal and provincial government. The potential benefits and costs of this event-led tourism will be addressed in another 2.5.

The impacts of mega-events vary from city to city and depend heavily upon the size, length and frequency of the event. Section 2.6 addresses the scope and magnitude of these impacts and outlines the various elements of the impacts. These impacts are economic, social and physical in nature. The various theories relating these impacts are further investigated in sections 2.7, 2.8 and 2.9 respectively.

Section 2.10 addresses the relationship between urban management and mega-events and provides a theoretical foundation for the approach to coping with mega-events, addressed in section 2.11. Finally, three case studies of event strategies and the outcomes of certain events are provided as a point of comparison between successful and unsuccessful strategies for hosting events.

2.2 TERMINOLOGY

A variety of terminology is used in literature to describe mega-events that attract unusual volumes of people. These include hallmark events, special events, pulsar events and mega-events, terms which many authors use interchangeably. These terms have however been separated out on the basis of the size and frequency of the event, which ultimately determines their characteristics. There are thus various terms that describe the different scales, magnitude and prominence of events.

Deffner and Labrianidis (2005) and Getz (1991) provide a rigid quantitative definition of a mega-event; 'it should exceed one million visits, their capital and cost should be at least \$500 million (Canadian), and their reputation should be that of a must-see event' (Getz: 1991, 46). Getz (1991) also provides less restrictive, definition by stating that the event should be loaded with tradition and have a profound historical significance. Furthermore, a mega-event should benefit from media overload and could be complemented by other subsidiary events (Getz: 1991, 47). Whilst mega-events should benefit from the media, and could be complemented with subsidiary events, new large-scale events are constantly being established that are not yet 'loaded with tradition', for example the A1 Grand Prix or the summer Asian X Games. These events can still be considered mega-events.

Hillier (1998: 47) defines mega-events as 'short term events of fixed duration'. Similarly, Cornelissen (2004: 40) provides a definition of sport mega-events as one that is a 'major short-term sporting festival of worldwide status that is held on a regular basis'.

Many authors have used the terms hallmark events and special events in the same context, as they have very similar characteristics. A hallmark event has been described by Getz (1992: 51) as an event that may define or symbolise a community, for example, the Mardi Gras. The reoccurrence of the event creates a legacy therefore it is unlikely that a one-time event can become a hallmark event. In contrast to Getz, Hall defines hallmark events:

'[They are] major one time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and or long term.' (Hall: 1989, 10)

2.3 TYPOLOGIES

The typologies of events are determined by their nature, location, scale and recurrence. Hall (1997) and De Mesones (2003) have formulated models of the typologies of events.

The nature of events affects the extent of the impacts and the urban management necessary for hosting. Events have been categorized, by Hall (1992), into various typologies: religious and sacred events; cultural events (carnivals and historical celebrations); commercial events; sports events and political events. Sporting events are far more sought after due to the prominence and greater economic benefits that they generate. Furthermore, sport is not limited to cultural boundaries and therefore can appeal to a greater number of people. They are therefore highly sought after and governments are likely to spend more on sporting events than on any other events.

At the ISoCaRP Conference in Athens 2002, pulsar events were defined as those that take the form of 'events which take place over a short period of time, which are designed to attract massive patronage, and which typically are highly demanding in land consumption, human resources, building materials and infrastructure.' (Colman: 2003, 13) The pulsar events discussed by the authors of papers presented at the Congress include all of the previously mentioned event prototypes, from the Olympic Games to natural disasters.

Possibly the most helpful definition and categorisation of events has been provided by Hall who has done, arguably, the most extensive research and documentation of mega-events. Hall expresses a clear understanding of exactly what characteristics events should encompass and which terminologies are then related. He has used

the term hallmark event to incorporate all types and sizes of events and then breaks down other terminologies to fit appropriate event typologies. Similarly, the IsoCaRP term pulsar effect could probably be used in a similar manner to that of hallmark event. Table 1 has been adapted from Defining Hallmark Events:

Table 1: Characteristics of a hallmark event

Market	Major level of public financial involvement	Organisation and leadership	Examples	Associated descriptions of Hallmark Event
International	National	Establishment of special event authorities by central government	Olympic Games, World Fairs, Soccer World Cup	Mega-Event / Special Event
International / National	National / Regional	Co-ordination between various government levels, often using inter-governmental committees. Leadership role shared between central and regional government	Grand Prix, Commonwealth Games	Special Event
National / limited International	National / Regional	Limited local involvement (central and regional governmental involvement)	Touring international art exhibitions	Special Event
National / Regional	National / Regional	Consultative government role	Agricultural expositions	Special Event
Regional limited National	Regional / Local	Major role for regional tourism bodies, local business & government	Arts and cultural festivals	Special Event
Regional / Local	Local	Leadership organisation provided from within host community	Blyth Festival, Shaw Festival	Community Events
Local	Min Local government expenditure	Local control	Community fetes and celebrations	Community Events

Source: Hall (1997: 6)

De Mesones, (2003) formulated a framework for defining 'pulsar events'. By placing events according to their location (one point, sparse and ubiquitous) and their recurrence (only once, yearly, fortnightly and daily) one is able to place an event into a form of typology. By determining the magnitude of the event and the extent of its impacts, De Mesones allows us to establish a pattern of event characteristics as events differ in nature, scale and recurrence. Thus the location of an event in the typology can be determined by the combination of these elements which, in turn, may inform city managers to the extent to which strategic management is required.

Kammeier (2002) establishes the typology of pulsar events according to the uncertainty about the event itself, its size and its frequency. These elements in turn determine the demand, costs, benefits and the planning or preparation required for the event, and establishes a foundation for the author's framework for the sustainable management of pulsar effects.

The A1 Grand Prix in Durban was extremely well attended, received extensive viewership and was marketed to a national and international audience. The event will occur once a year, for at least two more seasons, which could possibly be extended. Provincial and local government were actively involved in the finance, planning and preparations for the event. According to Hall's (1997) characteristics of events, the A1 Grand Prix would be termed a special event, however when set in context with other events that, to date are or, have been held in Durban, it is perceived that the A1 Grand Prix dominates in importance and size.

This dissertation has used the term mega-event when describing the A1 Grand Prix due to the importance and the magnitude the word conveys. As the term signifies, the A1 Grand Prix is large-scale; a large number of people attend, the event is widely and even internationally recognised, and there is an element of exclusivity.

2.4 REASONS FOR HOSTING MEGA-EVENTS

The reasons for hosting mega-events are usually based on a strategic response to particular issues or in order to achieve certain stipulated goals. The following set out below are most dominant:

- **Address city problems** – issues that cities face could be resolved in the hosting of an event, such as the implementation of infrastructure.
- **Economic and tourism generation** – an event provides an opportunity for investment and encourages tourists to visit the country for the primary purpose of attending the event.
- **Build on corporate and business relationships** – the interaction of inter-governmental departments is necessary and can provide the opportunity to develop relationships. Furthermore the event may attract prominent international businesspeople and sporting bodies which could benefit the city in the future.
- **Political will** – political goals could be achieved in hosting the event. These could be motivated by personal or political parties' goals.

Hosting such events is therefore an integral part of many economic and tourism development strategies and provides the opportunity to meet city goals. This can consequently encourage, improve and sustain city development.

2.4.1 Address city problems

Cities can use events as a tool to solve city problems. The United States Department of Housing and Urban Development in 1981, for example, promoted urban fairs and events in cities as a means to overcome the problems such as poor self-image, reputation, urban blight and to maximise the positive aspects of city assets.

'Events are often used by governments to mobilize domestic corporate interests and to encourage infrastructural developments and improvements' (Cornelissen: 2004, 41). Cities may use mega-events as a motivation for the development and upgrading of inadequate infrastructure and services (Albers: 2002, Buthelezi: 2002, Kammeier: 2002, Madden 2002, and Sotirios: 2002). Holliday (2003) explained that the range of transport infrastructure and services developed for the Sydney Olympic Games was therefore enhanced.

Mega-events provide the opportunity and motivation to generate urban renewal. Many cities world wide are facing urban decay as their inner cities grow older and the infrastructure becomes outdated. Hosting a mega-event thus provides the stimulus for rehabilitation, upgrading and renewal.

These problems outlined above are also issues that face cities in the less developed world, and in particular African cities. Most discourses deal with event-led development strategies in cities in the developed world, whilst there is an absence of research on African countries' attempts at hosting international sporting events. However, although African countries continue to bid for global sporting events, only one world renowned mega-event has been awarded to an African country, the 2010 Soccer World Cup. To date, despite several African cities being more proactive about event hosting, bids continue to be unsuccessful.

2.4.2 Economic and tourism generation

Tourism is frequently seen as a major vehicle for fulfilling the developmental goals stimulating improvements in the social, economic and political arenas. Van Lier and Taylor (1993) point out that the flow of tourism across international boundaries accounts for 7% of the world's exports and provides one in every sixteen jobs available in the worldwide economy. City and regional managers are thus increasingly paying attention to stimulating tourism as a means to achieving their ends. Hosting mega-events are one strategy used to encourage and stimulate tourism.

'The hosting of sport mega-events has become an important feature of many countries' development and other aims, and increasingly such events are recognised and analysed for their use by political and economic/corporate agents to attain certain objectives' (Cornelissen: 2004, 42). The hosting of mega-events has thus become an integral part of a city development strategy used by city managers to pursue their development aims.

Events are used as a mechanism for economic development (Buthelezi: 2002 and Higham: 1999) as they provide short term job opportunities as well as some

permanent jobs (Cornelissen: 2004, Vohra: 2002, Jain: 2002 and Hillier: 1998). They provide opportunities for entrepreneurial activities in both the formal and informal economies. Preparations and the provision of necessary facilities and services require the procurement of local businesses who thus benefit financially from the event. Furthermore the event encourages private and public investment in the city stimulating the economy in the medium to long-term. Overall the event provides a ripple effect through the local economy stimulating growth and further development.

Large-scale sporting events generate media attention which is especially advantageous as it can be considered as 'free' marketing from which significant long-term benefits flow. It provides the city with the opportunity to showcase its capabilities and assets to an international audience. It is expected that the exposure generated by the event will encourage tourism and ultimately attract investors.

Stimulating tourism is seen as one of the most important objectives of hosting an event. Events encourage people to travel to the host city or country, a place that they may not otherwise have visited. Research shows that the event encourages visitors to stay longer, and further encourages them to spend more. Most importantly they encourage return visits which is a highly desirable long term effect (Cornelissen: 2004, Ghandi-Arora and Shaw: 2002 and Higham: 1999).

2.4.3 Build on corporate and business relationships

A further subsidiary goal of hosting a mega event is to build on relationships that will assist city managers to better achieve their goals. The different departments within municipal governments that are involved are forced to interact with each other during the planning and preparations for an event. This can lead to the improvement of communication linkages and allow departments to gain deeper understandings of each other. Ultimately this will benefit the organisation in other aspects of city management. Further a mega-event is also often a collaboration between the different levels of government at the national, provincial and local levels. The event therefore encourages relationship building across these spheres which may be useful in the medium to long-term.

Mega-events further provide the opportunity to develop relationships between sponsors, event organisers, local businesses as well as governmental agencies. New relationships are established between these parties whilst existing ones may be strengthened and cemented. Furthermore, events may attract certain prominent people and sporting body officials and provide an occasion for relationship building between them and the various governmental agencies. It is anticipated that these people could be potential investors or may have the authority and or influence to encourage possible future events.

2.4.4 Political motivation

To assume that mega-events are hosted without political will, intent or impacts would be naive. The political aspects of events are not widely documented and are therefore difficult to address and evaluate. This lack of documentation is due to the fact that academics have been unwilling to acknowledge the political nature of events possibly due to the sensitive nature of the subject; consequently no other students have braved the subject. Hall (1989 and 1992) and Getz (1997) have attempted to address this aspect of the hosting of events, however these are not thorough nor addressed to an extent that can be considered 'useful'.

Hall (1989 and 1992) draws on Ritchie's (1984) framework for the measurement of variables associated with political impact. They maintain that politics of hosting an event occur at two levels, the macro-political and the micro-political. Table 2 provides a basic understanding of the political motives behind the hosting of events.

Table 2: Political impacts of hosting mega-events

Category of Data	Nature of Variables Measured	Associated Data Collection & Interpretation Problems
Macro-Political	Image enhancement	Degree to which event improves awareness and status of city/region for commercial tourism purposes
	Ideology enhancement	Degree to which event promotes awareness and status of a particular political ideology

Micro-Political	Career enhancement	Degree to which event provides key individuals with high visibility and improved career opportunities
	Athletic enhancement	Degree to which event permits greater opportunity for local athletes to participate in and/or learn from activities

Source: Hall (1992: 86)

In a political and social context, events are primarily image builders. Whether it be the image of a particular political party, an individual, or a region or city, events provide the opportunity for marketing and consequently images, perceptions and impressions are created and developed, nationally and internationally. The hosting of sporting events, for example, can be used to ensure a fun-loving, yet competitive, city image. Mega-events and special events are thought to have positive spin-offs due to the international exposure that they provide (Cornelissen: 2004). The attention that they generate enables the politicians to utilise the coverage to create and promote a desirable city image. For example, South Africa hosted the Rugby World Cup in 1995, a year following the new democratic government. This provided the South African government with the opportunity to market the political changes that had occurred to an international audience and to showcase this 'new' multi-cultural country.

'At a macro-political level, nations and individuals can exploit the increased profile of an event or location to advance particular political objectives... at the micro-political level, hallmark events may be used to advance personal political ambitions or to realise institutional goals.' (Hall: 1989, 219)

'Events may be used as a tool for development and growth and for personal and institutional goals' (Hall: 1989, 234). At the micro-political level objectives may seem self-benefiting. Certain individuals use these events to promote their own careers and to gain community acceptance and support (Hall: 1989 and Getz: 1997). Personal interests are at stake and by hosting a favourable event, political leaders and key individuals will exploit the opportunity to improve or ensure their personal goals. High profile events come with a marketing opportunity, the attendance of these important individuals at the event will certainly provide exposure and an

opportunity to extend any marketing campaigns. Furthermore, the image of the event could also create an association with personal characteristics and a sporting/competitive/winning characteristic in the minds of the public.

Through event hosting, governments are able to meet city predetermined goals and objectives, such as economic development, urban renewal and the construction of infrastructure and services. However the benefits of this must be viewed against the element of accountability.

Getz (1997) points out that the costs of the events, are a considerable concern to society, and can raise negative debate concerning the hosting of the event. These costs can however be hidden or justified by the government as promoting urban development, and therefore providing long-term benefits for the host community.

The propaganda generated by the event can overshadow the accountability and opposition raised by the community. Hall (1992: 96) points out that the importance and prestige of these events require a commitment by the government to 'fast-track' planning practices which can lead to ignoring community concerns and problems as these get overlooked at the time of event planning.

Finally, events can empower people or overpower individuals or groups (Hall: 1997). The outside organisers have the power to appoint contractors for the duration of the event and bypass political 'red-tape'. These groups and individuals may not previously have had the same opportunity provided by the government. However, as mentioned before it is possible that the public is not consulted in the planning process and their concerns not heard or acknowledged. Therefore groups are overpowered and individuals are left feeling angry and excluded. The hosting could also be detrimental to political campaigns in these instances. Similarly, the public expects the government to accept responsibility for disasters and problems that arise, even occurrences that are out of their control.

Whatever the reasons, 'events are almost invariably... seen as beneficial at both collective and individual levels because of their ability to promote appropriate images of places and attract investment and tourism' (Hall: 1992, 98). It provides an

opportunity to meet city planning objectives, of urban renewal, infrastructural construction and implementation, economic development, tourism stimulation and political promotion and they generally generate far greater reward in these departments than consequences.

2.5 EVENT-LED TOURISM

Event tourism is the movement of people, who do not reside in the host city, from one place to another for the primary purpose of attending the event. This movement results in an influx of people into the host city surrounding the period of the event. The number of people in the city peaks over the event days.

Tourism is an ever-growing industry. In relation to this continuous growth of tourism, 'the number, diversity and popularity of special events have grown spectacularly over the past several decades and growth is likely to continue' (Ghandi-Aroro and Shaw: 2002, 46). The increasing number of mega-events has a noticeable effect on the tourism movement patterns with host countries often being the 'first choice' of international destinations. It is as a result of this that 'major sporting events have been one of the fastest-growing segments of the tourism industry, with cities and countries vigorously competing to host such tournaments' (Gelan: 2003, 406).

Getz (1991 and 1997) states that event tourism has two fundamental meanings: First, the most basic goal of event tourism is to create a travel demand and provide and incentive or motivation for people to visit. The second refers to the systematic planning, development and the marketing of events as tourist attractions, development catalysts, image-makers and control mechanisms.

If a particular recurring special event is to be successful over time thus creating long term and sustainable tourism inflows, increased and regular attendance is ideal. A high level of repeat visitation is desirable at these events, although this is difficult to sustain, Ghandi-Aroro and Shaw (2002: 47) stated that 'although satisfaction with a particular destination appears to be a necessary condition for explaining much repeat visitation, it is not sufficient to explain the phenomenon since many [tourists had] satisfactory experiences and yet did not return to the same destination.'

2.5.1 Positive aspects of event led tourism

Media attention generates opportunities for destination marketing. The exposure that the host city or country will enjoy as a direct result of the mega-event has an influence on people's decisions to travel to either attend the event or inspire a holiday at another time. Events positively influence the growth of tourism and these are can be sustainable in the long-term. Paddison (1993) confirms this theory; in Glasgow 'while in 1982 there were some 700 000 visitors to the city, in 1993 there were three million, approximately 600 000 of whom could be attributed specifically to the city's designation as the [1992] EC City of Culture' (Paddison: 1993, 348). Law (1994) notes that mega-events bring prestige to a city and raise destination profile, profitability and awareness to the outside world. Mega-events can thus be a means to ensure that cities secure a place on the tourist world map.

Events hold the potential to increase the economic impacts generated by tourism. The influx of tourists is consequently coupled with tourist spending and inflows of 'new-money' (Daniels et al: 2004; Gelan: 2003; Madden: 2002; and Law: 1994), which stimulates and boosts the local economy. Visitors may arrive with the primary purpose of attending the event but it is unlikely that their visit will end there. Many travel around in the host country, spending money throughout consequently spreading the financial benefits. This distribution of the spending contributes to the overall multiplier effect; thus the event not only benefits the host city, but other regions in the country as well.

In most countries, certain cities are more favourable to a tourist than others; the hosting of a major event in a lesser-visited city further spreads tourism regionally. Hosting multi-venue events, such as the Cricket and Soccer World Cup further presents the host country with the opportunity to spread tourism across the board as the spectators need to travel from city to city, they therefore spread tourist spending throughout the country. These high profile events are consequently much sought after.

It is likely that visitors attending events will stay in the host city for a longer period of time than is usual, consequently generating greater money inflows. A further advantage of event tourism is that it provides the opportunity to extend the tourist season. Events can be planned to occur outside of the peak seasons therefore increasing tourism traffic when it would normally be low. Costs of travelling are cheaper and there are sometimes reductions in crowds which can therefore be more appealing to potential visitors (Getz 1991).

'Sporting events attracts tourists of higher income' (Getz: 1991, 28); who are prepared to spend more. Sporting events appeal to people who follow trends in travel destinations and who come from a higher income bracket. These people may travel in families or larger groups, rather than the adventurous backpacker type tourist who travels alone, or in pairs, and on a budget. For this 'higher-end tourist' 'high price is not a problem if the quality matches. Longer-distance travel is not necessarily an impediment to these groups, as they are willing to spend time and money in satisfying their special interests' (Getz: 1991, 89).

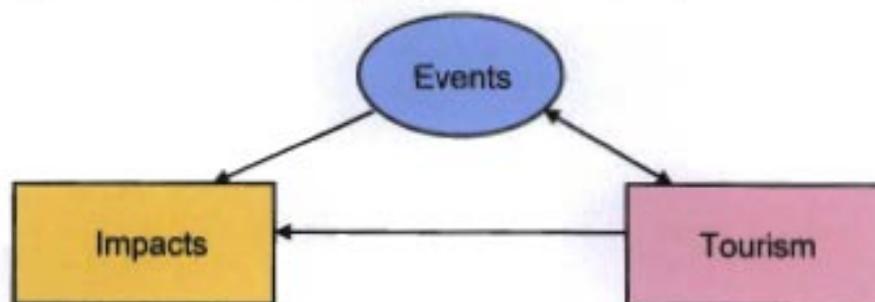
2.5.2 Negative aspects of event led tourism

Edgell (1993) discusses the socio-cultural and environmental implications of international travel. He points out that mass international tourism can cause a distortion of local festivities in that they can become 'staged' spectacles. In some cases, festivities are presented solely for the benefit of the tourist. These acts and performances might have originally had historical or cultural significance but this has been lost in practice.

Tourism leads to a closer association with people of different races, creeds, religions and cultures. The experience and adoption of one culture into another can result in a loss of the indigenous culture and traditions. 'Thus, to some people tourism leads to the disappearance of traditional human environments and replaces them with towers of artificial concrete, ideas, ethics, morals and in effect, threatens the whole fabric of tradition and culture' (Edgell: 1993, 214). Indigenous architecture and building practices may be lost when the host country conforms by constructing 'international' stadiums, hotels and shopping malls to satisfy the tourist requirements.

The tourism pulse caused by the hosting of special and mega events has enormous impacts upon the host city. The Figure below illustrates the relationship between events, impacts and tourism. Events, in this case, are the primary cause for the influx of tourists and the impacts imposed on the host community. Tourism will initially have a one-way relationship with impacts, in that tourism is a large contributor to the impacts experienced as a result of hosting an event. In contrast, the impacts caused by hosting an event are rarely an influence upon tourism; however tourism is a primary motive behind the objectives, goals or outcomes of the hosting events.

Figure 1: The relationship between events, impacts and tourism



2.6 IMPACTS OF MEGA-EVENTS: SCOPE AND MAGNITUDE

There are a number of factors that determine the scope and the magnitude of the impacts caused by events. The most prominent factors are the size and scale of the event, as the impacts produced are proportional to these factors; the larger the event the greater the scope and magnitude of the impacts. However, the duration, location and infrastructure requirements also play central roles in creating both positive and negative impacts on the host city.

Definitions of these factors and their impacts are summarised in Table 3 (Hall: 1990):

Table 3: Factors determining the impact of hallmark events

FACTORS	IMPACTS
Goals	What are the economic, environmental and social goals of the event and how can they be incorporated into the planning process?
Size	Given the host community's tourism infrastructure how many people can be accommodated? How many people will be arriving?
Length of Event	This is crucial in estimating the impacts. The longer the event and the period of event preparation (and breakdown), the greater is the likelihood for social disruption within the host community.
Frequency	Planning procedures for a once off event will be different from those for a recurring event. One-off events, of a large scale, often result in fast-track planning due to the reduced time-scale. A regularly occurring event can be incorporated into the formal planning structure of the host community.
Location	The location will have certain environmental, infrastructural and social characteristics that will need to be accounted for in the planning process. A potentially useful concept in examining the location of an event is the notion of a carrying capacity beyond which the characteristics of the area will become degraded or lost.
Transport	How will visitors be transported to and from the host community and venues?
Market Segment	Specific events will attract specific segments of the tourism market. What are the characteristics of the market segment that will be attracted to the hallmark event? What aspects of the planning process need to be examined in order to maximise the positive effects of the increased visitation and minimise the negative?
Administrative Coordination	How can inter and intra-governmental relations be enhanced to improve planning and coordination for the event? How can communication between private industry and the community be improved in order to maximise the smooth operation of the event?
Infrastructure	How can existing infrastructure be maximised? How much new infrastructure, if any, needs to be built for the event? What will be the use of the infrastructure after the event?

Source: Hall (1990, 15)

Impacts thus have both positive and negative implications for the host community. These impacts can be measured in four spheres: economic, social, physical and political.

2.7 ECONOMIC IMPACTS

The impact on the economic sector is the most researched and attractive impact caused by mega events. This is usually the sector used in evaluating the success or failure of the event, as comparisons are drawn between money spent and money generated (Gelan: 2005, Daniels et al: 2003, Hiller: 1998 and Hall: 1990). However Cornelissen (2004) points out that it should not be the only element in deciding whether or not the event was successful.

Researchers have used a variety of different methods to assess the economic impacts of an event upon the host city (Daniels et al. 2004; Gelan 2003; Tribe 1995; Getz 1991 and Roberts and McLeod 1989). Models have been produced to assess these impacts which are often complex and only pertain to the specific case study involved. However, localised as these models may be, they have a necessary function in providing a valuable benchmark for future comparisons. Success can be measured by assessing the economic impacts between the same events held year after year, or between different events held in the same city, or between events held in different host cities.

Tourist expenditures are often used when calculating the economic impact of the event, however, there are questions as to who to include in the survey. According to Gelan (2003), when calculating tourism expenditures only tourists who have come to the host country for the primary purpose of attending the event should be included, as the event is solely responsible for their expenditure. He further makes reference to the 'time-switchers' who alter their holiday dates in order to coincide with the event and states that they should not be included in economic surveys. 'Time-switchers' would make little change to the inflows of cash however they may spend more than they would have otherwise. National tourists should also be included as money is spent in the host city that would have been spent elsewhere, for example and the

tourists' hometown, and they therefore impact upon the host city. But it is debatable whether or not it is appropriate to include residents' expenditure because events are tools for community development and they form part of the community economy. Daniels, Norman and Henry (2001: 181) state that 'the economic impact of sport events, involves measuring the net effect of non-resident spending above and beyond what would be expected in the region if the event was not held.'

Mega-events are driven by the incentive of economic gain, however initially, in order to host an event and in order to financially benefit from the experience, large investments by public and private organizations need to be made. The risks in hosting an event lie in investing enormous amounts of money in projects that may never be profitable thereafter, such as developing a large stadium that will not be used to its full capacity after the event (Hall: 1990). The short and long term political and economic benefits that can be gained from hosting an event, however, make them an attractive strategy for economic and tourism development (Cornelissen: 2004 and Buthelezi: 2002)

2.7.1 Positive impacts

The visitor and spectator expenditure, capital and operational expenditure comprises the primary expenditure generated by the hosting of the event (Roberts and McLeod: 1989). This primary expenditure would not have occurred in the absence of the event. Local economic impacts caused by mega-events are twofold. They either derive from the inflows of tourist 'new money' or from the spending that the event encourages among local authorities, private investors, tourists and residents.

Four key positive impacts are identifiable: employment, investment, government benefits and the multiplier effect. These economic impacts have positive knock on effects onto social and physical impacts.

2.7.1.1 *Employment*

As discussed in section 2.4.2, events create short-term and some long-term employment and therefore stimulate the economy (Buthelezi: 2002; Vohra: 2002; Hillier: 1998, Getz: 1997 and 1991 and Hall: 1992). Although events generate very

little in the way of permanent employment, re-occurring mega-events often have teams of professionals who are permanently employed as a result of the event. Short-term employment is generated prior to, during and after the event especially in cases where large developments are required to host the event.

Daniels, Normal and Henry (2001) and Tribe (1995) point out that the sector directly involved in and benefiting from the employment generated by the event is mainly service driven (recreation services, security, hawkers, hotels and restaurants) thus these events benefit both the informal and formal employment sectors in the short term. Entrepreneurial opportunities that existed prior to and during the event will cease to exist once the event is over. This may be crippling to those who depend upon the income generated by the event and simply force these people back into unemployment. The event may thus create a false sense of security for some, which could be perceived as a negative consequence of the hosting of the event.

The opportunity for home hosting (Burns and Mules: 1989 and Mueller and Fenton: 1989) is created generating cash inflows. Providing accommodation for the duration of the event can allow residents to economically benefit from the event.

2.7.1.2 *Investment*

The most noticeable initial economic impact of an event is the public and private investment that it requires. The preliminary inflow of expenditure generated by hosting the event is a result of the public and private investment that it requires. There is a need for public spending. Without the mega-event governments may otherwise not invest in the city and private investors may have little incentive or reason to invest.

Governments and local municipalities are required to contribute financially to the hosting of the event. This investment is beneficial if it is directed towards permanent infrastructure, services and facilities, such as transport networks, that will benefit the host community in the long-term. Since many tourists come from first world countries, with high standards of living, host cities must be able to cope with the demands and standards that these tourists may expect. Governments are

responsible for cleaning up the city and undertaking urban renewal schemes, especially close to the event location.

Mega-events require large tranches of finance and provide the opportunity for international investors to provide funds and infrastructure for the event. For example, FIFA are required to ensure that stadiums are up to standard for the Soccer World Cups and provide funding and human resources, for the host country, in order to do so. Stadiums that are developed will benefit the host community long after the event. These initiatives can be Public-Private Partnerships (PPPs) (Kammeier: 2002 and Paddison: 1993). Sponsors and advertising are bought and generated by private outside investors and the event therefore generates outside investment that would certainly not have occurred otherwise. When discussing the large economic centres in South Africa and the hosting of events, Buthelezi (2002: 1) stated:

'Their success therefore in attracting these major international events is often regarded as a window of opportunity to market and enhance the position of the country as an emerging important global player and therefore a safe destination for economic investment.'

2.7.1.3 Government benefits

Expenditures at events can benefit governments (Getz: 1991) as tourist spending includes highly taxed goods, including hotel rooms, alcohol and sales taxes. Some countries also apply 'Tourist Taxes' in some places, especially hotels and tour companies. Furthermore, these tourists bring with them foreign exchange which strengthens the economy. Ultimately these impacts are what encourages governments to invest in potential mega-events.

2.7.1.4 Multiplier effect

When calculating the economic impact of an event multipliers need to be included. A multiplier is an effect that ripples through the economy as it is secondary spending minus leakages, that have resulted from the financial expenditures generated by the event. Tourism multiplier effects are concerned with 'the way in which expenditure on tourism filters throughout the economy, stimulating other sectors as it does so' (Pearce: 1989 in Hall: 1992, 51).

Getz (1991: 300) discusses the tourist expenditure as direct, indirect and induced benefits for the local economy. 'The idea is that new money ripples through the economy, changing hands many times, thereby having a cumulative and circulatory impact greater than the initial amount of tourist expenditure' (Getz: 1991, 301).

There are a variety of types of multipliers that can be used in order to assess the impact of economic benefits (usually due to tourism). Three most common multipliers (Gelan: 2003; Norman; Daniels and Henry: 2003 and Roberts and McLeod: 1989,) are:

- *The output multiplier* refers to the extent of changes in the level of activity in one industry and the knock-on effects to other connected sectors.
- *The income multiplier* refers to the change in household income created by the event.
- *The employment multiplier* measures the change in employment levels in related sectors as a result of the hosting of the event.

Tribe (1995) identifies an additional multiplier, the government revenue multiplier. This is derived from the governments income generated by the event and which may stimulate government spending. The spending and the effects of the event and its multipliers diminish the further from the event location you go.

Mega-Events generate an abundance of economic activities in the time surrounding the event. It is anticipated that these activities stimulate the local economy provide sustainable opportunities for long-term investment and other event-led activities, beneficial to the local population.

2.7.2 Negative impacts

Mega-events are economically risky as there is no way to determine the return on investment prior to the event. There is therefore great financial risk for local, provincial and national governments in funding events. Gelan (2003) rightfully draws attention to the huge amounts of public spending and the burden born out of taxpayer's money, while Waitt (2003: 213) states that 'for some, public expenditure on sports infrastructure may never be justified'. The potential return on investment

compared with funds spent on much needed public services is a consideration provincial and local governments must face when determining whether or not to bid for an event.

For example, Durban is currently constructing a multi-purpose stadium for the 2010 Soccer World Cup. This stadium is necessary for the event undoubtedly however the long-term sustainability of the development is questionable. The project expenditure amounts to R1.6 billion and it is expected that it may be filled to its full capacity only once. Furthermore, the ongoing cost of the maintenance of the stadium could be crippling. Corbett an ex-councillor for the beachfront region was quoted in the Weekend Witness on 24 June 2006 saying:

‘I don’t think we can fairly call it a white elephant. But I do think that there may be problems sustaining the stadium post-World Cup’

Simply, the variety of economic impacts caused by mega-events are almost always of benefit to the host community. Mega-events require local and international investment in tangible assets which impact the local community. However when public spending is concerned, caution needs to be taken and the public needs to agree that their money is being rightfully spent, ‘further the ratio of taxpayers costs to benefits’ must be weighed up (Fainstein 2003: 240).

2.8 SOCIAL IMPACTS

Social impacts must be considered a most significant aspect of tourism development (Hall: 1997). The social dimensions of hosting events are important, not only because of the general well-being of local residents but because of the interaction that takes place between local residents and tourists and the experiences that each have at the hands of the other. The more impressed tourists are by the attitude and welcome by the people, the better the general perception of the host city and country. It must be noted that the economic benefits of hosting an event can greatly alter and improve the social impacts of hosting an event in the minds of the residents and they are therefore an integral part of the social dimension of hosting such an event.

2.8.1 Positive impacts

Waitt's (2003) and Mueller and Fenton (1989) reveal that on the positive side hallmark events instil an enormous sense of pride and patriotism in the country, which escalates as the events draw near. This in turn, unites the people in the city and 'helps to combat the culture of nihilism' (Waitt: 2003: 215). Furthermore, mega-events encourage community spirit and involvement (Hall: 1997).

It is understood by the general public that hosting mega-events is a mammoth task and being able to execute a successful event, proves competence and self-sufficiency (Mueller and Fenton: 1989). It provides a sense of empowerment, privilege and importance (Hall: 1990) that is derived from the association with an important historical event (Mueller and Fenton: 1989), for both those involved and for the spectators.

Burns and Mules (1989: 183) identify some 'less tangible' benefits experienced by the host community for the duration of the Adelaide Grand Prix. Many of these benefits are associated with a person's state of well-being or psyche: a positive self image and opinion is generated in the host community, a general sense of excitement and sense of community is fostered. These are recognised as social impacts. In addition, the opportunity to have guests gives general pleasure in experiencing the event. Furthermore, norms are sometimes relaxed for the event, such as strict drinking laws (Mueller and Fenton: 1989), or venues that that are usually limited in access may be opened the host location, which in turn provides access to an area that would normally be 'off-limits' or infrequently visited.

The increased motivation to interact and entertain induced by events encourages social relations across and outside social groups both from within and without the host country. The example of home hosting encourages host-guest interactions between people who would normally not socialise (Hall: 1990).

2.8.2 Negative impacts

Fernanda et al (2003) acknowledges that events such as the Rio de Janeiro Carnival are used to 'promote urban life'. The inconveniences generated by the event

amongst these urban dwellers may render this a false promotion. The discussion of Rio de Janeiro's annual carnival reveals this event can lead to an 'inversion' during the duration. Locals leave the city to escape over-crowding, congestion and other discomforts, whilst tourists both national and international, arrive.

Impacts such as price increases and lack of access to facilities can result in locals feeling excluded from local services, Gelan (2003). These negative social impacts often lead to xenophobia and consequently a degeneration of the relationship between residents and tourists.

There have also been numerous records of increased crime and hooliganism in the time surrounding the event (Hall: 1990). Body-Gendrot (2003) brings to our attention the safety and security risks in hosting an event. Thieves are drawn to tourists who carry large amounts of cash, and are thus susceptible to muggings and robberies. Moreover, in order to address this issue, private and increased security is needed which is a financial cost for the event hosts (Mueller and Fenton: 1989). Events themselves can cause riots and fights at the location of the event (Getz: 1991) while spontaneous eruptions break out in the surrounding city which consequently requires the need for robust security systems in order to mitigate potential destruction.

The impacts of the Adelaide Grand Prix on road accidents was analysed by Arnold, Fischer et al. (1989). They argued that the event led to an increase in faster driving. This 'hoon effect' is defined as 'a reckless, irresponsible driver' discussed by Hall (1997 and 1990, 78) and resulted in a dramatic increase in road accidents in the time surrounding the event.

The inconvenience factor imposed upon the residents for the duration of the event is possibly rated the highest negative social impact. The overcrowding and overuse of services is an annoyance for local residents. The noise factor and extended partying hours is also an influential negative social impact for residents living nearby to an event, especially in the case of a noisy event such as a Grand Prix. The increased numbers of people in a concentrated area leads to congestion, traffic, litter, route disruption and the sharing of local facilities. Consequently, this results in discomfort

and extended travel times, forcing residents into a change in routine for the duration of the event (Mueller and Fenton: 1989).

The scale of event influences the degree to which the social impacts are felt. Determining the extent of these social impacts of a mega-event is difficult as impressions will vary depending on a person's income group, race, place of residence together with a host of other influences. However, people are usually understanding and realise that the event is held over a short space of time and are therefore accepting of the negative impacts. These events have however inestimable intangible value in that they bring people together, physically and emotionally, while they instil a sense of unity that may otherwise not have existed.

2.9 PHYSICAL ENVIRONMENT

Physical impacts are inextricably linked to social impacts and are in most cases difficult to separate. Physical impacts regularly have social consequences, for example, road closures surrounding the event location necessitate detours and result in increased traffic, this increases journey times and frustration for both drivers and passengers. The two dimensions of physical impacts are the natural and the built environment.

2.9.1 Positive impacts

The aesthetics of the area in which the event is held is important in the development of an image of the host city. The area within which the event is held is visited the most frequently and by the greatest volumes of people. It is also the area of the city that receives the most marketing and media exposure, both locally and internationally. It is a representation of the city and must therefore be attractive and in good condition. Should the area degraded, urban regeneration may be necessary.

A great deal of literature exists on the role of flagship developments upon urban renewal. Holliday (2003), Fernanda et al. (2003), Lourenco (2003) Hall and Selwood (1995), Smyth (1994), Bianchini (1992) and Healy et al. (1992) all concur that the hosting of an event may initiate the vital onset of urban regeneration.

Areas, once redundant, can be promoted and developed (Wiatt: 2003). City management may make the decision to develop stadiums and other facilities in degraded areas, in order to stimulate needed urban regeneration. For example, the Sydney Olympic Games Village was constructed in an area that required extensive upgrading and renewal. The event provided the opportunity and motivation to do so (Holliday: 2003 and Wiatt: 2003). Urban regeneration thus ensures that investment is focused. Event hosting can thus be a vital strategy used to create equality in service provision and infrastructure thereby stimulating sustainable improvements in the quality of life for all residents.

New services or infrastructure may be installed as a result of an event, thus benefiting the host community in the long term. The 1987 America's Cup in Freemantle provides an example where the existing archaic infrastructure of a once degenerate port was redeveloped and revived in order to cope with the event, while the city itself underwent massive urban reconstruction in order to present itself to the world.

An example of the services and infrastructure necessary for the event includes the provision of housing for participants. It is possible to later offer this as public housing schemes or to sell these properties. If required, these housing schemes can be developed in locations close to the city centre and assist in increasing inner city densities.

The city structure, elements and form are always a symbolic reference to its history and identity. In most cities there are symbols, structures and landmarks unique to that place which are historic and are part of a region's heritage and culture. Heritage and culture are both socially constructed (Hunner et al: 2006 and Graham: 2001) and can be tangible assets or intangible values, ethics or even actions. Ross (1996) acknowledged that built heritage is difficult to define and consequently referred to tangible symbols such as listed buildings, conservation areas and ancient monuments when discussing built heritage. Two elements make up the tangible assets, natural and the built environment whilst the intangible are more difficult to identify and conserve and sustain. These physical features have a strong social value as they are appreciated for their beauty, such as an old architecturally beautiful

building or meaning, such as a monument erected to commemorate war heroes. These symbols may have been degraded over time and the event provides a motive for buildings and monuments to be restored and serves as an opportunity to eradicate blight.

Deffner and Labriandis (2005) and Law (1994) state that mega-events are catalysts for change, are unifying, and that they should be part of a long-term campaign thus rendering them sustainable. The positive physical impacts can have knock on positive social impacts and develop an improved quality of life in the long term.

2.9.2 Negative impacts

The negative physical impacts of traffic congestion, of overuse of services and facilities, which have been discussed in the earlier section, pose significant social implications.

Negative physical implications induced by urban regeneration may result in a distortion of development. Focus on the area within which the event is to be held means that development may be concentrated in some areas whilst others remain neglected. Furthermore development often poses risks to the value and existence of cultural and heritage symbols and structures. When formulating operational and development plans, actions to preserve architectural and cultural elements must be considered and included into planning strategies.

It is possible that development is not in keeping with city aesthetics. Planners and architects need to ensure that the urban regeneration does not change the nature of the environment. It is also possible that events can lead to the damage to these buildings and monuments as a result of vandalism, construction and development can occur.

The physical impacts greatly affect the residents in the host city, either positively in the case of urban renewal and the development of infrastructure, or negatively in terms of the social inconveniences that these events bring. The extent of the

operations and impacts relating to the mega-event can be established prior to the event. Thorough planning is then necessary to address these issues.

2.10 URBAN MANAGEMENT AND MEGA-EVENTS

Urban management is the coordination of the physical, social, economic and environmental elements of a city. It is comprised of (physical) planning, administration and analysis (Thornley and McLoughlin: 1972). Without urban management the city would be chaotic as this controls city functions cross cutting issues such as, urban governance, urban poverty alleviation, urban environmental management and HIV/AIDS (UN Habitat: 2006). Urban management necessitates the interaction of city departments with 'local authorities, the private sector, community representatives and other stakeholders to discuss specific issues and solutions to key urban problems' (UN Habitat, Urban Management Programme: 2006).

Mega-events contribute to enormous disruptions to the normal functions of a city. Effective actions need to be taken in order to manage these disruptions. Therefore urban management is thus a necessary element, determining actions that will maximise the positive and minimise the negative impacts imposed upon a city as a result of the event.

The following are local governmental line departments that directly involved in the planning and management of mega-events:

- Roads and Transport
- Security
- Parks and Recreation
- Health and Sanitation
- Emergency Services
- Electricity
- Water
- Solid Waste
- Business Support
- Communications

The co-ordination and relationships between these intergovernmental departments play a vital role in urban management. A comprehensive strategy for planning and managing a mega-event demands the cooperation and the concerted effort on behalf of all these departments.

2.11 APPROACH TO COPING WITH MEGA-EVENTS

The formalisation of plans of actions, that are necessary for hosting an event ensures that the project is co-ordinated and efficient. The researcher has determined that the operations of the event take place in three stages, these are:

- Pre-event planning and preparations
- The impacts, management and operations that occur during the duration of the event
- Post event rehabilitation and evaluation

2.11.1 Pre-event planning and preparations

The first phase of the management of mega-events is broken into two steps; the desktop studies and the implementation phases. The first phase is the process of establishing the necessary actions and the second implements the plans formulated in the first.

Depending upon the policies of the host city and country, it may be necessary to conduct an Environmental Impact Assessment (EIA). This involves an evaluation of the landscape of the host city by identifying existing infrastructure, facilities and services. All the possible potential impacts that the mega-event may have on the host city are identified. The EIA process includes collaborative planning which ensures the input of all potential stakeholders and interested and affected parties (Interested and affected parties), is necessary.

The EIA document then provides the planners with a complete understanding of the impacts and allows them to formulate plans for the potential actions that need to be taken in maximising positive impacts and mitigating the negative impacts. At this point operational plans are drawn up.

Once plans from all related departments have been formulated, collated and phasing determined, implementation of the documented operational plans can occur. This includes actions such as the construction of stadiums or creating transport infrastructure. These actions are phased according to the length of time necessary to implement, however implementation actions often increase as the event draws near.

2.11.2 During the event

It is during the event that the impacts of the mega-event are the greatest. The issues that arise on site, such as traffic congestion and higher incidences of crime, make demands on normal city operations. Careful planning and coordination is necessary to ensure the smooth running of the event and minimise any negativities.

A large portion of the empirical research necessary for the socio-economic surveys is conducted during this time. These surveys are necessary for the post evaluation and for determining the way forward.

2.11.3 Rehabilitation and evaluation

Operations after the event often relate to the physical environment and include the clearing up and breaking down of the facilities used at the event. Restoring the environment to its original condition, or even to a condition which is deemed superior, is often a determining factor in the experience that the residents will retain of the event.

Evaluations of the event planning, incidences and impacts take place at this time. Evaluation is measured in three terms: outputs, which largely relate to the economic and other quantifiable benefits; outtakes which relate to the lessons learned for the future holding of any events; and outcomes which are to do with the skills, relationships and networks that are derived as a result of hosting the event. Methods for establishing these can be determined in a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, a socio-economic impact report, the

interviewing of participants, the evaluation of media attention and sometimes input from focus groups.

2.12 CASE STUDIES

Two case studies have been selected to illustrate national strategies that have been put in place in order to successfully host mega events. Two further case studies discuss one successful mega-event and one failure.

2.12.1 Two cases of national strategies

New Zealand and Australia, provide insight into the strategic approaches to, and motivation for, national event hosting strategies.

2.12.1.1 *New Zealand*

New Zealand has one of the most comprehensive and developed Event Tourism Strategies (Getz: 1991, 100). Due to its exquisite landscapes and its clean, friendly and safe appearance, the country has enormous tourism potential and has used this as a strategy for triggering economic growth. The aim of the strategy was to combat inflation, rising national budget deficits and stagnant domestic tourism. The New Zealand Tourist and Publicity Department (NZTP) has been sensitive to the effects of tourism on the host environment and has taken measures to ensure that the environmental and social quality has not been jeopardized.

During the campaign to boost tourism in New Zealand a number of goals and objectives were laid out in the *New Zealand Tourism: Issues and Policies Strategy* in order to expand the tourism sector and to increase the benefits brought by tourism. Getz (1991, 106) lists the objectives as:

- Increasing the number of foreign arrivals
- Increasing the length of stay by tourists in each market
- Assessing the most profitable market segments and increasing arrivals from each
- Developing greater community awareness and participation in the benefits of tourism

-
- Encouraging high-quality products and investments
 - Encouraging New Zealanders to spend their holidays in the country; thereby curbing their expenditure outside the country and possibly encouraging citizens to take more holidays

The hosting of events, and in particular international and high profile events, was identified as a means to achieving many of the objectives identified above.

In order to kick-start the hosting of events a program was established. This program began with developing and researching a database of international and national events. Next, contact with event co-ordinators or bodies was forged and good links and relationships formed. Existing possible venues were identified and assessed as to their potential, and further needs within the country were established. Development priorities for the provision of further facilities were then established. Criteria for hosting mega-events were determined in order to ensure their feasibility; these included: the participation of over 1000 people; profitability of over \$3 million or the potential for development that the event brought.

Once the kick-start was completed, the groundwork continued, efforts were made to promote awareness within the public and private sector by the distribution of pamphlets, by representatives talking to municipalities and generally promoting events as a catalyst for tourism development.

New Zealand's strategy for the hosting of events as a mechanism for Tourism Development was particularly aggressive and successful in attracting and promoting New Zealand as a world class tourist destination.

2.12.1.2 *Australia*

During the 1980s Australia was the fastest growing tourist destination in the world. The hosting of three high profile sports events (the 1987 America's Cup; the Australian Bicentennial Games; and the 1988 World's Fair), and the movie *Crocodile Dundee* supported and boosted this trend in tourism. The Tourism Ministry was alerted to the potential and opportunities that arise out of promoting events as a

tourist draw card. Tourism was recognised as the best growth industry and therefore one that encouraged a strong element of development.

In a report called *Directions for Tourism* (Getz: 1991, 112), goals and objectives for tourism were made clear:

- To develop the tourism industry for its economic and social benefits for the residents
- To increase heritage conservation
- To include aborigines in development and decision making
- To ensure that the cultural and environmental elements were not jeopardized

Due to the nature and interest of the Australian population in sports combined with the fact that the ministry responsible for sport and tourism, hosting sporting events became high on the list of priorities. Sporting events were evaluated according to their potential profitability, advantages and benefits, prior to bidding or hosting the event. This strategic approach to planning encouraged success and ensured that Australia was put securely on the tourist map.

Although the event strategy appears to be a national policy, there was no formal national event strategy in place; instead each state adopted their own agenda in hosting these events. The strategies included the development of themes and imagery for an area, regional or local, to encourage tourists to stay longer, to reap the social benefits that events may bring, patriotism, belonging and importance, and most importantly to improve economic status through increased employment and better income levels.

2.12.2 Two cases of city strategies: one with positive and one with negative outcomes

The case study of Freemantle provides an example of an event that was highly successful in stimulating urban regeneration and putting the city on the international tourist map. The final case study of the European City of Culture in Thessaloniki in

Greece, demonstrates how the lack of planning and preparations, and urban management, resulted in poor outcomes and outputs of the event.

2.12.2.1 The 1987 America's Cup in Fremantle

Fremantle is located on the west coast of Australia, near to Perth. Perth, being the bigger, stronger city attracted investment and opportunities, leaving little room for Fremantle to compete. Fremantle was once considered a 'Vintage Port' and had a beautiful harbour façade, with many old Victorian buildings. The city, however, had degraded, physically, socially and economically (Shaw: 1989 and Hipkins: 1989); which prompted city and event planners to host the America's Cup sailing event there in 1987. Hosting the event would require extensive investment and much-needed urban renewal thus city planners used this opportunity as a catalyst for development. This event was particularly significant as it was the first time that the event was to be held outside of the United States of America (Shaw: 1989, 43).

Like all mega-events; hosting this event had both positive and negative impacts upon the host city and community. Physically, the built environment was particularly degraded at the time and the event therefore required extensive redevelopment, upgrading and renewal (Soutar and McLeod: 1989). The improvement of the existing facilities included the creation of a new marina and the improvement of the current port (Hipkins: 1989). Rail access to the port was vital and, at the time, the movement to and from the port via the railway was extremely limited. The simple solution to providing passenger access was to create a station and railway crossing that facilitated access to the port by train. Hipkins (1989) maintains that the council went to considerable effort to ensure that the character of the aesthetic appearance was not compromised in the development of new buildings. However conversely, Hall and Selwood (1989, 110) argue that, 'The Fremantle City Council has had a policy of historical building preservation since the early 1970s but this had not stopped the construction of incongruous buildings when there were perceived financial benefits to the city'.

The investment by the public sector in the area subsequently attracted private investment and economic opportunities. Many initiatives such as the provision of

public housing and commercial redevelopment had been on the drawing board for some time and hosting the event solidified these proposals (Hipkins: 1989). The influx of new businesses into the area ensured economic growth and furthered job opportunities.

Hosting such a large event also guaranteed international exposure and consequently strengthened tourist interest and secured 'high prominence in the world tourism market place' (Cowie: 1989, 81). Hosting mega-events, as mentioned in previous sections, is often a mechanism for tourism development and for attracting tourist interest, as was the case for the hosting of the America's Cup in Fremantle.

Whilst the excitement of hosting the event and the long-term better quality of life were positive social impacts, initially the decision to host the event was met with hostility from the residents. They felt that development would ruin the character of the area and some people were forced to move from their homes near the waterfront due to rent increases. However, the long-term social impacts have resulted in an overall higher economic status, improved social morale and a better city appearance.

The hosting of the America's Cup in Fremantle was strategically planned and played a vital role in the development of a degrading city. Although initially local residents suspected that the event may do more 'hurt than help' the event assisted in far more long-term positive impacts than negative and possibly saved the city from complete ruin.

2.12.2.2 Thessaloniki

An event known as the 'European City of Culture' was held in Thessaloniki, Greece, in 1997. This comprised a series of cultural events which were held throughout the year. These included exhibitions, workshops, shows and sports contests. Deffner and Labriandis (2005) in their analysis of this event identify the lack of strategic planning, city marketing and a tourism policy.

Most of the events were poorly attended. This was because events were similar in nature and the venues for events were held in a variety of locations outside the city. Furthermore majority of the event was held at the wrong time of year which

As a result of the lack of strategic planning, the event was not successful. Events were poorly attended and the large budget spent on the event did not yield a great return on investment as few international tourists visited and performances were under attended.

The reasons the event was not successful are that first: the marketing strategy had targeted the wrong market, 80% of the people who attended the events were from Thessaloniki. Compared to the European City of Culture that was hosted in Antwerp, 46% of the people that attended the events were international visitors.

Secondly, although local residents were targeted as audience members most of the events were held in the summer, in the holiday months, when locals leave the city for their summer holidays.

Thirdly, many of the events were similar in nature, thus deterring repeat viewers. Fourthly: poor locations were selected, locations which were often out of town and inconvenient or difficult to reach. The locations were also often ill-suited to performances and there simply were not enough venues to host all the events. Event locations were often changed at the last minute or rescheduled, causing confusion.

Fifthly, despite the considerable budget, the investments were distributed too widely. Finally, budgets and time schedules were not adhered to and consequently the delivery of the majority of projects was well after all events had ended. Deffner and Labriandis established a need for a flagship project which would have provided an internationally significant venue and kept the performances together (rather than the spread out, city-wide events). It would also possibly have been attractive to future high quality cultural activities and could have been a living symbol of the city.

A distinct lack in strategic planning in all areas is evident in the case of Thessaloniki. Had a broad strategic plan been formulated in good time and all impacts, requirements and possibilities been examined, the event would have been far more successful and could have generated projects and funds to benefit the host city in the long term.

2.13 CONCLUSIONS

The fundamental elements of impacts caused by mega-events have been discussed above. The larger the event the greater the impacts and therefore there is a greater need for urban management and strategic planning. The mitigation of negative impacts and the maximisation of positive impacts requires that sound operational strategies are in place and executed for the event. Mega-events are always attractive due to the potential economic benefits gained as they are good mechanisms to stimulate economic growth, job opportunities and tourism development as well as instil pride and excitement in local communities.

eThekwini Municipality has recently conceptualised a strategy for hosting events. This strategy is still in its infancy and has not yet been fully documented. In terms of this the city managers aim to be more proactive about attracting mega-events into the city. The primary objectives of hosting events in this city are: to stimulate economic and tourism development; to showcase and market the city; and to build on corporate and business relationships. The following chapter describes the background to hosting the A1 Grand Prix in Durban and explains how this event fits into Durban's event hosting strategy

3. THE A1GP IN DURBAN: CONTEXT

3.1 INTRODUCTION

A1 motorsport is a brand new sport, conceptualised in 2004. The first ever event took place in Great Britain in September 2005, while Durban first hosted this event from 27-29 January 2006. As Durban did not possess an existing racecourse, this necessitated the creation of one in the streets behind the beachfront. The result was that the race in Durban was the only A1 street race in the 2005/06 season. While the development and ultimate use of the racecourse added to the attraction of the event, it affected many people due to its proximity to the city centre, its residents and businesses. This meant that Durban faced far more challenges in hosting the event.

eThekwini Municipality, Durban's local government authority, has a strategy for the attraction and management of event hosting. The A1 Grand Prix fits the profile of the events that the city desires, as it provided opportunities for relationship building, city marketing and economic opportunities. The event further provides the potential for the city to create a legacy of the A1 Grand Prix and Durban. This is in keeping with the image of the city managers wish to convey.

3.2 BACKGROUND OF THE A1 GRAND PRIX

Unlike other motor races, the A1 Grand Prix put country teams against other country teams, rather than a contest between individual drivers. The rules stipulate that all the cars use the same Lola control chassis, Zytek engine and Cooper Avon tyres. Thus 'it is a series where technology and innovation are deliberately equalised and performance is determined by human bravery, skill and excellence' (A1GP World Cup of Motorsport website: 2006). The race is considered highly strategic, revolving around driver skill rather than the car with the fastest engine. This has enormous appeal to the fans.

The A1 Grand Prix is made up of a series of events, held in 11 cities throughout the world in 2005/06, and would have been competed in 12 cities at the end of the 2006/07 world circuit. Each team is rewarded points according to their placement in each event, and these points are accumulated throughout the season. The team

with the most points at the end of the Grand Prix season wins. This world circuit takes place over a six month period from October to April, each event takes three days, from Friday to Sunday, with the main feature event taking place on the Sunday afternoon.

The concept of the event was created by Sheikh Maktoum Hasher Maktoum Al Maktoum of Dubai. Once the series had received the backing of the Federation Internationale de l'Automobile (FIA), motorsport's management structure, new executive directors, Brian Menell and Tony Teixeira, both South African businessmen, were appointed to oversee the sale of franchises for the operation of international teams. Thirty franchises were made available; twenty-three of them were offered to particular nations, while the other seven were opened to tender for nations that had not been initially targeted.

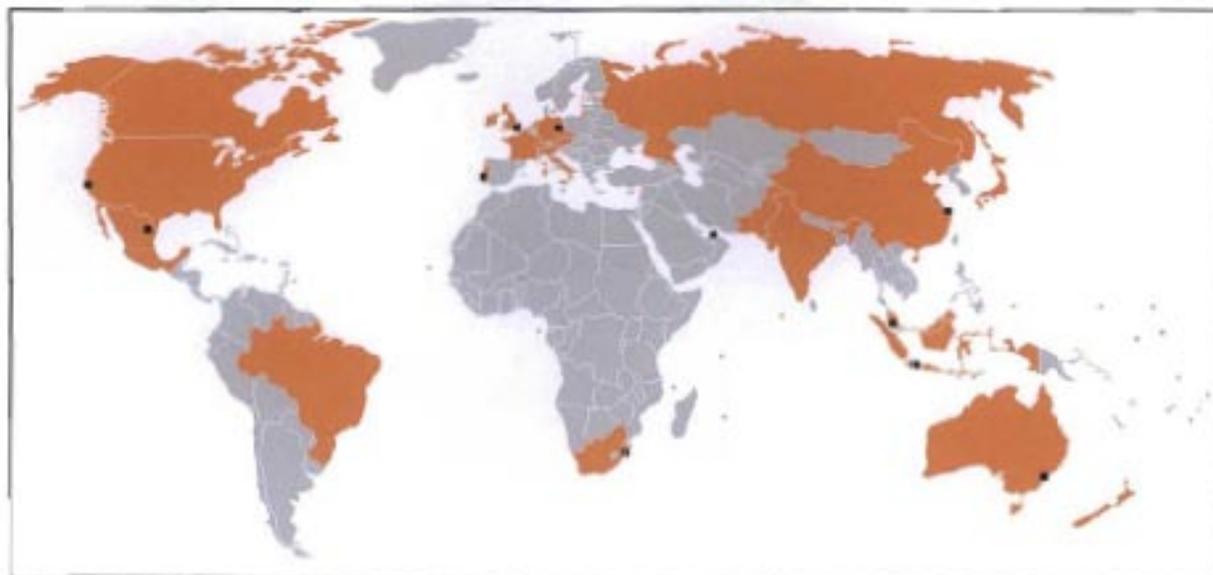
The FIA is responsible for all competitive motor racing sports, the A1 Grand Prix is one of the sports managed by the FIA. A1 Holdings is the parent company that oversees the management of the sport and its events worldwide, whilst the A1 Team South Africa is the subsidiary company, based in Johannesburg, which manages the South African event and the South African A1GP team.

The countries that are involved in the event are as follows:

- Australia
- Austria (2005/06 only)
- Brazil
- Canada
- China
- Czech Republic
- France
- Germany
- Greece (joined 2006/07)
- Great Britain
- India
- Indonesia
- Ireland
- Italy
- Japan (2005/06 only)
- Lebanon
- Malaysia
- Mexico
- The Netherlands
- New Zealand
- Pakistan
- Portugal (2005/06 only)
- Russia
- Singapore (joined 2006/07)
- South Africa
- Switzerland
- United States

Figure 2 illustrates, in orange, the participating countries, and the dots represent the event locations.

Figure 2: Participating countries and the event locations for the A1GP



Source: Wikipedia: A1 Grand Prix

The cities that hosted the A1 Grand Prix in the 2005/06 season are:

1. Brands Hatch – Great Britain
2. Lausitz – Germany
3. Estoril – Portugal
4. Sydney – Australia
5. Sepang – Malaysia
6. Dubai – United Arab Emirates
7. Durban – South Africa
8. Sentul – Indonesia
9. Monterrey – Mexico
10. Salinas – USA
11. Shanghai – China

The 2006/07 host cities

1. Zandvoort – The Netherlands
2. Brno – Czech Republic
3. Beijing – China

-
4. Sepang – Malaysia
 5. Sentul – Indonesia
 6. Taupo – New Zealand
 7. Sydney – Australia
 8. Durban – South Africa
 9. unconfirmed – Mexico
 10. unconfirmed – Brazil
 11. Shanghai – China
 12. Brands Hatch – Great Britain

There six new cities hosting the event in the 2006/07 season and Durban is one of the other six cities to host the event again. The 2006/07 A1 Grand Prix season is already underway, building on the success of the previous season.

3.3 DURBAN'S EVENT STRATEGY AND THE A1GP

eThekwini's 2006-2011 Integrated Development Plan (IDP), '2010 and beyond', incorporates a number of strategies, one of which is an 'Economic Development and Job Creation Strategy'. The goal of this strategy is to 'develop the economic wealth of the eThekwini region for the material well-being of all its citizens' (eThekwini's Municipality IDP: page 32).

The economic development strategy aims to stimulate the economy, address unemployment and encourage SMMEs. It is further broken down into a variety of subsidiary programmes, one of which aims to 'support and grow tourism and related industries'. Given the potential economic benefits and the relationship with tourism, hosting mega-events is seen as a mechanism to achieve this. No formal documentation yet exists for eThekwini's event strategy although this is currently being formulated. Ellingson, together with the other city managers, has clear ideas on the philosophy and the direction of this strategy. She confirmed that the ultimate goal of the event strategy is to win the bid for the 2020 Olympic Games. In order to do so Durban must be an established event destination with capabilities, facilities and infrastructure to cope with mega-events.

The event strategy involves a collaboration between the provincial and municipal governments. eThekweni municipality has encouraged a partnership with the provincial government in order to share expenditure and strengthen intergovernmental relationships. Until recently eThekweni has been passive about hosting mega-events but the new strategy aims to make the city proactive, formally create a profile of preferred events for the city, and research potential events that may fit the preferred event criteria.

Seymore of TKZN reported that an evaluation carried out by KPMG in 1999, indicated that the tourism product of Durban was ineffective and that there was a desperate need to revitalise it and to establish new products and images. In addition it was also necessary to increase tourism generally, in order to trigger economic benefits to the region. Two primary objectives were established: to develop new products, and to revitalise the old tarnished image and create a new image of Durban as a hip and vibey place. This meant firstly identifying the target market to fit the image. Domestically this is the upcoming, young segment with disposable income, whilst the international market aims at families and those who can afford to spend more. Durban further adopted an aggressive strategy to promote itself as 'Africa's Playground'; as the slogan implies, an international sport and recreation destination. The most profitable way to promote tourism and to establish the lifestyle image of Durban is seen to be through the strategy of the hosting of events.

Durban aims to become a 'lifestyle city'. The strategy thus involves an aggressive marketing campaign that will develop and promote existing events, incorporating these with other related activities, some of which may be new events. For example, the FIFA Beach Soccer, held in September 2006, was held in conjunction with other activities such as Durban designers' fashion shows, which, in turn can promote local businesses.

Historically, Durban has been seen as the third city in South Africa, after Johannesburg and Cape Town, in terms of both tourism and economic performance. Ellingson maintains that, although the hierarchy is not important, she feels that 'Durban has the opportunity to try to market itself better globally and effectively so as to compete with these two powerful cities'. The city has taken an approach to tap

into events that enable them to maximise exposure to the worldwide markets. The strategy requires that the city must be selective about which events to host, and not to select events without purpose. Future and current events thus have a specific target market of viewership, investors and visitors. This requires a deep understanding of the event as well as understanding what their target markets are to ensure that this target market is aligned with eThekweni's overall event target market.

The criteria for used by eThekweni for event selection are loosely based on Hall's Characteristics of a Hallmark Event (Table 1) in that mega-events and special events, as he has termed them, are the event characteristics most appropriate for event selection in this case. Criteria for selection are:

- **Size:** the event must be of significant size
- **Prestige and recognition of the event:** is the event widely recognised? Is it a sporting event? Is it prestigious?
- **Exposure:** does the event provide exposure to an international market? To what extent?
- **Target market:** what type of person does the event appeal to? Does it appeal to a range of people? Are they in a higher socio-economic group?
- **Potential relationship building:** does the event provide an opportunity to develop relationships with governmental departments, residents, local businesses, international sporting bodies, influential business people or potential investors?
- **Potential economic gain:** does the event encourage private and public investment? Will it generate a profitable return on investment? Does it provide economic advantages for the local resident population?
- **Legacy:** Does the event create a legacy for the city? Will it ensure that an psychological association with the city and event will be made in the minds of the national and international public?

Suttcliffe in his City Manager's Newsletter (18 April 2006) stated:

'We are certainly well placed to become Africa's best sporting, leisure, arts and culture destination. When combined with our rich cultural, historical and political legacy we have all the ingredients for our '2010 and Beyond'

strategy to place us at the forefront of sport, art and heritage. The strategy focuses on ensuring we attract world-class events to our city and province, events which reinforce our passion for sport, art and culture, whilst maximising tourism benefits and ensuring we have world-class facilities. '

3.4 REASONS FOR SELECTING THE A1 GRAND PRIX

The A1 Grand Prix event met the criteria and was an appropriate event for Durban to host. It gave Durban an opportunity to showcase the city and its potential. It was further large enough to potentially attract large crowds and visitors from regions outside eThekweni.

3.4.1 Image of the sport

The A1 Grand Prix is an exciting and family orientated event. The event is considered prestigious and due to the variety of countries that host and take part in the event; it is widely recognised, receiving extensive international media coverage, and is considered a 'serious' event. The fast-paced and competitive nature promotes an associated related image of the city in the minds of the spectators and amongst audiences worldwide.

The event was successful in creating a legacy for the city. Ellingson reported that, international associates, have already begun to relate Durban to the A1 Grand Prix. This is the sort of recognition Durban is seeking to achieve.

3.4.2 City marketing

The event held in Durban was large in scale. It attracted 80 000 spectators to the event over the course of three days, ensuring it was Durban's best ever attended event. Furthermore, the event was broadcast internationally and received a viewership of an estimated 8 million viewers.

Since the event was held outdoors it provided the ideal opportunity to showcase the city. The media broadcast cutaways of the attractive city beachfront and the surrounding sports arenas. The visual media attention that the event benefited from is a powerful tool in creating perceptions of the city.

The political motivation behind the hosting of the event was at the macro-political level, as discussed by Hall (1992: 86). The element of image enhancement, of the city and city management, was at the fore of the reasons to host the event. It was considered necessary by city management to prove the capabilities of the eThekweni region eventing team and the A1 Grand Prix provided the opportunity to do so. It was to their great credit that they were able to coordinate the entire event successfully in a short space of time.

3.4.3 Target market

Although KwaZulu Natal outperformed the Western Cape in terms of the numbers of tourists visited last year, 1.6 million visitors to 1.5 million (interview Seymore: August 2006) KwaZulu Natal received tourists mostly from African countries and tourists of a lower income group than those who visit the Western Cape. The exclusivity and the 'vibey' image of the A1 Grand Prix has an appeal to a higher income market segment, this meant that it was more likely to attract tourists who belong in a higher income group, and who spend more. It is hoped that the exposure generated by the event will stimulate and encourage these tourists (Seymore: August 2006).

3.4.4 Relationship building

The event provided the opportunity to build relationships between:

- Provincial and municipal government
- Prominent businessmen involved in the event and the eThekweni Municipality
- The A1 Team and eThekweni Municipality
- eThekweni Municipality, the residents, other interested and affected parties, local businesses and sponsors

At this point in time, it is difficult to estimate the long-term effects of establishing and developing these relationships, but they unite in achieving the ultimate goal, of developing the region economically and securing a better quality of life for all.

The event was also a mechanism to achieve the goals and objectives of economic development, social enhancement as well as image building.

3.5 CONCLUSIONS

The A1 Grand Prix is a new sport that generated great deal of exposure in the form of media attention, coverage and viewership. eThekweni's development strategy aims to host events for tourism and economic development and to forge linkages with international business and sporting bodies and to prove governmental capabilities. The event fits the profile and meets the criteria for event selection established by eThekweni's event strategy and was therefore a suitable event for eThekweni to host. The success of the event could potentially attract future similar events into the city. Durban's event strategy is a fledgling one and is just beginning to gain momentum. Development of this, together with an adequate management plan, still has a long way to go in order for Durban to successfully bid for and host the 2020 Olympic Games.

4. THE 2006 A1 GRAND PRIX IN DURBAN

4.1 INTRODUCTION

The purpose of this section is to provide an insight into the activities leading up to, during and after the A1 Grand Prix event in Durban. The way that city planners responded to the decision to host was quick and efficient; from the time the event was awarded to Durban the city managers had very little time to formulate a plan and then implement it. The section entails the approach and methods used for managing the event within this tight time frame. It further describes the characteristics of the race location, which will later assist in the evaluation of the localised impacts and provide useful information for the planning of future events. The attendance and statistics of the race are discussed briefly and give some quantifiable insight into the event and to assess its success in the short term. These statistics can be used later, to provide a benchmark against which to measure future growth.

4.2 OPERATIONS

The operations of the A1 Grand Prix involved the coordination of the interaction between the various role-players, the securing of finances, the formulation of plans and strategies for the build-up and break down, as well as the implementation of these plans. Table 4 provides a timeline for these event operations:

Table 4: Timeline of actions taken for the A1 Grand Prix in Durban

DATE	ACTION
2005	
July	A1 Holdings approached mayor of Durban with idea to host but no formal decision was made
November	Decision to host made by KwaZulu Natal Premier and the City Mayor
November	G3 design racecourse
December	All Operational Plans initiated
December	Erection of temporary stands and fencing
2006	
3 January	Some of roads closed and concrete barriers installed
Early January	Operational Plans implemented
Early January	Meeting with the residents took place
January	All Operational Plans modified and finalised
24-29 January	All necessary road closures in operation
24 January	A1GP cars arrive and stored in Pit Garages on Snell Parade, cars on show to public
27-29 January	A1GP takes place in Durban
30 January – 10 February	Concrete barriers removed
10 February	All roads re-opened
30 January-May	Temporary stands and fencing removed
February-July	Rehabilitation of Snell Parade
February	SWOT Analysis and evaluate
26 September	EIA meeting held with the beachfront residents and other I&APs parties for upcoming 2007
2007	
23-25 February	2007 A1 Grand Prix in Durban

Source: Interviews (July 2006)

4.2.1 Role-players

The management and coordination of the A1 Grand Prix included a variety of role-players. These ranged from small interest groups to large corporations. The following were lists the major role-players concerned:

- eThekweni municipal government
- KwaZulu Natal provincial government

- A1 Holdings and the A1 Team SA
- G3 Motor Sports (racecourse designers)
- Event organisers of the hospitality businesses
- Contractors
- Local residents
- Durban community
- Local businesses
- Street vendors
- Hawkers
- Beach goers
- Suncoast visitors
- Suncoast Casino

The planning and preparation stage required substantial liaising between: eThekweni Municipality and the A1 Team SA; eThekweni Municipality and the residents and eThekweni Municipality, the A1 Team SA and the contractors. Provincial government did not appoint a representative to be actively involved in the event and therefore eThekweni Municipality acted on their behalf.

The following sections address the actions and means that eThekweni municipality took in planning and preparations for the event.

4.2.2 Finance

The securing of finances is fundamental when hosting an event of the nature, as without massive investment the event would definitely not have been possible. A1 Team SA would not reveal their expenditure on the event but media estimations set at about R90 million. The finance provided by South African government was split between provincial and municipal government, each investing R12,5 million. This R25 million was spent on the following:

- Traffic management and the construction of the course
- Provision of and installation of electricity, water, refuse removal and solid waste

- Private security
- The product testing of the food that was served at the race in tents and at food stands
- Hospitality of VIPs and dignitaries
- Marketing
- Procurement of certain contractors i.e. those providing the concrete barriers

A precise accounting of expenditure was unavailable to the researcher although the city managers indicated that it was money well spent as the returns went above and beyond the financial investments made.

4.2.3 Operational plans

In order to establish the necessary operational plans and actions a list of roles and responsibilities within eThekweni Municipality was established at the outset of the event planning. Table 5, provided by Disaster Management, lists the line departments involved and their responsibilities for the event:

Table 5: Roles and responsibilities of the various municipal departments and contracted operators

LINE DEPARTMENT	RESPONSIBILITIES
Roads	<ul style="list-style-type: none"> • Construction of track, barriers, fencing and stands • Signage (detour)
Traffic Management	<ul style="list-style-type: none"> • Vehicle and Pedestrian access routes and parking • Vehicle holding areas • Emergency access/egress routes • Signage • Layout plan for role players • VIP's drop off/access/egress • Taxi liaison • Traffic Free zone (outer cordons) • Traffic Management Plan

Metro Police	<ul style="list-style-type: none"> • Implementation of TMP • Traffic Free zones • Direction of traffic to parking venues • Traffic congestion / alt routes • Securing pedestrian walkways • Permits for residents • Liase with Private Security company and SAPS and precinct access points • Traffic advisory • Escort A1 team, A1 vehicles, VIPs • Illegal traders
Electricity	<ul style="list-style-type: none"> • Illumination of precinct
Water and Waste	<ul style="list-style-type: none"> • Supply water within the precinct
Cleansing and Solid Waste	<ul style="list-style-type: none"> • Provision of litter bins • Mechanical sweepers
Fire Dept	<ul style="list-style-type: none"> • Appliance on standby • Certificates of compliance (official handover) • Emergency routes • Rescue in event of major incident • Caterers' fire safety compliance • Maximum user capacities (number of ppl/m²) • A1/Fire Department agreements
Disaster Management	<ul style="list-style-type: none"> • Co-ordination of the plan • Monitoring safety aspects • Hazard identification (all the threats)
Parks Recreation and Cemeteries	<ul style="list-style-type: none"> • Beach maintenance and access for bathers • Marine safety – beaches will be busy
Environmental Health and Sanitation	<ul style="list-style-type: none"> • List of service providers for caterers, sound system, sanitation for checking purposes • Accommodation check – especially where the VIPS and A1 team are staying • Food integrity for all events at the precinct and other parallel venues • Determination of number of chemical toilets and location • Establish venue for checking decibel emissions and fumes during the three days
CCTV	<ul style="list-style-type: none"> • Identify best visual cameras within the precinct and perimeter • Dedicated coverage • Traffic – monitor and advise • Radio network (through Metro Police)
South African Police	<ul style="list-style-type: none"> • Liaison with other law enforcement agencies • VIP protection • Managing crime hotspots • Prohibited items • Bomb sweeps • Ambush marketing • Illegal traders and vagrants

Medical (Emergency Medical Response System and Netcare)	<ul style="list-style-type: none"> • Vehicle holding area • Casualty holding area • Medical Centre • Hospitals (A1 team, VIPS and spectators) • Response to routes, for example deploy to grandstands • Casualty evacuation by helicopter
Private Security	<ul style="list-style-type: none"> • Event accredited • Liability cover • Radio network • Patrols • Securing inner (track) and outer perimeters • Ticket and accreditation checking • Spectator assistance • Access Control • Complete understanding of layout • Zonal response teams • Evacuation Plan

Source: eThekweni Municipality Meeting of Support Services Notes, January 2006

Operational plans were required by all the line departments involved. Once these were formalised they were assembled into an overall operational strategy which was collated by Disaster Management. Each operational strategy included: the scope of work, the implementation plans for the build up and break down of the event, operations for the race day (if necessary) and the phasing of the actions. Furthermore, evacuation and fire and disaster plans were formulated for potential disasters at the event.

These operational plans were comprehensive and played a vital role in staging the outcome of the event. If these plans can be improved from year to year, negative impacts can be further minimised and positive impacts maximised. In this way the objectives can be met and improved upon as the event evolves.

4.2.4 Implementation

The implementation of the operations occurred in phases. Once the operational plans had been finalised, the following actions were taken for physically setting up the event:

- Procurement of contractors

- Erection of the stands, fencing required scaffolding
- Road closures and road works such as the removal of islands
- Construction of the pit garages and the removal of pavements
- Product testing of the food served at the event by the health and sanitation department
- Installation of electricity and water
- Installation of barriers
- Erection of hospitality tents
- The arrival and erection of temporary stands
- The placement of toilets

4.2.5 Rehabilitation

The immediate removal of litter and waste was a high priority on the day after the event. The opening of roads needed to occur immediately, as this would mitigate the biggest impact upon the area; namely congestion and the rerouting of traffic. However, roads first needed to be restored, which took up to four weeks after the event. The tents, stands and fencing, as well as the protective concrete barriers, that had been installed for the event, needed to be deconstructed and removed. Services provided at the race, such as electricity and water supplies and portable toilets needed to be removed.

The final phase of operations must be quick in order to restore residents normal daily lives. The length of time it takes to rehabilitate the area is important as the excitement generated by the race is now forgotten and these inconveniences are now magnified. Those responsible for the rehabilitation in this phase must ensure the speedy for actions are taken.

4.3 **SITE ANALYSIS**

eThekweni contains five Area Based Management Teams (ABMs). The location of the event falls under the control of one of these ABMs, iTrump or Inner City Thekweni Regeneration and Urban Management Programme. This ABM has further broken the area into a series of zones. The event racecourse, located along the beachfront,

is in the Sports and Recreation Zone where many sporting activities take place (see Figure 5).

The following is a list of sport and recreation facilities and activities that take place in this precinct:

- Kings Park ABSA Stadium and surrounding rugby fields
- Multi-Use Stadium for the 2010 Soccer World Cup (under construction)
- Athletics Stadium
- Sahara Cricket Stadium
- Durban Country Club
- Windsor Golf Course
- Mashie Golf
- Archery Club
- Kingfisher Canoe Club and the Umgeni River
- Rovers Sports Club
- Kings Park olympic swimming pool
- Stables Flea Market
- Putt Putt
- Blue Lagoon
- Lifesaving
- Surfing
- Kitesurfing club
- Beaches – including one blue flag beach
- A1 racecourse

The negative impacts imposed by the event were mostly localised and affected this region the greatest. The next section gives an understanding of the area, as this is necessary in order to determine the extent of the impacts

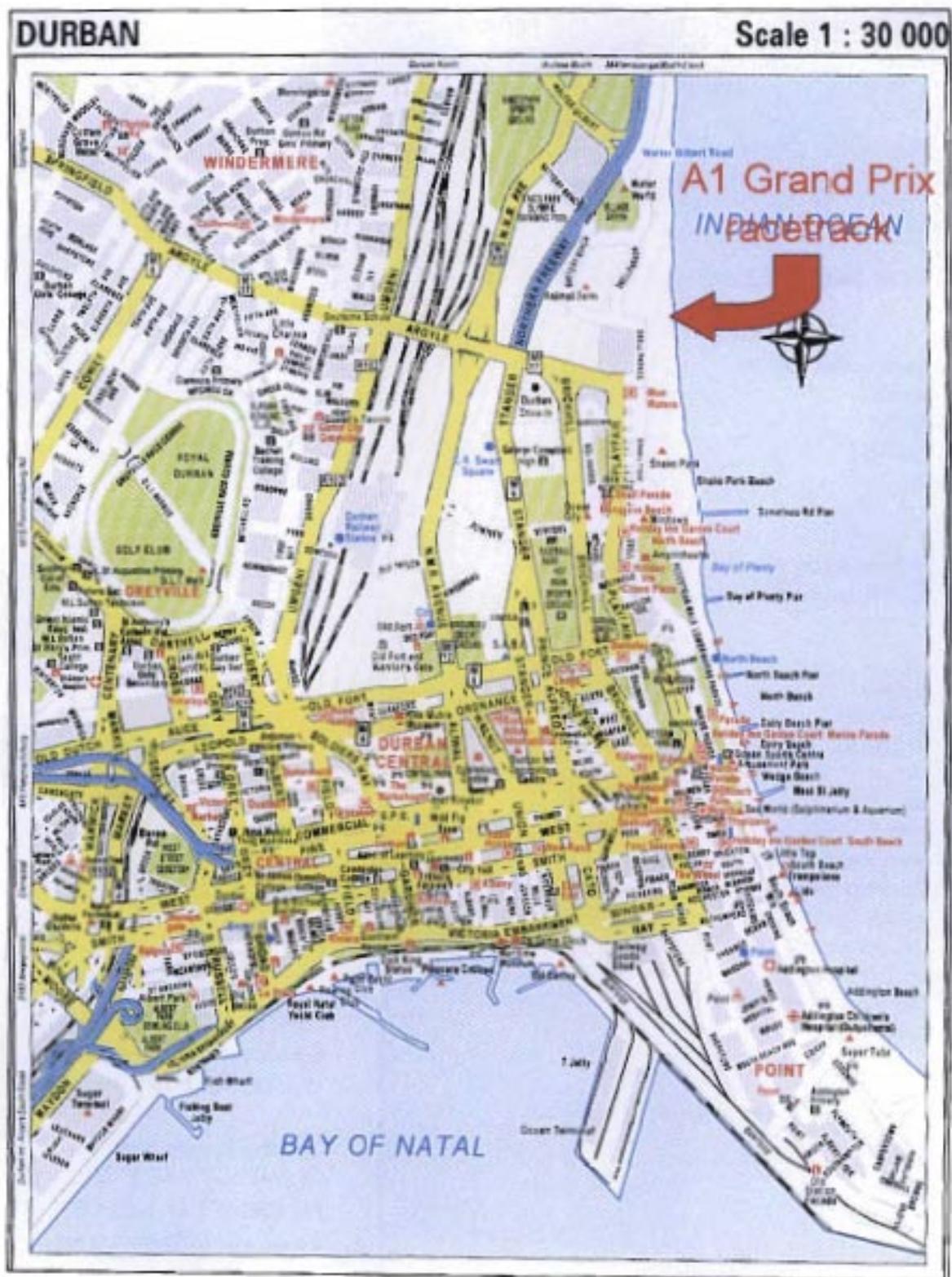
4.3.1 Location

The location selected for the race needed to be near to the city centre in order to ensure accessibility. Figure 3 shows the proximity of the racecourse to the city

centre. This location provided opportunities for scenic cutaways of the beachfront, city centre, harbour to the south and Umhlanga to the north. These would then be displayed on television and in photographs of the event. Impressions of the city are created, in the minds of both the visitors and the television viewers world wide, from the quality of the local environment. Therefore the location of the event was highly appropriate as it cast Durban in a favourable light.

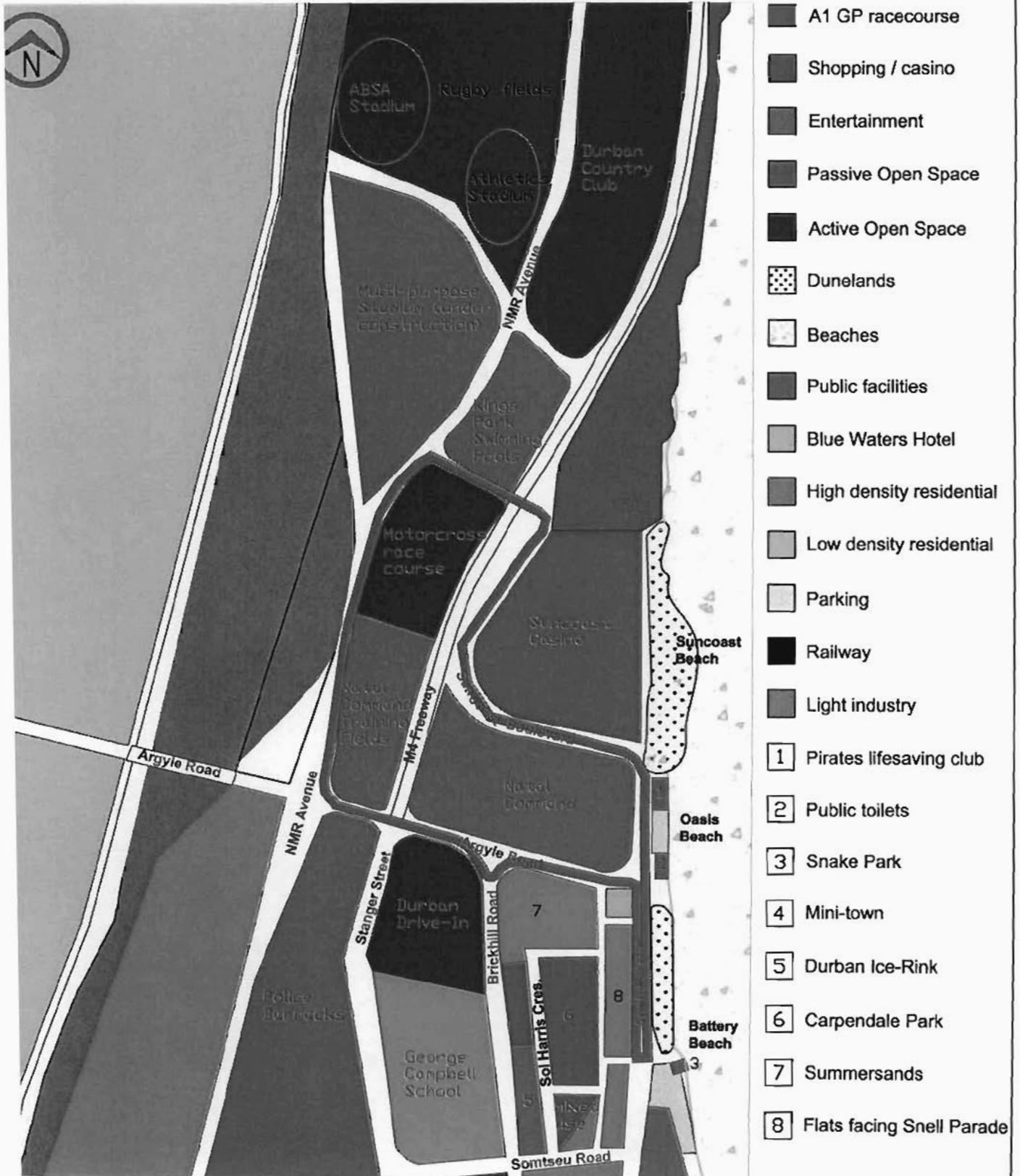
The racecourse was developed along four primary roads; namely Snell Parade, Argyle Road, NMR Avenue and Suncoast Boulevard. Figure 4 outlines the racecourse and the surrounding landmarks and land uses. The areas surrounding the racecourse are actively used for residential, entertainment, leisure, sports and transportation purposes. This variety of land uses can portray the diversity and quality of life of Durban's residents. This variety broke the monotony of a landscape that could be found on other racecourses.

Figure 3: Racecourse proximity to city centre



Source: Kugelfish City Maps: SudAfrica (2006)

Figure 4: A1 Grand Prix racecourse and surrounding land uses



DATE: 11 December 2006

JULIE BARNARD

4.3.2 Demographic profile of the residents

The area of and surrounding the A1 Grand Prix racecourse, falls into the Durban CBD East Planning Unit (see Figure 5).

Figure 5: Durban's CBD East planning unit



Source: eThekweni CAPMON Website (October 2006)

Table 6: Pensioner and disabled population of the East CBD planning unit

	NUMBER	%
Pensioners	2755	12
Disabled	1224	5
TOTAL	3979	17

Source: eThekweni CAPMON Website (October 2006)

The numbers of pensioners and disabled individuals is significant in analysing the impacts of access and mobility on the residents of the area (see Table 6). These people comprise a significant 17% of the total population and the relevance of which will be discussed later.

4.3.3 Affected areas

The race affected the natural and built environment. Most affected by the race were the urban land uses.

4.3.3.1 *Built environment*

The area surrounding the racecourse is characteristically a built environment, with a very small portion of the area being natural.

To the south of the racecourse there are eight residential complexes comprised of seven blocks of flats (see Figure 4) and one block of duplexes (Summersands, see Figure 4). The impacts that were imposed on these residents were largely social in nature.

Figure 6: View of Argyle Road – The Blue Waters Hotel and the duplexes of Summersands respectively



Figure 7: View south down Snell Parade - Blue Waters Hotel at the fore and the residential complexes further on



The Blue Waters Hotel (Figure 6 and 7) is situated on the corner of Argyle and Snell Parade. This hotel benefits from views of the race to the south and the west. Suncoast Casino is currently constructing a hotel on the corner of Snell Parade and Suncoast Boulevard (Figure 8), similarly this hotel will benefit from views of the event to the south and to the west and of the pit garages located in front.

Figure 8: Hotel under construction at Suncoast Casino



Hard open spaces that form part of the built environment include roads, pavements, traffic islands and parking lots. Road closures in Argyle Road, Suncoast boulevard

and Brickhill Road (see Figure 4) began on 3 January 2006 and by 10 February 2006 all were re-opened. Since roads were closed and pavements blocked vehicle and pedestrian access to, from and through the area was extremely limited. These road closures were the heaviest impact upon the host community as they affected not only the resident population but also drivers who needed to pass the area. Furthermore, parking lots were blocked and beach goers were forced to use other beaches or find alternative parking and walk to the beaches.

The public spaces in the area include: Pirates Lifesaving Club (see Figure 9); the Natal Command (see Figure 10), used by the South African National Defence Force; Kings Park Swimming Pool and the public toilets (see Figure 11).

Figure 9: Pirates lifesaving club



Figure 10: The Natal Command



Figure 11: The public toilets located along Snell Parade



Suncoast Casino is situated to the north west of the racecourse. The entrance to the casino was only accessible from the north as Snell Parade was closed. The entrance to the Casino was closed for the race weekend and there was no vehicle access to the building. The casino claimed to have lost a substantial amount of money as a direct result of the event.

George Campbell Technical School located on Brickhill Road, behind the residential area, was impacted by the road closures. Access to the school was only possible from the south and permission to enter the area to the north of Somtseu Road was only granted to traffic going to the school.

The street vendors operate along Snell Parade close to the Snake Park. They comprise the informal economic sector in the area. These vendors cater for tourists and sell curious, traditional and western clothing, homemade alcohol, woodwork and food. Most of them reside in their stall due to the competitiveness of the industry. Should they return home for a night it is possible to find their spot inhabited by another vendor the next morning.

The shopping complex located in Sol Harris Crescent was affected by the road closures. However, due to the lack of parking on the race days the complex used the opportunity to charge for parking spaces, benefiting considerably from this initiative.

4.3.3.2 *Natural environment*

Durban is known throughout South Africa to have the best beaches. Battery beach, Oasis beach and Suncoast beach to the east of the racecourse are used for leisure activities such as bathing, surfing and kitesurfing. These are also Durban's only blue flag beaches, with internationally recognised status, and are especially popular with residents and tourists alike. (See Figure 12)

Figure 12: Suncoast and Oasis beach



Between Battery Beach and the snake park there is an existing, environmentally protected duneland and natural forest (Figure 13). In the environmental impact assessment public participation meeting, it was revealed that there are a variety of animals that reside in this area. Wild/stray cats, mongooses, indigenous birds (such as woodpeckers) and some other small animals can be found here.

Figure 13: Duneland and natural forest



Separating the traffic flows between Suncoast Casino and the Blue Waters hotel were green traffic islands that contained a number of palm trees. The construction of the racecourse necessitated the removal of these trees.

Figure 14: View south down Snell Parade



The choice of location of the racecourse ensured that coverage of the event was particularly scenic (see Figure 14), presenting Durban as an attractive city. The location encompassed a wide variety of land uses of which only a small amount was residential. Ironically, despite the inconveniences experienced by the residents, it was their enthusiasm which was displayed in the hanging of flags while viewing the race from their windows, that presented the race, and the city, in the most positive light.

4.4 ATTENDANCE AND STATISTICS

A socio-economic survey of the event, conducted by VJ's Consulting, provides useful data on attendance at the race and some insight into the extent of the economic impacts.

The race was exceptionally well attended and by far exceeded the government's and the A1 Teams' expectations. Attendance was an initial concern of the event organisers, as they were not sure what to expect. However tickets were sold out

quickly and maximum attendance was reached every day. Total ticket sales reached 105 000 with tickets costing between R85 and R515 per person. It was estimated that 80 000 people attended the event, with some visiting on two or three of the total days. Table 9 shows attendance figures for each race day:

Table 7: Race day attendance figures

RACE DAY	ATTENDANCE
Friday	14 815
Saturday	30 390
Sunday	59 795
TOTAL	105 000

Source: VJs Consulting (March 2006: 4)

Surveys conducted revealed that an estimate of 75% of the spectators were day visitors, i.e. they lived within an acceptable driving distance to the race. The other 25% is made up of overnight visitors or tourists.

4.5 CONCLUSIONS

The planning and preparation for the event was set in motion by establishing the finances necessary for hosting the event. Identification and co-ordination of the various roles and responsibilities within the municipal government and other role-players was next necessary in order to formulate operational plans. These plans were comprehensive in defining the scope of work, the implementation plans, operations for the race day where necessary, and phasing of the actions. Furthermore they serve as a valuable starting point when hosting any other major event.

The selection of the venue was appropriate in meeting the objectives of showcasing the city. The impacts of the race on the surrounding areas will be evaluated in the following section.

5. IMPACTS

5.1 INTRODUCTION

On account of the scope of the A1 Grand Prix, the impacts upon the urban environment were far greater than those of any other event ever held in Durban. Analysing these economic, social and environmental impacts will assist city managers by providing information that will enable them to reduce the negative outcomes while maximising the positive impacts, when hosting future events. 'While certainly there are numerous incidents where tourism does impact negatively on an area, this does not have to happen. A carefully planned, well organised tourist destination can benefit residents' (Edgell: 1993, 215).

Accordingly this chapter seeks to analyse the effects of the impacts upon the host environment using information generated by a socio-economic survey conducted by VJ's consulting as well as survey and interviews conducted by the researcher.

In seeking an understanding of the impacts the following issues are addressed: a considerable amount of domestic tourism was generated by the event; this was measured by the excessive numbers of tourists in Durban on the weekend of the event, compared with tourism figures for the same weekend in previous years. However, the event did not encourage many international tourists, possibly due to the late decision to host the event and the lack of prior international marketing, however this is anticipated to change in future years.

The economic stimulation created by the event has been calculated using the expenditures on ticket sales, consumer consumption, procurement of services and job creation. This is evaluated against the estimated investment by the city and A1 Holdings.

Social and physical consequences were intertwined and were considerable. The 'inconvenience factor', created largely by physical impacts, was the most

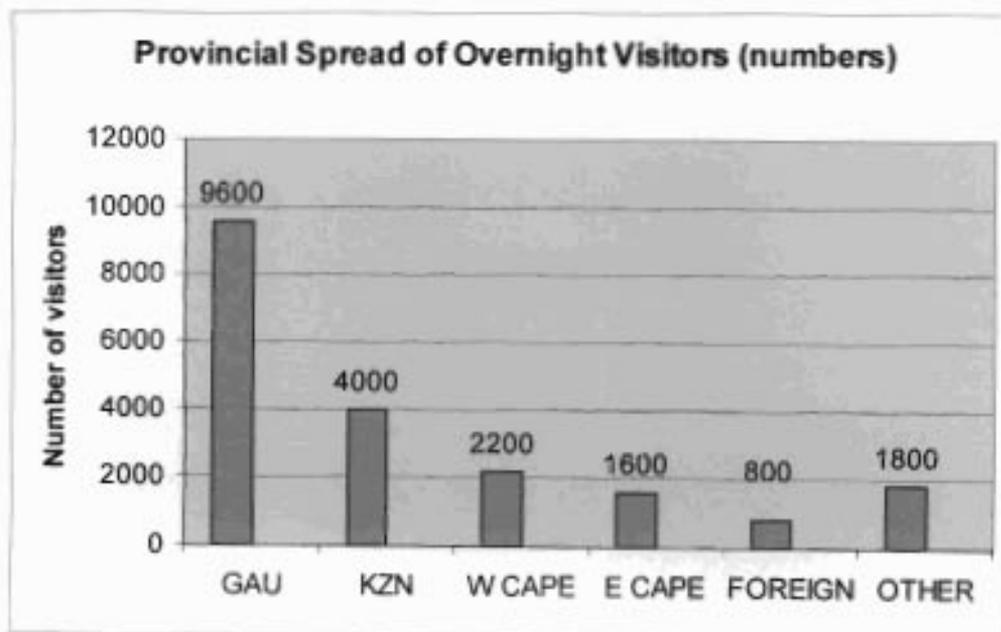
controversial social impact. Finally, the problems that occurred in planning and preparations, at the event and in the rehabilitation phases will be addressed.

5.2 IMPACTS OF AND ON TOURISM

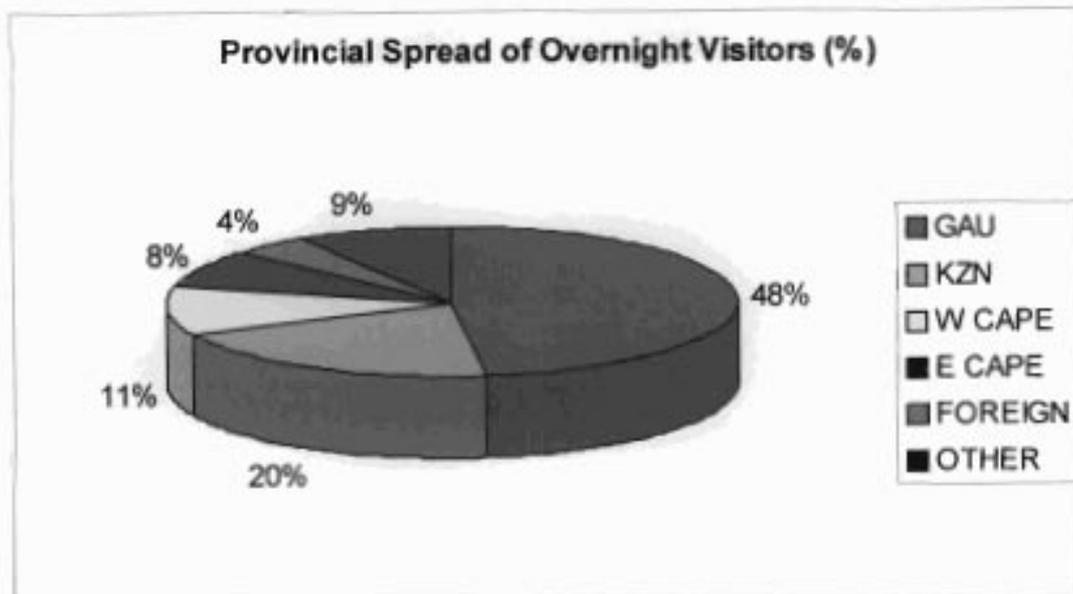
One of the most prominent goals of hosting the event was to create a legacy and showcase the city in order to put Durban on the global map. Given that tourism is an ever growing industry and Ghandi-Arora and Shaw's (2002) statement that events continue to grow in number and diversity, it is logical that eThekweni Municipality cater for this market. This challenge would ultimately increase tourism which results long-term benefits, as have been discussed by Hall (1989) and Getz (1997). This strategy was used effectively by New Zealand and Australia (see 2.12 above) but it is in its infancy in Durban. It remains to be seen what the effects will be.

The tourism generated by the event was largely domestic tourism, with small numbers of international visitors attending. Seventy-five percent of the spectators that attended the event resided in the city. Figures 15 and 16 illustrate the numbers and the provincial spread of overnight visitors as a result of the event:

Figure 15: Estimated numbers of overnight visitors to Durban (January 2006)



Source: VJ's Consulting (March 2006: 9)

Figure 16: Provincial spread of overnight visitors

Source: adapted from VJ's Consulting (2006: 9)

The total number of national overnight visitors amounted to 19 200 people (see Figure 15). These people mostly came from Gauteng, other areas in KwaZulu Natal, the Western Cape and the Eastern Cape, as indicated in Figure 16. An estimated total of 800 international tourists arrived for the event. The socio-economic survey reported that, 63% (or 12 600 people) of these overnight visitors stayed in paid accommodation, thus boosting the hospitality industry.

The tourists that frequent South Africa come mostly from England, Germany and America, respectively. These three countries hosted an A1 Grand Prix race themselves; and therefore assumptions have been made that, since this race was the only African race, most tourists came from other African countries.

Although the race intended to attract tourists of a higher income group generating benefits as postulated by Law (1994), Madden (2002), Gelan (2003) and Daniels et al: (2004), it seemed that tourists were still mostly those African tourists that might normally visit the city. These tourists do not necessarily spend more or stay longer than the desired targeted tourist. However, the event was announced at short notice

and potential international tourists, who might have travelled to the event, may have already made decisions to visit other countries hosting the event.

In interviews held with the researcher, some residents stated that the domestic tourists who attended the event were 'disrespectful, loud and rude'. As a response residents became hostile towards tourists. This had negative social implications as it has a reverse effect on the attitudes of the residents residing in the flats.

The 2006 event did not generate any significant international tourism figures. The Comrades Marathon, for example, brings in 1200 international competitors (Seymore: 2006) who may travel with at least one family member. Attracting greater numbers of international tourists is the goal of the event strategy and the event needs to draw numbers similar to those of the Comrades Marathon in order to successfully compete as an international tourist event.

Some domestic tourists who disrespect the host community have had negative social implications. These tourists did, however, increase the economic advantages imposed by the event. The event was successful in creating a legacy for the city as was reported in section 3.4.1, but this now needs to be built on, by the hosting of further mega events, and this may be translated into increased tourism in the long term.

5.3 ECONOMIC IMPACTS

The size of the return on investment usually determines the economic success of an event (Gelan: 2005, Daniels et al: 2003, Hiller: 1998 and Hall: 1990). To calculate this the money gained by the event is offset against the money spent in hosting. The money spent is calculated as the investment provided by the municipal and the provincial governments, as well as the finances provided by A1 Holdings. The money gained should be calculated as the money generated by spectators, tourists, media, and by the participants.

5.3.1 Socio-economic survey

The socio-economic survey carried out by VJ's Consulting assumed the following factors to be the elements of the economic gains created by the event; ticket sales, consumer consumption, procurement and job creation.

5.3.1.1 *Ticket sales*

Computicket were unable to provide information regarding the precise amount of money generated in total by ticket sales. As indicated in Table 8, 105 000 tickets were sold in total, that cost between R85 and R515. Estimations, given the average prices of tickets per day and attendance Figures, amount to some R24 million generated by the ticket sales, as indicated in the table below.

Table 8: Total revenue generated by ticket sales

RACE DAY	ATTENDANCE	AVERAGE TICKET PRICE	TOTAL REVENUE GENERATED
Friday	14814	R 128	R 1,888,785
Saturday	30390	R 168	R 5,090,325
Sunday	59795	R 286	R 17,041,575
TOTAL	105000	R 194	R 24,020,685

Source: VJ's Consulting (March 2006: 14)

5.3.1.2 *Consumer consumption*

Contrary to Daniels, Normal and Henry's (2001) debate that resident expenditures should be omitted from consumer consumption estimates; resident spending has been included in this economic survey as the event attracted residents that spend more and this boosts the local economy.

Consumer consumption is calculated by including the money spent on accommodation, food, shopping and travel expenses. According to VJ's Consulting's calculations of the total consumer consumption amounted to R80 million (see Table 9). However, assumptions made by the consultancy have distorted the figures and made the total figure somewhat unrealistic. First, they conducted surveys, questioning a sample of individuals attending the race days, to gain an understanding of the overall spending patterns. However the event was considered a family event

which meant that the expenditure, assumed by the research team, could be generally considered the amount spent by the family and not each individual. Furthermore, children do not spend considerable amounts of money and yet they have been included in attendance figures, and consequently as individuals in the calculations made by VJ's Consulting.

Second, the amounts spent on transport to and from the event assumed that every person spent R283. Given that this was a family event, indicates that people usually don't travel alone. Furthermore, 75% of the spectators came from Durban and surrounding areas and it is therefore unlikely that each person spent this much on transport.

Third, VJ's Consulting specifically states that only 63% of the overnight visitors stayed in paid accommodation. Yet calculations in this section included every overnight visitor and omitted to account that some would have been children. Those who stayed with friends and family were also included in the calculations despite the fact that it is highly unlikely that they paid for their accommodation.

Finally, the survey did not consider participant and officials' expenditures. Given the 76 drivers involved in the event, 241 people in the pits and an average of two others (coach, managers), a total of 417 people are employed in all of the teams combined. Families may also accompany individuals adding to these figures. These are foreigners who would be bringing foreign exchange and may have higher spending powers than the people included in the surveys. They therefore should not have been discounted.

Table 9: Consumer expenditure (VJ's Consulting estimate)

ITEMS	AVG SPENT	NUMBER	TOTAL SPENT
Accommodation	R525 x 3	20,024	R 31,537,800
Transport	R 283.62	80,096	R 22,716,828
A1GP Souvenirs	R 44.46	80,096	R 3,561,068
Food, Drinks & Snacks	R 120.56	80,096	R 9,656,374
Entertainment & Leisure	R 81.68	80,096	R 6,542,241
Other Shopping	R 72.64	80,096	R 5,818,173
Other	R 5.64	80,096	R 451,741
TOTAL SPENT			R 80,284,226

Source: VJ's Consulting (March 2006: 14)

The following table (see Table 10), calculated by the researcher, takes into consideration the number of people who stayed in paid accommodation, that an average of two people travelled together, and that most people attending the event came from Durban and surrounding areas. Due to lack of information the spending by participants and families have not been included. This would have increased consumer consumption. VJ's consumer consumption estimates have assumed that the amount spent on food and drinks is for an average of two people, as the figure provided by VJ's Consulting seems inflated.

Table 10: Estimation of consumer expenditure (researcher's estimates)

ITEMS	AVG SPENT	NUMBER	TOTAL SPENT
Accommodation	R525 x 3	6,308	R 9,934,313
Transport	R 145.75	40,048	R 5,836,996
A1GP Souvenirs	R 44.46	80,096	R 3,561,068
Food, Drinks & Snacks	R 120.56	40,048	R 4,828,187
Entertainment & Leisure	R 81.68	80,096	R 6,542,241
Other Shopping	R 72.64	80,096	R 5,818,173
Other	R 5.64	80,096	R 451,741
TOTAL SPENT			R 36,972,720

Source: researcher's estimates (Dec 2006)

Therefore a more realistic figure for consumer consumption is in the order of R37 million and not the R80 million put forward by VJ's Consulting.

The people and the businesses that benefited as a direct result of consumer consumption were largely those related to the hospitality industry as found in other calculations (Daniels, Normal and Henry: 2001 and Tribe: 1995). The businesses that benefited were mostly those located close to the area immediately surrounding the event location. Local businesses such as, restaurants, tearooms and shops, reported that the race weekend generated a 40% to 150% increase in sales Figures, compared to the same weekend the previous year.

Temporary food and beverage stalls, and the companies responsible for the hospitality tents located at the event, benefited as a direct result of the event. It is estimated too that hawkers would have generated an income from their sales. From the questionnaire conducted by the researcher, the street vendors reported higher sales Figures for the duration of the race weekend.

It was apparent from the surveys and the interviews conducted by the researcher in the locality of the racecourse, that residents who owned holiday flats here were ensured of occupancy on the race days. They reported that it is possible, given the race was held out of peak holiday season, that the flats would have been vacant at **this time** should the event have not occurred. They were then consequently able to **let their flat** out to visitors and profit from the event. Similarly, the Blue Waters Hotel reported higher than usual occupancy rates. Some residents rented out their flats to companies for the race weekend, charging up to R12 000. They provided access to their homes, food and drinks thus made a good profit. Other accommodation establishments further from the racecourse in Durban would have benefited from the expenditure of those staying in paid accommodation.

Suncoast Casino however claimed enormous losses. Because the vehicle entrance was closed and the casino was difficult to reach. Furthermore parking was limited and those who would normally have visited the casino did not go, as it was difficult to access. Management also reported that people going to and from the event walked through the casino but did not stay and spend money within.

5.3.1.3 Procurement

Procurement of services for the event included the hiring of contractors such as those responsible for the erection of scaffolding, security and food services. An earlier assumption was made that R90 million was spent in the procurement of services. One concern that arose is that many non-locally based companies were hired. Ellingson stated that Durban based companies assumed that they would be given preference over companies located outside the province, and they therefore were overpriced. She believes that they will be given preference if their prices are competitive. Furthermore, the A1 Team SA office is based in Johannesburg and the company tended to procure businesses from Gauteng, for their logistical convenience. This has implications for the event planners as they must have policies in place to ensure procurement for Durban based companies thus maximising the economic benefits and fulfilling the aims of generating local employment and growing the local economy. In addition, communication between the race organisers and local businesses should ensure that there is awareness amongst these businesses not only of the opportunities but an understanding of the need for them to be competitive whilst offering good quality service. It was reported that 75% of the contractors were locally based and the other 25% from other provinces such as Gauteng.

5.3.1.4 Job creation

VJ's Consulting (2006) reported that 9800 person days of labour were created by the event, of which 44% of those employed were temporary workers that were employed solely for the event. No indication of the salaries paid to employees and temporary staff was made in the socio-economic survey. Temporary labour was necessary in the businesses hospitality (tents and food and beverage stalls), security and contractors.

Although 56% of workers were permanently employed by the companies involved in the event, some temporary jobs were generated and provided income for those who may not have otherwise been employed. It is possible that companies paid their permanent employees overtime if they were required to work on weekends or at night, which financially benefits those employees concerned. This would have

contributed significantly to stimulating the local economy as confirmed by Buthelezi (2002), Vohra (2002), Hillier (1998), Getz (1997 and 1991) and Hall (1992).

5.3.2 Overall total economic impact

The overall total economic impact is difficult to calculate accurately given the number of assumptions made. VJ's Consulting calculations of the direct economic impact of the event is shown in Table 11.

Table 11: Direct economic impact upon Durban (VJ's Consulting)

ITEMS	TOTAL SPEND
Ticket Sales	R 24 020 685
Accommodation	R 31 537 800
Consumer Spend	R 48 746 425
Procurement	R 90 000 000
Less 25% (non Durban based companies)	-R 22 500 000
TOTAL	R171 804 910

Source: VJ's Consulting (March 2005: 16)

Again the assumption underlying the calculation is open to question. One has to exclude the ticket sales since the revenue generated from this sector benefited the A1 Team and A1 Holdings. Furthermore, 25% of the companies procured for the event were not locally based and therefore 25% of the procurement figure should be subtracted in order to estimate the economic impact for the city. VJ's Consulting arrived at R171 million as a direct economic impact upon the city.

Using reviewed assumptions and including the 25% of services procured and ticket sales, Table 12 reflects a more realistic estimate of the direct economic impact generated by the event.

Table 12: Direct economic impact upon Durban (researcher)

ITEMS	AMOUNT
Consumer Consumption	R 36,972,720
Procurement (-25%)	R 67,500,000
TOTAL	R 104,472,720

Source: researcher's estimates (Dec 2006)

The amount of R104,5 million needs to be offset against the R25 million invested by the city. Therefore the city's return amounted to **R 79,5 million** which is a 76% return on their investment. The figures above have also not taken into consideration the monetary value of temporary job incomes due to a lack of information. This would have further increased the direct economic impact. Furthermore, no surveys of participant expenditure were included in the calculations which may have had a substantial impact on consumer consumption.

As Getz (1991) discussed an economic multiplier needs to be further added in order to estimate the total economic impact upon the host city and country. Tourism KwaZulu Natal estimates that events like this generate a multiplier factor of 1.4 (Seymore: August 2006).

The local economic impact generated by private investment is difficult to determine. Media channels, such as TV broadcasting, news, coverage and Internet, and sponsorships would be included in private investment; however, no local procurement by these sectors occurred as they largely brought the facilities and services that they needed, such as cameramen, with them.

Although media attention generated by the event has a monetary value, the exposure and long-term effects of it generated is invaluable to Durban, in terms of destination awareness, showcasing the city to international markets and establishing a reputation. The event could have a long-term positive economic impact upon the city, should the event continue past its 3-year contract. These will only become apparent and quantifiable over time.

The event was of economic benefit to the city, especially for those employed by event organisers and businesses close to the event location. Investment made by the city received a healthy return and it was unequivocally worth the expenditure.

5.4 SOCIAL AND PHYSICAL IMPACTS

This section addresses the social and physical impacts created by the event. Most physical impacts had social consequences therefore they are discussed together. The social and physical impacts imposed by the event affected the residents who lived in the nearby locality of the racecourse to the greatest extent.

5.4.1 Physical impacts with social consequences

The road works relating to the A1 Grand Prix had the most far-reaching impacts on the community. The survey, undertaken in July, determined the levels of disruption experienced by the residents and the street vendors. Those living closest to the racecourse were affected the most.

Table 13: Levels of disruption experienced by residents

LEVEL OF DISRUPTION	NUMBER OF RESIDENTS	%
Not at all	-	-
Somewhat	3	7
Indifferent	9	20
Slightly	-	-
Extremely	33	73
TOTAL	45	100

Source: Research survey (July 2006)

Table 14: Levels of disruption experienced by street vendors

LEVEL OF DISRUPTION	NUMBER OF VENDORS	%
Not at all	7	70
Somewhat	-	-
Indifferent	-	-
Slightly	3	30
Extremely	-	-
TOTAL	10	100

Source: Research survey (July 2006)

By comparing Tables 13 and 14 it is evident that the street vendors did not feel as strongly about the disruptions than the residents. Seventy-three percent of the residents felt that their lives were extremely disrupted by the event whilst 70% of the street vendors said that their lives were not at all disrupted. This is largely because many of the street vendors sleep overnight at their stalls and were not affected by the traffic congestion and road closures. Only those who had to make the journey into work felt that they had to leave earlier in order to secure their spot at the market. Many of the residents own cars and were subject to frustrations cause by road closures and traffic congestion.

The survey required the residents to rank their irritation levels regarding a variety of social and physical impacts on a scale of 1 to 10, with 10 being the highest. The results shown in Table 15 show that the remaining barriers that upset the aesthetic quality of the area were the most upsetting and irritating consequence of the event. This is followed closely by the palm tree removal and the reroute of traffic. Traffic congestion, lack of access and parking restrictions scored fairly whilst the social impacts of noise, security and litter were low on the list of annoyances.

Table 15: Average level of irritation caused by the listed inconveniences

Average Score and Rank		
1.	Remaining barriers/debris	8.2
2.	Reroute of Traffic	7.4
3.	Palm Tree Removal	7.4
4.	Traffic Congestion	6.9
5.	Lack of Access	6.2
6.	Parking Restrictions	5.2
7.	Noise	2.6
8.	Litter	1.9
9.	Security Threats	1.4

Source: Field survey, July 2006

The first six of the above issues (see Table 15) are physical impacts that negatively affected the residents' lives. This illustrates why it is not possible to separate some of the physical from the social impacts.

5.4.1.1 Remaining barriers

The equipment needed for the race included fencing, large concrete barriers and grandstands. This equipment was not fully removed from the area and it was 'simply dumped' near the Kings Park Swimming Pool and the old Durban Drive In. Figures 17 to 19 depict the barriers and fencing that have remained in these places since February.

Figure 17: Fencing remaining outside Kings Park Swimming Pool



Figure 18: Barriers remaining outside Kings Park Swimming Pool (on right)



Figure 19: Barriers remaining outside the old Durban Drive-In



An event that required a stage was to be held shortly after the A1 Grand Prix. This event was to be held at the old Durban Drive-In (see Figure 19). The concrete barriers were intended to be used to create a foundation for the stage, therefore they were left in this open space. However the event did not take place and the barriers remained. Some of the scaffolding and barriers have been taken to warehouses, but the eThekweni Traffic Authority (ETA) do not feel that it is worth hauling all these objects away only to bring them back for the next race. This has clearly been the most upsetting aspect of the event for the Durban community, (see Table 15), even though the remaining equipment did not pose a physical inconvenience.

Given the range of inconveniences that the residents endured it is interesting that they named this as the worst annoyance generated by the event. Furthermore this impact was experienced to the greatest extent as many people residing throughout the whole of Durban, feel the same way about the storage of these objects, and not just the people living in the area.

Many of the residents felt strongly about this impact, describing it as an "eyesore" that impacts the aesthetic quality of the environment. The situation is exacerbated by these barriers that have remained there for the entire year and which creates a longer lasting impact, rather than a few weeks of inconvenience. The issue is fairly simple to resolve, although it is more expensive. The city should remove, store the equipment in warehouses and later replace the equipment. This is a flaw in the rehabilitation phase. The city should indeed remove these objects as they are unsightly and change the nature of the area's visual environment. It may be possible to sub-contract this, spreading the economic benefits derived from the event to local business. Consideration should be given to this in any future event planning.

5.4.1.2 Road closures

Appendix 2 sets out the Traffic Management Plan (TMP) for the construction of the racecourse and Figure 20 depicts the locations of the road closures. Analysis of this reveals that road closures began on 3 January and continued until 10 February 2006, with the peak of these occurring between 26 and 29 January 2006. In December and January traffic management along Durban's beachfront requires certain road closures as part of the security over the festive season. The first A1 road closures began on 3 January these closures followed immediately after the Christmas/New Year road closures. This intensified and lengthened the restrictions of vehicle access and therefore the impacts were far greater.

Argyle Road, Snell Parade and Suncoast Boulevard were closed from 3 January to 10 February. One lane of traffic was closed from 24 January along NMR Avenue between Water Gilbert and Argyle road. This was also the case in Suncoast Boulevard. The M4 Freeway was closed between Argyle Road and Blue Lagoon

from 24 January. Finally, NMR Avenue was closed completely on 26 January and reopened on 30 January.

5.4.1.3 *Detours and traffic*

The road closures limited vehicle access and forced detours. The closures of the M4 freeway and NMR Avenue, both roads that extend beyond Durban North, impacted the traffic flowing to the northern suburbs, slowing this traffic and increasing journey times. These detours also resulted in less choice in routes to and from work, and therefore traffic and longer journeys to work were unavoidable.

Commuters complained that they had been ill-informed about the road closures. They were unsure about what routes to take and did not know when roads were going to be closed and re-opened. This is very frustrating and upsetting for those who travel by car to and from the area.

5.4.1.4 *Palm tree removal*

The racecourse was designed with the pits adjacent to the Pirates Lifesaving Club. This necessitated the removal of the green islands and palm trees that could be found in Snell Parade between Suncoast Boulevard and Argyle Road (see Figure 20). The negative impacts caused by this action has been aggravated by the fact that it has since been replaced by hard open spaces such as a car park, and islands with tiles and bricks rather than the grass and trees that were once there (see Figure 21).

Figure 21: The car park (which replaced the green islands) between Pirates Lifesaving Club and Natal Command



Figure 22: The islands and potted plants that have replaced the palm trees.



Many people who responded to the survey were upset with the removal of the palm trees. Some felt that it was "disgusting" and that it destroyed the ambience, nature and face of the beachfront. People seemed emotionally attached to the palm trees, furthermore people throughout Durban felt the same way as was seen by the numerous letters to local newspapers regarding the issue. The impacts of this were felt throughout the city and were therefore fairly extensive.

The research survey revealed a misunderstanding regarding the traffic islands that were laid down as replacements (see Figure 22). Months after the race had been completed the construction of these islands still continued and residents could not justify public expenditure on these islands that would soon need to be removed for the next race. ETA confirmed, however, that these tiles and bricks are removable and could be removed and replaced. This misunderstanding could and should be remedied by consultation and effective communication, so that the interested and affected parties are made aware of the intentions of the municipality and in future should be built into any future planning.

eThekwini Municipality promised the residents that the palm trees would be replaced with portable potted plants. However, the anticipated pots were not designed and the completed pot plants never created, rather, feeble pot plants can now be found on these islands (see Figure 22). eThekwini Municipality need to address this issue as it has one of the greatest social impacts upon the Durban community as a whole. The opportunities that this offers for outsourcing spreading the economic benefits too is one that needs to be investigated.

5.4.1.5 Lack of access and parking

The erection of stands, barriers and fencing occurred at the early stages of implementation, in January. This prevented pedestrian movement through the area to the beaches and to the casino. Given the number of pensioners who rely on walking as their main mode of transport, this was a difficulty. For over a month these people were prevented from moving freely through the area.

The road closures prevented people from accessing their normal parking garages and they were forced to utilize nearby parking lots such as the Carpendale Park (see Figure 4). People were therefore forced to walk to and from their flats from their cars, which given the current status of the safety of the area, can leave people particularly vulnerable. This is especially so for the elderly, and for women at night.

Once all the fencing, stands and tents had been erected some buildings' front entrances were blocked limiting access in and out of the building. Residents were further distressed and this added to the frustrations caused by the event.

5.4.2 Rehabilitation

The work that was necessary in the break-down of the event included the:

- Deconstruction of tents and removal of temporary stalls
- Removal of stands, fencing and barriers
- Restoration of roads: islands, pavements, turning circle
- Removal of temporary infrastructural supplies (water, solid waste, electricity)

Research revealed that, in the opinion of interested and affected parties, this phase took too long. There was a lack of urgency on the part of those responsible for deconstructing the grandstands, fencing and barriers and those responsible for rehabilitating the roads. Seven months after the event, the installation of islands and road works still continued. The citizens of Durban considered this unacceptable, and efforts to ensure that this rehabilitation occurs timeously should be built into any planning for future events.

5.4.3 Impacts on natural environment

The animals residing in the protected duneland mentioned in the site analysis (4.3) were also heavily affected by the event. One citizen, who regularly visits the area to feed the animals, voiced his experiences and frustrations at the environmental impact assessment meeting. He stated that he was refused entrance to the area, due to the lack of access and the refusal by the security company to allow him to enter, despite the approval by the authorities for his entrance. He therefore was unable to feed the cats, mongooses and other animals for a number of weeks. Upon his return, he found that many of the animals had disappeared. At the time of the meeting he asserted that some of the animals were only beginning to return, some eight months later. The noise caused by the event also scared many of the birds away. The gentleman stated that he has not seen the woodpeckers since. He complained that during the event a large amount of litter was thrown over the fence and that this still

remains. Given that this is an environmentally protected area, and is a habitat to many animals, efforts to ensure that it is protected and cared for should be made a priority.

The reptiles residing at the Snake Park were also a 'last minute' concern. The possibility of fatal consequences brought on by noise and vibrations caused by the motorcars were initially overlooked. Fortunately, the grandstands that were erected in front of the Snake Park seemed to shelter much of the noise and absorb the vibrations. No incidences of reptile losses were reported.

For many large events the most overwhelming positive impact created by hosting the event, is the urban regeneration that is required (Albers: 2002, Buthelezi: 2002, Kammeier: 2002, Madden 2002, and Sotirios: 2002). In the case of the A1 Grand Prix in Durban this did not occur for two reasons. Firstly, the location chosen for the area was already particularly scenic and well maintained. Apart from the open space adjacent to the Drive-In and the redundant Drive-In itself, all the buildings and surrounding land uses adjacent to the racecourse are in good condition. Secondly, the amount of time that planners had did not allow for any additional 'work' to be done in the area. It was simply a matter of urgently laying down the course. There is no rehabilitation that is needed in the areas current state, however the palm trees could be replaced should the event not continue in the future.

5.4.4 Social

The physical impacts had many social impacts and were discussed in the section above. Only those social impacts that were not related to physical pressures will be discussed here.

A concern for planners prior to the race was the impact brought on by the noise generated by the motorcars. The noise levels were exceptionally high and could be heard from as far a field as Glenwood and Durban North, some six to 7kms away. However, as Table 16 reveals, the noise levels for the residents of Durban were rated at 2.6 on the scale of 1-10, indicating that people were not terribly distressed by the noise generated by the event. With a few exceptions, most people felt that they

could tolerate the noise for one weekend, and the excitement of the race by far outweighed the noise impacts. Some residents simply bought earplugs for when the noise became unbearable.

There were mixed reports of crime and safety issues reported. Some said that the increased surveillance decreased crime, whilst the residents in the Summersands complex stated that the grandstands erected in front of their property encouraged break-ins. Most people felt that the crime in the area generally is especially rife and that the hosting of the event neither improved or worsened the occurrences of crime. In fact, contrary to Body-Gendrot's (2003) claims, Table 16 reflects that security was the least of respondent's worries. Respondents were asked to rate the following on a scale of 1-10 with 1 being the lowest score and 10 being the highest level of concern. The safety and security at the event was rated the second highest, indicating that people felt safe at the event itself.

Table 16: Rating of logistics and management attributes

ATTRIBUTES	RATINGS
Choice of Location	9.3
Safety & Security	8.6
Atmosphere	8.5
Layout of Circuit	8.5
Marshals & Organisers	8.2
Catering	7.8
Traffic Management	7.4
View of Circuit	7.2
Toilets	7.1
Ticket Prices	6.7
Information about the Track	6.1
Availability of Programs	6.1

Source: VJ's Consulting: 2006, 11

Litter was not reported to be an issue and many people complimented Durban Solid Waste (DSW), in the survey, for their rapid response.

5.4.5 Pride and excitement

The event generated enormous pride and excitement amongst the residents of the city as well as those residing in the area as stated by Waitt (2003 and Meuller and Fenton (1989), and is the most significant positive social impact experienced. The city was displayed in a most favourable light in the media generating great emotion, particularly when it was realised that this was being displayed throughout the world.

The below tables, Tables 17 to 20, show the responses of the residents and street vendors regarding their levels of pride in Durban and South Africa, at the time of the event, and the compares this to their normal levels of pride.

Table 17: Level of pride in Durban in the build up to the event

LEVEL OF PRIDE IN DURBAN	NUMBER OF RESPONSES	%
Not at all	6	11%
Not very	1	2%
Indifferent	5	9%
Slightly	9	16%
Extremely	34	62%
TOTAL	55	100%

Source: Research survey (July 2006)

Table 18: Comparison to normal levels of pride in Durban

	NUMBER OF RESPONSES	%
More than usual	30	55%
Same as usual	19	35%
Less than usual	6	11%
TOTAL	55	100%

Source: Research survey (July 2006)

Table 19: Level of pride in South Africa in the build up to the event

LEVEL OF PRIDE IN SOUTH AFRICA	NUMBER OF RESPONSES	%
Not at all	3	5%
Not very	2	4%
Indifferent	25	45%
Slightly	12	22%
Extremely	13	24%
TOTAL	55	100%

Source: Research survey (July 2006)

Table 20: Comparison to normal levels of pride in South Africa

	NUMBER OF RESPONSES	%
More than usual	12	22%
Same as usual	40	73%
Less than usual	3	5%
TOTAL	55	100%

Source: Research survey (July 2006)

The above results show the distinction between people's feelings about Durban compared to their feelings about South Africa. Comparatively, people were more proud of Durban than South Africa in hosting the event, and the levels of pride escalated prior to the event through to the final race day. Most people (55%) said that the event increased their pride levels in Durban, whilst there was little change in their pride in South Africa. The event thus generated an increased sense of pride and patriotism in Durban and this was noticeable amongst interested and affected parties from all social economic sectors interviewed, thus binding people together.

Respondents were questioned about their levels of excitement in the build up and during the race. Levels of extreme excitement escalated as the race drew near, from 18% to 78% (see Tables 21 and 22).

Table 21: Excitement levels in the build up to the event

EXCITEMENT LEVELS	NUMBER OF RESPONSES	%
Not at all	6	11%
Not very	6	11%
Indifferent	24	44%
Slightly	9	16%
Extremely	10	18%
TOTAL	55	100%

Source: Research survey (July 2006)

Table 22: Excitement levels on the race days

EXCITEMENT LEVELS	NUMBER OF RESPONSES	%
Not at all	6	11%
Not very	0	0%
Indifferent	4	11%
Slightly	0	0%
Extremely	43	78%
TOTAL	55	100%

Source: Research survey (July 2006)

The levels of pride and excitement that arose as a result of the race was citywide, almost every one was talking about the event and many made an effort to at least watch it on TV, if they did not attend. It was indeed an exciting event for South Africa and Durban in particular to host.

The importance of the attitude of 'locals' towards tourists, as explained by Hall (1997), is applicable here. Seymore clarified that there are three major problems with tourism in Durban, and KwaZulu Natal. First, the lack in public transportation needs to be addressed; second, the issue of safety and security must be improved and finally a paradigm shift away from xenophobic attitudes also needs to occur. Contrary to common belief, South Africans are not perceived as friendly people towards tourists. This interaction is important in the general perception of a city and

a country and as Hall (1997) and Waitt (2003) point out it is an important aspect of tourism and social development. The pride and patriotism generated by the event might be a contribution to improving attitudes towards tourists and therefore is a valuable tool for event management.

To sum up, the considerable physical impacts had knock on effects onto the social well-being of the residents and other city dwellers. The event was widely perceived as a success and not only amongst South Africans as it won the 'Best Presented Event' A1 Grand Prix award at the end of the 2005/2006 season.

Despite the inconveniences experienced by the residents 100% of those interviewed felt that the event should continue to be hosted in Durban. A further 98% of respondents said that the inconveniences that they endured were worth it. Events such as the A1 Grand Prix can be used to boost morale and improve city patriotism.

5.5 CONCLUSIONS

The positive and negative physical and economic impacts caused by the event were mostly localised. However social impacts, such as the pride and excitement generated by the event and the disappointment regarding the removal of the palm trees, were spread citywide. According to the assumptions made, the total economic impact on the city was nearly R105 million. Given the R25 million spent by municipal and provincial government this amounted to an estimated return on investment of about R80 million and was therefore beneficial.

Assessment has revealed that negative impacts imposed upon the city are short-term and can be obviated with careful planning, whilst Durban hopes to benefit from long-term positive impacts, such as tourism development, economic development and improving the public's attitudes towards tourists. Hosting this event and other such mega events can thus be considered as 'worthwhile' and should continue as a strategy to develop the eThekweni region.

6. PROBLEMS

6.1 INTRODUCTION

Research analysis has revealed that many problems arose prior to and particularly during the event. The issues relating to the rehabilitation phase are not addressed here as those have been discussed in 5.4.2 above. It is anticipated that a fuller understanding of these issues will assist city managers in determining the necessary interventions which they can incorporate into planning and implementation in the future.

6.2 PLANNING AND PREPARATION

6.2.1 Lack of project manager

At the outset, no one person was elected as a project manager to oversee the entire event. As a result various role-players identified different people as the leader of the project; these people included Ellingson and Esteves. Ginny Eslick, who was responsible for the event logistics, was also identified as a project manager. The lack of a single leading authority figure caused confusion at times, and in addition caused delays at a time where time was valuable.

6.2.2 Lack of public participation

Time constraints that existed between the final decision to host, in Nov 2005, and the race days (late January 2006) meant that no environmental impact assessment was conducted prior to the event. City planners therefore did not notify and discuss the event with the street vendors, local businesses and residents of the area. The residents complained that they were not formally informed about the decision to host and learned of the decision in newspapers. They claimed to have had no idea about the road closures and the possible detours and alternative routes available. Eventually, after repeatedly complaining, one meeting was held between eThekweni Metropolitan and the interested and affected parties, in January 2006. Residents also complained that despite raising concerns and issues in the meeting, answers were not given to their questions, they were simply 'brushed off' and little efforts to

assist and mitigate issues were made by municipal government. The lack of collaborative planning therefore left the interested and affected parties feeling excluded and angry from the outset, and is something to be addressed in the future.

6.2.3 Protea Security

During the procurement stage Protea Security claimed to be an event accredited company, however they had had very little experience with events, and had never been involved with any large-scale events. Canham of Disaster Management confessed that in the preparations for the event, that their department had repeatedly demanded an Emergency Evacuation Plan from the company, however Protea Security failed to produce one. The lack of an Emergency Evacuation Plan could have resulted in severe consequences should an evacuation have been necessary.

Protea Security is not a Durban based company and they therefore lacked an understanding of the area. There are a number of Durban based companies that are event accredited and have experience with large-scale events. However the A1 Team SA was responsible for the procurement of security and they selected a Johannesburg based company. Protea Security hired local people to work at the event. Unfortunately these people were untrained, had no basic experience, and little knowledge or understanding of the event layout and seating arrangements. Consequently, employees were unable to direct people at the event to the areas within which they were supposed to be sitting. Due to the seeming incompetence of this security company, a second local security company was additionally employed for the event.

6.2.4 Communication gaps

Due to the fact that this was the first time the event had been held, no standing relationship existed between A1 Team SA and eThekweni Metropolitan. There was a lack of trust between the two parties which lead to a lack of information flows. This was extremely problematic at times as it is not possible to plan comprehensively for the unknown without effective communication between all parties.

The people involved from the city side of the event management found that A1 Team SA were not forthcoming with the information that they required. One of the first significant issues that arose at the planning stage, regarding this relationship, was the fact that A1 Team SA refused to release a VIP list of public figures that were to attend the event. This was justified as being a security threat to these dignitaries, although adequate security was vital on the race day and logistics needed to be arranged.

Details of the event, such as VIP movements in and out of the area and their seating arrangements, were incredibly difficult to anticipate without this list. Without details of their flights and hotels, it was not possible to ensure that suitable arrangements were made. This was thus incredibly difficult for the logistical event organiser, Eslick, to plan for the hospitality of these guests.

At the same time, a number of the A1 Racing Teams are owned by significant businessmen and soccer players. In the light of the looming 2010 Soccer World Cup, South Africa, and Durban's urgency to prove their capabilities for the hosting major sporting events, was seen by the organisers as being one of the most significant outcomes of the event. The A1 Grand Prix provided an ideal opportunity to network with these prominent footballing figures should they attend the race. Not knowing which VIPs were to attend the event hampered the city officials, such as Suttcliffe and Ellingson, making it difficult for them to set up bilateral meetings with those people.

The soccer players who own A1 Teams are noted in Table 23.

Table 23: The soccer figures who also own their country's A1 Racing Team

Name	Country	Association
Mark Gallagher	Ireland	St Johnston (national club)
Ronaldo	Brazil	Brazil and Spain
Luis Figo	Portugal	Portugal
Carlos Queiroz	Portugal	National coach and assistant coach of Manchester United

Source: adapted from Wikipedia – A1 Grand Prix (28 September 2006)

These prominent people have relationships with FIFA officials with whom Durban is trying to form solid relationships. Durban has recently held the FIFA Beach Soccer: Africa Zone Qualifier and will host the FIFA Beach Soccer Pro Tour in December 2006. These events have further been arranged in order to set up a relationship between FIFA and the city.

Gaps in communication can lead to a breakdown of trust and can impede the planning and operations phases of event hosting. In order to ensure that the event is planned thoroughly, communication across all involved and related groups is necessary.

6.3 ON THE RACE DAYS

6.3.1 Tickets

The issuing of tickets and the ticket design was the source of many problems on the race days. The tickets were oversold on the final day of the event. This caused problems with seating and overcrowding, and posed significant potential safety and security threats. Event organisers were forced to erect additional scaffolding rapidly in order to provide sufficient seating. Furthermore, Computicket printed tickets without clearing ticket design with the eThekweni Municipality. These tickets were inadequate, as they did not have the seating arrangements and racecourse design on the back, as specified. This further added to the confusion on the race days.

6.3.2 General admissions

One issue overlooked at the planning stage was the 'general admission' tickets. All tickets allowed ticket holders to move freely between areas and caused substantial confusion regarding seating arrangements. There were three further causes of the confusion that ensued. First, there was a lack of signage of seating areas; second, no seat markings were allocated; and finally, the security company employed lacked understanding of the layout of the stands and could not direct spectators. Many people had no idea where their seats were and consequently were either forced to roam around (in some cases repeatedly) looking for their seats, or to sit in the wrong

places. It meant that people with cheaper seats were able to sit in the more expensive ones and incidences were reported of the security company's ticket collectors charging patrons privately for access to those seats. The absence of actual seats and seat markings also encouraged people to spread themselves over a number of spaces on the stands. For example, families with four seats took up six spaces, causing problems for latecomers who expected to sit in their allotted places. The issue caused a negative impression amongst the spectators, particularly amongst those who were inconvenienced by this.

6.3.3 Surrounding buildings

The buildings surrounding the racecourse had spectacular views of the race. As Burns and Mules: (1989) and Mueller and Fenton (1989) pointed out, events encourage residents to invite friends and family or to rent their flats out for the days, which was the case during the A1 Grand Prix in Durban, as described in 5.3.1.2. This resulted in the buildings being over crowded on the race days. In some cases, people were sitting on the roofs of buildings, particularly in the Summersands duplexes complex. People were drinking on the rooftops and hanging over the edges, which could have led to fatalities. This season, body corporates need to be more severe in their control of residents and visitors.

The restriction of vehicle access into this region was also a concern for Disaster Management. Should emergency vehicles be required it was almost impossible to gain access to these buildings, which could have had disastrous effects. City managers and planners were aware of these concerns but did not take any actions to solve the issue. This needs to be resolved for the next event.

6.3.4 Parking disks

The alternative parking that was provided necessitated the issuing of parking disks to car owners. These were easily faked and many people copied and sold them or handed them to friends and relatives for parking and building access on the race day. The parking spaces filled up quickly and the over crowded car parks very often left

legitimate parking disk holders without parking, necessitating the need for stricter controls in the future.

6.4 CONCLUSIONS

The problems that occurred were both expected and unexpected; in most cases the city management dealt with these with efficiency and professionalism. Those that did occur were fortunately not fatal or disastrous. The A1 Grand Prix serves as a learning experience to improve operations for the event in years to come and handling methods in future events.

7. EVALUATION AND RECOMMENDATIONS

7.1 INTRODUCTION

This chapter aims to provide an insight into the problems and issues that arose before, during and after the event. City management is increasingly aware of the need for better information regarding event hosting and evaluation will assist the city planners and managers to plan not only for the hosting of this event in the future, but for other mega events as well. In the light of the looming 2010 football world cup, recommendations are also made for improvement of the overall event hosting strategy.

7.2 EVALUATION OF THE 2006 DURBAN A1 GRAND PRIX

Events are always attractive owing to the economic benefits gained. Evaluation after an event is necessary in order to determine the event's success and to identify problem areas that can be improved upon. Satisfactory experiences of the event is necessary in order to encourage people to return and, by word of mouth, create a reputation that will attract still further tourists. Residents too should have pleasant experiences if they are to continue their support of city management. This section provides the necessary analysis in order to thoroughly determine the strengths, weaknesses, opportunities and threats (SWOT). It also provides insight into the extent to which the event met eThekweni's event hosting objectives. Finally the outcomes of the event are addressed.

7.2.1 SWOT analysis

A SWOT analysis was carried out by the teams that were involved in the planning and management of the event within eThekweni Municipality. This analysis provides a benchmark for future event evaluation and allows teams to draw comparisons between the outcomes of one event and another. The process involves the identification of problems in order to make recommendations and improvements for the next event.

Table 24: SWOT analysis of the 2006 A1 Grand Prix

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Comprehensive plan • Understanding of major events • Team-work • Expertise and contribution by individuals • Co-ordinated management and involvement 	<ul style="list-style-type: none"> • Planning not hazard based • Ticket checking and spectator management • General admissions • Insufficient info from organisers • Insufficient signage • Private security incompetent • Relationship between Organisers and Support services
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improve communication and relationship between Organisers and Support services • Improve spectator management • Extra seating and signage • Design of tickets • Improve communication between city and residents • Design track with emergency response in mind 	<ul style="list-style-type: none"> • Complacency • Emergency Evacuation • Crowd capacity • Stands collapsing • Permit system & forgeries

Source: eThekweni Municipality (Feb 2006)

Strengths not identified Table 24 include the perception that the event was successful. It was well attended and received extensive media coverage; in addition the provision of the racecourse and the delivery services were timeous and effective, while the racecourse itself, the only street course in the series was spectacular.

As far as other weaknesses are concerned the most important was the failure of city management to appoint a project manager various liasing departments could identify as the organising figure. This would have obviated some of the confusion and in order to streamline event organisation, this should be considered. As the A1 Grand Prix team is based in Johannesburg, procurement was awarded to Johannesburg companies, in addition many Durban companies tendered too high which further encouraged the use of companies from out of the region, limiting the extent of local economic impacts. This is a weakness that the city management needs to address if the economic benefits are to be maximised within the region. An important

weakness overlooked in the SWOT analysis is the lack communication with the residents and I&APs. Most significantly, no EIA was produced before the race which would have ensured the inclusion of these parties in the planning process. Furthermore, the rehabilitation of the area took far too long which was a major weakness of the final stage of the event operations. While the local inhabitants were pleased with the promptness with which the litter was cleared from the area, the litter thrown over the fence into the protected dune area was left there long after the event. This needs to be addressed in the future. Many of the Durban drivers and residents in the area, felt that the traffic management plan was too restricting and that this could be improved. Finally, the constraints upon the pedestrian movement in the area were also too restrictive, especially for the elderly and disabled.

Further opportunities that can be developed upon for future events is that extensive marketing could ensure that the A1 Grand Prix is associated with Durban, creating a legacy in the minds of the international community. Relationships with dignitaries and VIPs could be developed upon at the event. The event should provide further opportunities to stimulate international tourism from first world countries such as Japan, Germany, France, England and USA.

The perceived rudeness of the tourists was a threat to the residents who viewed the visitors with distaste. Over capacitated buildings too creates a potential disaster situation and communication between the city management and body corporates should ensure tighter control.

The additional weaknesses identified in this section points to a weakness being carried out by the eThekwini team. This analysis in the future should rather be carried out by an independent party in order to thoroughly analyse and evaluate the 2007 A1 Grand Prix race.

7.2.2 Objectives and outcomes

To what extent did the event meet eThekwini's event strategic objectives?

Firstly, the event has already begun to create a legacy. Connections with the sport and the city have begun to take shape in the minds of other city managements throughout the world (Ellingson: September 2006). Secondly, city management proved its capabilities and performance of hosting and event. The award of 'best presented event' proved, that in the perceptions of many, Durban was most successful and attractive event in the world circuit. This will, hopefully, attract future similar mega-events to the city. It can also assist city management in terms of relationship building, generating confidence for the 2010 Soccer World Cup.

Thirdly, the event was extremely successful in boosting social morale and patriotism in the residents throughout the city. Although visitors were sometimes poorly perceived, the emotions generated from this will hopefully improve long-term attitudes towards each other and tourists.

Fourthly, the event boosted the economy, in that it provided temporary employment for some and possibly paid overtime for others. The procurement of services necessary for the facilities needed for the event provided many local businesses with income, although there was room for expansion in this area. The return on the R25 million spent by the municipal and provincial government saw a return of R79,5 million, before the multiplier.

Fifthly, although the event generated a small number of international tourists this was less than hoped for. KwaZulu Natal would like to see more overseas visitors in the city. However the event might encourage further international visitors in the future as the dates for the next event have been provided well in advance. This provides ample opportunity for developing the product, and for marketing.

Finally, the selection of an extremely high profile event proved worthwhile. The viewership of 8 million people worldwide showing the extent to which the event was showcased. The spectacular views of the city afforded by the street course were unique in the series and provided added attraction. This provides invaluable exposure of the city to an international market of potential investors, sporting related bodies and tourists alike.

7.3 RECOMMENDATIONS

Based on the SWOT analysis detailed in the previous section, the operational plans, and responsibilities, as well as the impacts described earlier chapters, recommendations can be made for the improvement of the planning and preparation for the 2007 event, and possibly future events, are provided here.

7.3.1 Urban management

Urban management should co-ordinate the physical, social, economic and environmental aspects of the city. The impacts upon these aspects as a result of the event need to be managed. Evaluation of the race has identified the impacts and the extent to which they affect the city. The management of economic impacts and opportunities will be addressed in the following section

The first problem identified in the previous chapter was the distinct lack of a project manager. In order to ensure that all aspects of the mega-event are coordinated one person should be appointed to fulfil this role. This will ensure that the matters relating to the event and urban management are addressed and coordinated.

Traffic management should ensure notification of the road closures and detours. This includes the issuing of pamphlets to each household in the surrounding residential flats. Signage along each road should be large and state clearly the dates the roads will be closed. Local and city newspapers should advertise the road closures a few weeks prior to the event in order to ensure the optimum awareness of these closures. Roads could be opened at peak hours in order to alleviate traffic congestion at these times and to maximise accessibility. Road works could also take place at night in the areas further away from the residential blocks.

The restriction on pedestrian movement should be minimised. Although a temporary pedestrian bridge could be erected over Snell Parade, this would not help the disabled and the elderly. An alternative would be to leave gaps in the placement of the barriers and fencing until the race weekend in order to provide through flows of pedestrian movement.

Rehabilitation of the area should not have taken up to seven months, especially since it took four weeks to set up. ETA itself would like to limit the set up to three weeks and the break down to two weeks. Thereafter fines should be imposed upon responsible parties in order to ensure that these deadlines are met. Although ETA made this statement, it was their responsibility to clear and rehabilitate the roads, which was the task that took the longest after the race. ETA needs to ensure that their rehabilitation responsibilities are completed more promptly.

Furthermore the design and development of the removable potted plants must be completed in order to recreate the previous green islands, restoring the aesthetics of the area. As this was an emotive issue for the residents, perhaps a 'competition' could be held for the design of these, thus generating community spirit and engendering pride in the environment. Certainly these could be put out to local tender to local business further spreading the economic impacts.

Although the removal and storage of concrete barriers, scaffolding and fencing can be costly, eThekweni should ensure that these are stored of sight. Alternatively a suggestion has been made to design and make a feature out of these. The removal and storage of these barriers offer further opportunities for outsourcing to local business.

The natural environment was overlooked in the planning and preparation of the 2006 race. This could be attributed to the lack of an EIA. Efforts to preserve the dunelands should be prioritised for future events. The removal of litter and access for the citizen that feeds the animals should be ensured.

7.3.2 Economic opportunities

The barriers and sponsorship signage at the event was dominated by ABSA. The barriers surrounding the event were for 'rent' and companies could use these to place their signs. However, very few companies applied for these and nearly all of the signage was sponsored by ABSA. Tourism KwaZulu Natal could use this to increase branding exposure and awareness as could other businesses. An effort to ensure that other businesses buy this advertising space for future events should be

made. One of the weaknesses identified was the lack of local procurement thus reducing the number of local businesses that benefited by the event. There is an opportunity to outsource the rental of this space thus further spreading the economic benefits locally.

The apparent lack of A1GP apparel and souvenirs can be an opportunity that could be maximised. However this needs to be franchised which is the responsibility of the A1 Holdings and the A1 Team SA. eThekweni Municipality should pressurise the A1 Team to encourage the purchase of signs and logos. Furthermore, eThekweni Municipality could designate areas or plots for tables and stands and provide tables at the event for entrepreneurs. The provision of this should be made well in advance in order to encourage these economic activities.

The procurement of local Black Employment Equity companies should be given preference by both the A1 Team SA and eThekweni Municipality. The finalisation of these contracts should further be finalised three months prior to the event.

7.3.3 City branding

One of the primary aims of hosting an event of this nature is to attract tourism inflows. eThekweni city management and Tourism KZN have identified the need to do this and to develop a new brand image of the city as a 'hip and vibey' place. Given the nature of the A1 Grand Prix and the viewership it attracts, this is a good opportunity to promote the brand. City management and Tourism KZN need to adopt a more aggressive strategy for marketing the event. Sixteen other cities have hosted, or will host, the A1 Grand Prix. Tourists are unlikely to attend more than one international event and therefore Durban needs to ensure that **this** is the event and city that the tourist will visit if they can only attend one. The current tourism target markets are England, Germany and the USA, however there is the potential to extend this to Japanese and Chinese markets too.

The A1 Team SA does have promotional stands at the events in other cities in order to promote the event. This could be used as an opportunity for TKZN, eThekweni

municipality and KwaZulu Natal provincial government to showcase the city and province and increase brand and destination awareness.

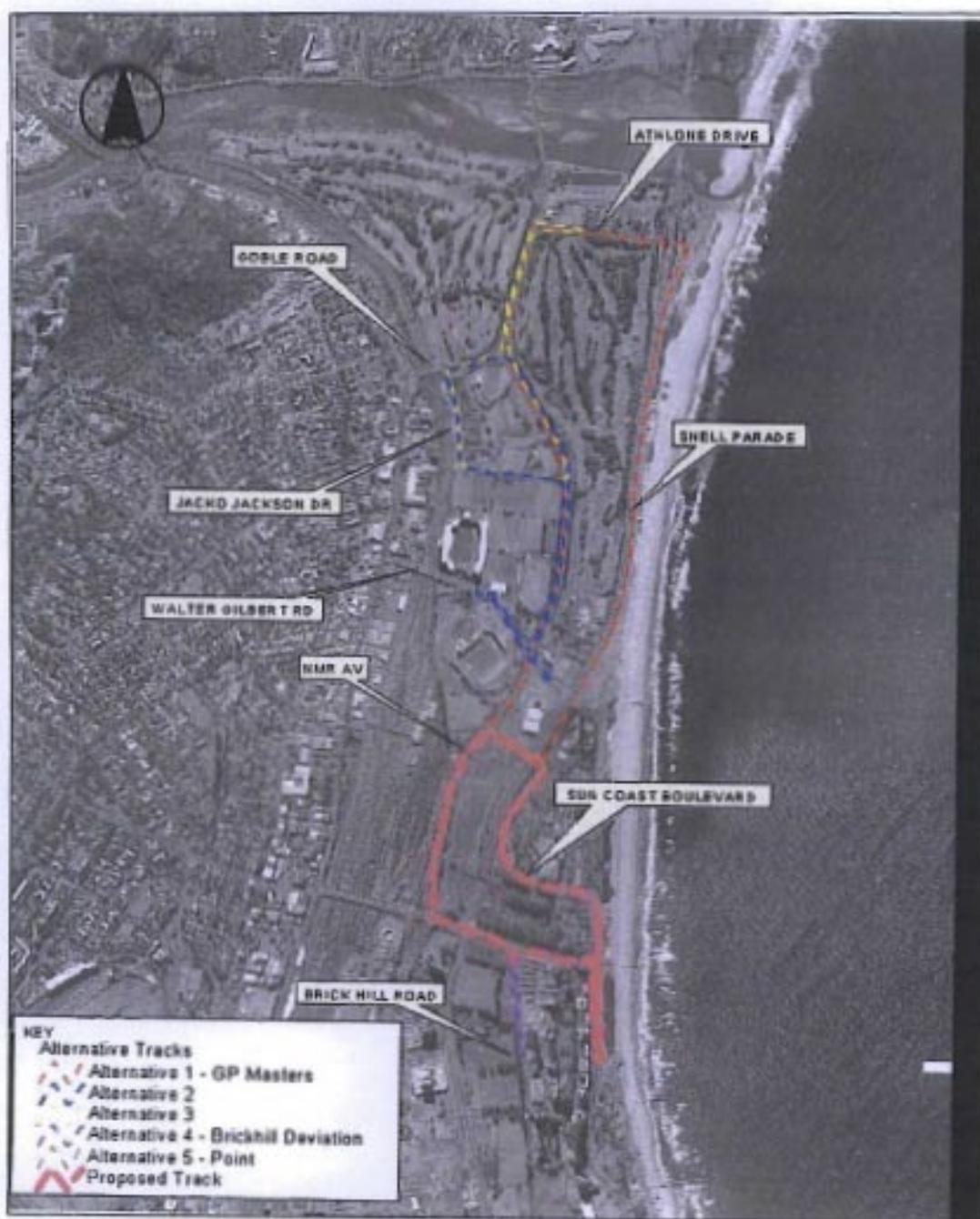
Tourism KZN should make further efforts to encourage more domestic tourists by adopting a better national marketing campaign. In keeping with the to develop a new product image, the event provides opportunity to develop the image for the local South African market. Radio and television stations, with target audiences of the 'middle to upper' socio-economic groups in other provinces, should broadcast further advertisements in order to encourage further domestic tourists to the city.

As Tarlet (1993: 53) points out 'there is a tendency to think of products which are fully organised beforehand with a fixed price.' Although this is difficult to arrange, the city management, the A1 Team SA and tour operators could create competitively priced tour packages for the event which are promoted nationally and internationally. There are opportunities here for local tour operators which would further spread the economic benefits. Furthermore the city intends combining various existing events into one package. Thus these tour packages could include combinations of A1 ticket sales and entrance to Ushaka Marine World, or free parking and complimentary to the casino, or for example, the scheduling of additional events, such as a horse racing or power boating events.

7.3.4 Event logistics

City management is responsible for most of the operations and event logistics. One suggestion made for improving the impacts imposed by the event includes alternative locations for the racetrack within the city. Figures 23 and 24 depict the locations considered for the 2007 event. Alternatives 1 to 3 include moving the event north in order to bypass the residential areas, thereby minimising impacts on this community. Alternative 1 is intended for the A1 Masters race and will not be used by the A1 Grand Prix. The straight part of the racecourse has been moved from Snell Parade to Brickhill Road as illustrated in alternative 4. This would alleviate limitations on access, in particular pedestrian access, in the development of the course. Residents would be able to access their homes by vehicle from Snell Parade, this is good alternative to the current course. The final alternative (see figure 23) was to host the

Figure 23: Alternative A1 Grand Prix Racetracks 1-4



Source: Environmental Planning and Design (Scoping Report: November 2006)

Figure 24: Alternative A1 Grand Prix Racetrack 5



Source: Environmental Planning and Design (Scoping Report: November 2006)

race along Point Road. This is perhaps the only alternative that can provide a similar aesthetic quality to the racecourse of 2006, as it would benefit from harbour views and showcase the developments that are currently either under construction or recently completed in the area.

Although these locations would minimise impacts they are not as attractive as the current location as the residential buildings add to the atmosphere on the race day. Furthermore the straight part of the course, along Snell Parade, is the most scenic as it provides views from Umhlanga to the harbour. None of the other courses can match the scenery of the 2006 course. 98% of the residents questioned stated that the inconveniences that they experienced were worth it. The research therefore recommends that the event not be moved.

Suggestions made by car owners were that metal parking disks should be designed, by ETA and Metro Police in order to prevent forgeries. These can be used for other events and if necessary a deposit taken required in order to prevent theft.

Issues regarding the operations on the race days that were identified can be addressed for the next event. These include no 'general admissions'. Confined colour-coded seating precincts should be created in order to prevent thoroughfare and allow ticket holders to easily identify their seating area. Seat numbers should be clearly indicated to prevent confusion. Signage depicting seating arrangements and precincts at the event should be maximised in order to allow ticket holders accessible access to this information. Tickets should be designed with seating plans on the back as originally stipulated, a matter for Computicket to attend to.

Finally, disabled seating, extra grandstands and picnic areas should be provided. This provides the opportunity to maximise ticket sales and increase consumer consumption. It was evident from the last race that tickets were in demand and extra seating and only be of benefit for the race.

7.3.5 Communication

The lack of collaborative planning was an issue that increased negative impacts upon the resident community. The A1 Team SA and eThekweni Municipality need to include and inform city residents in the planning and preparations of the event. The formulation of an EIA assessment for the 2007 A1 Grand Prix has been released. At the first EIA meeting it was explained clearly that this was not the only opportunity I&APs had to voice their concerns. The contact details of the environmental consultants were distributed and future meetings were mentioned. It remains to be seen whether these are held and whether communications between the race organisers, the municipality and residents is improved.

The event should also provide the opportunity to build relationships between city management, residents and potential investors and sponsors, as well as with the A1 Team SA. Improved communications will contribute to the development of these relationships.

7.4 CONCLUSIONS

These conclusions summarise the findings of the research in response to the research questions outlined in chapter one.

eThekweni Municipality has adopted a strategic approach to hosting events. Hosting events is seen as a mechanism capable of addressing tourism and economic development and this also provides the opportunity to increase destination awareness and marketing. Hosting mega-events allows city managers to present their capabilities and competence which can benefit political campaigns and potential bids for future events.

The A1 Grand Prix is a good starting point for the hosting of future mega-events. It was of significant size, yet Durban's infrastructure and facilities were able to cope with the numbers of people that attended the event. The sport is recognised worldwide and received over 8 million viewers. This generated an exposure far greater than initially anticipated. The event appeals to a higher economic group of people who are able to spend more. National and international tourists, such as

these, are Durban's desired target market and events such as the A1 Grand Prix present the opportunity to encourage these people to visit. The event has been successful in starting to create a legacy. However it did not attract many international visitors and it failed to provide the opportunity to forge linkages with international businesspeople and sporting bodies.

Prior to any planning and implementation, finances needed to be secured. Following this, an Environmental Impact Assessment is required for all large events in Durban. This document analyses the potential impacts upon the host city and provides suggestions for the minimisation of negative impacts. It also allows I&APs to voice their concerns about the event at public participation meetings. Therefore it provides a starting point for all planning and management that is required. Although an EIA was not formulated for the 2006 A1 Grand Prix race, an EIA for the 2007 race has been carried out. This should continue to occur in the future.

The economic impact of the event generated an estimated R79,5 million. This boosted Durban's economy, even if it was only for a short period of time. The negative social impacts, such as annoyance and exclusion, were mitigated to an extent and positive social impacts, such as excitement and pride were generated by the event. Negative impacts upon the natural environment included the disappearance of animals residing in the dunelands. Physical impacts upon the city were extensive and efforts to minimise them were made however, recommendations to improve the actions and operations that took place in 2006 have been made in this chapter.

Once the decision to host the event was made and a location for the event selected, operational plans relating to urban management were formulated. These plans documented the scope of work, implementation actions and phasing of the event. They guided actions necessary before, during and after the race. Impacts upon the physical environment were taken into consideration and measures were taken to alleviate these. However, no EIA report was compiled, social aspects were neglected. This was a great weakness in the planning and management of the 2006 A1 Grand Prix. An EIA report has already been compiled for the 2007 race, which could alleviate negative social impacts generated by the event.

The previous chapter identified the problems relating to the event and this chapter provided recommendations for the improvement of the event. The most significant lessons relate to urban management, economic opportunities, city branding, event logistics and communication.

The 2007 A1 Grand Prix race could be marketed more effectively by advertising the event well in advance and combining race tickets with other Durban attractions. The 2007 race was announced well in advance which provides an opportunity for the A1 Team South Africa, eThekweni Municipality and travel agencies to promote and manage the race successfully.

The economic benefits, social empowerment and unity engendered in the residents as well as the exposure of the city to the world, rendered the event successful when measured against the city's fledgling event hosting strategy. The A1 Grand Prix proved that Durban is a suitable event venue, and that the municipality is capable of hosting a mega event. It has offered something on which to build and will hopefully attract other major events in the future.

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ANNEXURE 1

Questionnaires

Residents

Street Vendors

Questionnaire: Residents – A1 Grand Prix

Name: _____ Residence: _____

OBJECTIVES:

- To establish the extent to which the A1 Grand Prix affected Durban
- To determine the impacts of the A1 Grand Prix upon the host community residing close to the host location.
- To determine to what degree, were residents affected by the event.
- To establish the sense of place felt by the host community during the event.
- To establish people's perceptions of the success of the event.
- To obtain any suggestions of improving the event.

1. In the build up and during to the A1 Grand Prix I would describe the sense of pride in Durban, on a scale of 1-5, as:

Not at all proud	Not very proud	Indifferent	Slightly Proud	Extremely Proud
1	2	3	4	5

2. Would you say that this is more than usual, less than usual or the same?

3. In the build up and during to the A1 Grand Prix I would describe the sense of pride in South Africa, on a scale of 1-5, as:

Not at all proud	Not very proud	Indifferent	Slightly Proud	Extremely Proud
1	2	3	4	5

4. Would you say that this is more than usual, less than usual or the same?

5. Prior to the A1 Grand Prix I would describe my level of excitement as:

Not at all excited	Not very excited	Indifferent	Slightly Excited	Extremely Excited
1	2	3	4	5

6. During the A1 Grand Prix I would describe my level of excitement as:

Not at all excited	Not very excited	Indifferent	Slightly Excited	Extremely Excited
1	2	3	4	5

7. On a scale of 1-5 how disrupted was your life by the A1 Grand Prix?

Not at all Disrupted	Not very Disrupted	Indifferent	Slightly disrupted	Extremely disrupted
1	2	3	4	5

8. What disruptions/inconveniences affected you personally or your family prior to and during the weekend of the A1 Grand Prix?

9. On a scale of 1-10 (1=slightly annoying, 10=extremely annoying) please rate the following inconveniences/annoyances prior to and during the event.

- | | |
|---|---|
| <input type="checkbox"/> Traffic Congestion | <input type="checkbox"/> Palm Tree Removal |
| <input type="checkbox"/> Parking Restrictions | <input type="checkbox"/> Reroute of traffic |
| <input type="checkbox"/> Noise | <input type="checkbox"/> Litter |
| <input type="checkbox"/> Lack of access to home | <input type="checkbox"/> Security threats |
| <input type="checkbox"/> Remaining barriers/apparatus | <input type="checkbox"/> |

10. Do you feel the event was a success? (y/n) _____

11. Did you personally benefit from the hosting of the A1 Grand Prix? (y/n) _____

11.1 If yes, how? _____

12. Would you like Durban to continue to host the A1 Grand Prix? (y/n) _____

13. Can you suggest any ways that Durban can improve this event?

14. Do you have any other comments on the A1 Grand Prix?

15. Did the excitement and the privilege of the event offset the inconveniences that you endured? (y/n) _____

Questionnaire: Street Vendors – A1 Grand Prix

OBJECTIVES:

- To establish how the informal sector is impacted by the event.
- To determine how the vendors' livelihoods are affected by the event.
- To provide an economic sustainability insight to the event

1. Did you sell things here before and during the A1 Grand Prix in January?
(y/n)_____

2. What kinds of things do you sell? _____

3. Before and during the event were you able to get to and from work easily? (as usual) (y/n)_____

3.1 If no, what problems did you experience getting to and from work?

4. Were you able to trade here before and during the event as usual?
(y/n)_____

4.1 If no, what stopped you from being able to sell things here during the A1 Grand Prix

5. If yes, how would you classify the amount of money you make through the period of the A1 Grand Prix?

Far less than usual	Less than usual	The same	More than usual	Far more than usual
1	2	3	4	5

6. Do you feel threatened by other hawkers and vendors that arrive only for the duration of the A1 Grand Prix? (y/n)_____

6.1 Do you think that the hawkers that walk around are stealing some of your business? (y/n)_____

7. On a scale of 1-5, how disrupted was your life by the hosting of the A1 Grand Prix:

Not at all disrupted	Not very disrupted	Indifferent	Slightly disrupted	Extremely disrupted
1	2	3	4	5

8. Prior and during the A1 Grand Prix I would describe the sense of pride in **Durban**, on a scale of 1-5, as:

Not at all proud	Not very proud	Indifferent	Slightly Proud	Extremely Proud
1	2	3	4	5

9. Prior and during the A1 Grand Prix I would describe the sense of pride in **South Africa**, on a scale of 1-5, as:

Not at all proud	Not very proud	Indifferent	Slightly Proud	Extremely Proud
1	2	3	4	5

10. **Prior** to the A1 Grand Prix I would describe my level of excitement as:

Not at all excited	Not very excited	Indifferent	Slightly Excited	Extremely Excited
1	2	3	4	5

11. **During** the A1 Grand Prix I would describe my level of excitement as:

Not at all excited	Not very excited	Indifferent	Slightly Excited	Extremely Excited
1	2	3	4	5

12. Any other comments?

ANNEXURE 2

Traffic Management Plan Summary

A1 Traffic Management Plan Summary

A1 Summary of Road Closures and Alternative Routes for A1 Grand Prix

Closures affected as of 3 Jan

1. Argyle Road between Stanger Street and Snell Parade closed on 3 January 2006.
Alternative routes: Stanger Street, Somtseu Road
Duration of closure: 3 Jan to 10 Feb
2. Brickhill Road between Argyle Road and Drive Inn entrance/exit closed on 3 January 2006. Only George Campbell School and construction traffic permitted beyond Somtseu Road.
Alternative routes: Somtseu Road, Stanger Street.
Duration of closure: 3 Jan to 10 Feb
3. Suncoast Blvd. and Snell Parade between Suncoast underground parking entrance/exit and Snake Park closed 7 January 2006
Alternative routes: Stanger Street, NMR Avenue, Battery Beach Road.
Duration of closure: 7 Jan to 10 Feb

Closures to be effected from 24 - 29 Jan

4. NMR Avenue southbound between Walter Gilbert Road and off-ramp to Argyle Road closed on 24 January 2006 @ 22:00. Battery Beach Road between NMR Ave and Snell Parade closed on 24 January 2006 @ 22:00
During the AM peak - contra-flow traffic along NMR northbound carriageway - 2 lanes southbound and one lane northbound.

During the PM peak - contra flow traffic along NMR northbound carriageway – 1 lane southbound and two lanes northbound. Access to Suncoast Casino via Blue Lagoon Interchange and Snell Parade only. Duration of contra-flow traffic conditions: 25 – 29 Jan
5. Suncoast Blvd western carriageway between Battery Beach Rd and underground parking entrance/exit closed on 24 January 2006 @ 22:00
Eastern carriageway of Suncoast Blvd. will be used as a two way road
Duration of closure: 25 - 30 Jan
6. Argyle Road eastbound between Stanger Street and NMR eastern ramps closed on 24 January 2006 @ 22:00
Alternative routes: NMR Avenue, Umgeni Road
Duration of closure: 27 – 29 January
7. Northern Freeway between Blue Lagoon Interchange and Argyle Road will be closed on 26 January 2006 @ 18:00
Alternative routes: inbound traffic detoured at Blue Lagoon onto NMR Avenue, Umgeni Road. Outbound traffic detoured along Argyle, NMR, Walter Gilbert. Only emergency vehicles, authorised traffic and traffic to Natal Command permitted to enter Northern Freeway inbound at Blue lagoon during 27 – 29 January.

Motorists and in particular heavy vehicular traffic that normally uses the M4 should re-route along the N2 and N3.

Duration of closure : 27 – 29 January

8. NMR Avenue southbound between Walter Gilbert Road and Argyle Road will be closed to southbound traffic on the afternoon 15:30 of 27 January 2006 to facilitate the egress of traffic from the City Centre due to the M4 Northern Freeway being closed. Alt. Routes are Goble Road, Walter Gilbert Road and Umgeni Road.

Opening of Roads

Sunday 29 January 2006

The following portions of roadway which will be closed for the A1 Grand Prix shall be opened immediately after the conclusion of the days racing on Sunday 29 January 2006.

1. M4 Northern Freeway
2. Argyle Road – between NMR and Stanger Street
3. NMR Avenue
4. Battery Beach Road

All precast impact barriers, debris fencing, tyre stacks and any other equipment on the above portions of roadway shall be removed and the roads shall operate as normal by the start of the peak traffic flow on the morning of Monday 30 January 2006.

Monday 30 January 2006 onwards

The following portions of roadway shall be cleared of any equipment or A1 infrastructural improvements and the roads opened in the following order:-

Argyle Road – between M4 and Brickhill Road

Brickhill Road – between Argyle Road and Drive Inn Site

Argyle Road westbound – between Snell Parade and M4 - Playfair Road opened at Argyle Road, Snell Parade and parking areas in front of residential units

Suncoast Blvd

Kindly note that this program is subject to change depending on the weather and the progress on site.

http://www.durban.gov.za/eThekweni/Tourism_and_Leisure/outdoors_and_sport/a1/traffsumm

18 March 2006