MEGA-EVENTS OR HALLMARK EVENTS; RUGBY WORLD CUP 2011 ON AUCKLAND'S INFRASTRUCTURE

Tutsirai Shahwe
Student Identification Number: 1313054

A Report for Industry Project CONS 7819

Submitted in partial fulfilment of the requirements for the Degree of Bachelor of Construction, Unitec New Zealand.

Unitec
NEW ZEALAND Te Whare Wananga o Wairaka

Abstract

This research report looks at how Auckland has transformed itself in the lead up to the Rugby World Cup 2011 (RWC), and explored briefly the impacts and planning processes. Internationally, mega events have been used by cities to enhance their image and improve urban spaces. Cities have been recently viewed as commodities, so as a commodity they need to sell themselves. To do this often requires some change on the way it looks.

As part of the research semi-structured interviews were conducted on seven purposefully selected participants who are key stake holders in the industry. This was considered to be a fair representation of the professions. The interviews established the perceptions of participants on the impact the RWC had on Auckland's infrastructure, the types of projects that were affected and how they were affected, as well as how not having hosted the RWC would have affected development, how planning processes were affected and whether hosting events of that magnitude was a good idea. The research also briefly looked at the social and economic impacts.

The research concluded that the hosting of the RWC did impact Auckland's infrastructure as well as the planning processes of projects that were undertaken to facilitate the games. It also established that the RWC served as a catalyst for the urban development of Auckland as well as what would have happened if the RWC had not taken place. The RWC gave Auckland a much needed improvement on its image and the transport networks. The decision not to construct the waterfront stadium was considered a missed opportunity by all participants as they believed it could have been a catalyst for the development of better transport networks.

Confidentially statement

The author has agreed that all personal and company names of participants in this research will be kept confidential in line with the ethics processes.

The author has used labels i.e. job titles to reflect participants remarks and actual names are privy to author and Supervisor.

Acknowledgements

I would like to take this opportunity to thank the following people

Table of Contents

List of tables

List of Abbreviations

RWC   Rugby World Cup

NZ   New Zealand

FIFA   Federation of International Football Association

Chapter 1 Introduction

1.1 Background of study

The hosting of the RWC meant significant changes and improvements to local infrastructure (transport networks, leisure centres, roads and stadiums) and a lot of financial investment. This also resulted in expansion and upgrade of a number of venues, within a relatively short space of time. The RWC created an ideal opportunity for New Zealand to carry out much-needed improvements to the image of the country, especially the big cities and especially Auckland. Although the games took place around the country, the opening ceremony, the semi-finals and the finals were held in Auckland.

The idea of using mega events as a catalyst for urban development is one that has been and is being fostered by a lot of cities and nations in recent years. Darcy (2006, p. 2) suggests that "in all cases the transformation of the urban built environment has been a core component of proposals with significant new requirements made on urban land and property markets." Cities are finding it hard to justify spending money on some projects so some now use the guise of a mega event. Most of the research that has been done on mega events and urban development has been focused more on the economic impacts and not infrastructure

1.2 Scope of this study

The aim of this research is to look at the impact the RWC has had on the infrastructure of Auckland. Infrastructure identified in this research was limited to transport networks, roads, leisure centres and stadiums. Data on the impacts of this research was based on the perceptions of key stake holders within the city of Auckland who were interviewed.

Participants who took part were identified as having worked on projects that had been identified as being initiated by the (RWC) mega event. Eight participants were selected as the sample; two project managers, two public relations managers, two architects and two company directors. Projects identified would have started after the bid was awarded or at least around that period.

The main research question is:

What are stakeholders' perceptions of the current and anticipated outcomes of infrastructure development for the 2011 Rugby World Cup on Auckland's urban environment?

1.3 Significance of this study

The main reason why most cities host mega events is primarily for the perceived economic benefits, especially through tourism. Tourism has now become one of the biggest earners for many countries especially those which faced industrial restructuring in the 1970s-1980s (Carlsen & Taylor, 2003). Waterfront areas that used to house industries no longer do so and now the initiative is to redevelop these areas, among other urban spaces. The image of a city is what will attract tourists to a country and to do this the country has to redevelop. Changing the urban image is not without its impacts, which include social, economic and physical (built environment). To carry out most of these changes cities have adopted the strategy of using mega events to stimulate these changes.

1.4 Structure of this report

Chapter 1: introduction of research, the background, the scope and the significance of the study.

Chapter 2: literature review on mega events and urban development, particularly on infrastructure

Chapter 3: highlights the research approach taken and the methods that were used for the data collection and analysis.

Chapter 4: analyses the data collected and links it with the literature review where possible through discussions.

Chapter 5: this is summary of the research and concludes the research based on results found. Included are as well are limitations of the research and suggestions for further research.

 Appendix A will have the questionnaire used in the interview process.

Chapter 2 Literature Review

2.1 Introduction

The following chapter reports on the literature relating to mega events and urban development. The idea of urban development in recent years has been fostered by cities wanting to host mega events. The use of mega events "entails the quest for a high profile event to serve as a stimulus and justification for local development" (Burbank, Andranovich, & Heying, 2002, p. 180) Image is an essential part of hosting. As a city bids to host a mega event, it has to prove at the initial stages of the bidding process that it has the infrastructure to be a worthy host. To attract tourists some cities have had to redevelop themselves, thus mega events have been in some cases catalysts Chalkley & Essex (1999) for speeding up some urban developments that may have been lined up by the administrators of the cities. .

The concept of using mega events to attract attention is nothing new, although nowadays it has been slightly altered to meet other economic and political agendas (Burbank, Andranovich, & Heying, 2002). The importance of mega events being linked with urban development programs has increased as a result of the decline in economic activities in post industrial cities such as Manchester (Carlsen & Taylor, 2003). Roche and Dimanche in (Carlsen & Taylor, 2003) highlight that mega events have long term consequences on cities thus need long term development strategies if any benefits are to be realised and the multiple impacts cannot be fully understood in the short term. Mega events have been looked at more as economic boosters and not many studies have been carried out to assess their impact on the urban environment that play host to the event. Mega events have however been useful in urban development despite their 'main' reason (economic) for being hosted. Hiller (2000, p. 440) goes onto say; "Whatever the motivation, there is increased awareness that the mega-event can also be a vehicle for some form of urban transformation." He also notes that the substantial fiscal demand of these projects has typically included some form of permanent alteration to the urban environment."

Hiller (2000) and Malfas et al (2004) both agree that revenues from visitor spending, event receipts and media form the baseline of much mega event analysis. Malfas et al (2004) go

onto say that it is evident that "mega events can be analysed as tools of government policy or expressions of political ideologies."

2.2 Definition of Mega-events

Roche (2000) describes Mega events as large scale events of international recognition either sporting or cultural that attract a large populous and media. Kenneth (2004) states that Mega events are usually a onetime occurrence that is out of the ordinary and have the ability to focus national and international attention on the host city (Chalkley & Essex 1999). The Rugby World Cup 2011 is intended to be a Mega event (Roche, 2000) which might have a significant impact on New Zealand's urban area or infrastructure. Mega events or hallmark events contribute greatly to the built environment as well as the regeneration of urban areas (Hiller 2000). The failed bid for Stockholm to host the 2004 Olympics (Levin 2010) highlights the extent to which the bidding city was willing to go to host the games albeit they still went on with the developments. Countries have erected iconic infrastructures because of various games or festivals they hosted: the Eiffel tower in France 1889, Wembley stadium 1924, China 'the Birds Nest' 2008 and Auckland had plans for a new stadium on the waterfront.

Hallmark events or mega sports events as they are termed in some literature (Chalkley & Essex 1999, Levin 2010 & Roche 2000) are one-time events that occur over a limited period of time and have a huge impact on the host city as they attract a huge number of tourists in that given period. Most if not all countries that put in a bid to host a mega-event do so in an attempt to promote places and attract investors (Chalkley & Essex 1999). Although these events are a usually a one-off (Kenneth 2004) bidding cities or countries are not only willing to make huge investments in the event itself but make huge investment to infrastructure related to the event. Mega events draw a large number of urban tourists and thus push for cities to redevelop. The economic benefits (not all the time) of hosting mega events are attributed to the number of urban tourists that come to these events (Roche 2000). This in turn calls for urban areas to be redeveloped to create a good image and possibly attract investors who at that time may have come.

The difference between mega events and other small events is the amount of resources and attention that is given to them; mega events take up tremendous resources and are aimed at leaving a legacy on the host city (Greene 2003). "During preparations for a mega-event, the line between short-term events and ongoing urban development is blurred: hotels, stadiums,

entertainment complexes, urban parks, and civic monuments are constructed to accommodate the event itself but often are connected with a broader urban revitalization agenda" (Greene 2003, p. 165). That statement by Greene is supported by the fact that in order to create an image (Hall 1998) that will attract tourist back, development of the urban space has to take place.

Malfas et al (2004) differentiate a mega event from other events by highlighting two main themes; first internal characteristics (duration and scale i.e. number of participants and spectators, number of individual sessions, and levels of organisational complexity), second external characteristics (media and tourism attractiveness, and its impact on the host city). Examples of mega events would be the Olympic, Soccer World Cup, Rugby World Cup (Malfas et al (2004), Roche (2000), Chalkley & Essex (1999), Kenneth 2004).

2.3 Definition of infrastructure

These are the basic physical systems of a country's or community's population, including roads, utilities, water, sewage, etc. These systems are considered essential for enabling productivity in the economy. Developing infrastructure often requires large initial investment, but the economies of scale tend to be significant. Or

 "The totality of all earning assets, equipment and circulating capital in an economy that serve energy provision, transport service and telecommunications; we must add 2; structures etc. for the conservation of natural resources and transport routes in the broadest sense and 3; buildings and installations of public administration, education, research, health care and social welfare" (Jochimsen, 1966, p.103 cited in Torrisi 2009, p. 7).

For this research infrastructure will refer to

- Transport networks
- Roads
- Stadiums
- Built environment

2.4 Impacts of mega events

2.4.1 Typical development resulting from mega-events

Apart from creating opportunities for constructing new sports stadiums, mega sporting events create an opportunity to improve the environment of the city as well (Malfas et al 2004, p. 214). This is because the number of participants, officials and tourists that are associated with mega events will require construction of new infrastructure such as roads, sports stadiums and an efficient transport network. There is also need for other additional infrastructure that is not directly related to the event, e.g. hotels, commercial centre and open spaces (Malfas et al 2004, Greene 2003, Hiller 2006). Mega events are seen as a means to bringing forward long term projects that would have taken a long time initiate (Malfas et al 2004).

After it was announced in 1981 that Seoul (Korea) were to host the 1988 Summer Olympics, in preparation for the Olympics they spent approximately $ 3 billion on new facilities and urban improvements (stadiums, subways, new highways. and a new airport terminal, refurbished monuments and historic buildings, and developed a 122-building apartment complex to house athletes, journalists, and sports officials) (Greene 2003). Barcelona went through major urban transformation via mega events; "an enlarged airport, a new ring road and 35 kilometres of major highways, new urban centralities, renovated stadia, 4,500 new flats derived from the Olympic village, two communication towers and five kilometres of new beaches" (Qu & Spaans 2009, p. 1296)

The land selected for developments as a result of mega events is usually obsolete or deteriorating (Hiller 2006). Mega events have been seen as a potential to aid in the transformation of built environment in cities (Roche 1994 in Hiller 2006, Hiller 2006). Central city locations are preferred over distant suburbs because hosting such events requires visitor infrastructure to be put in central areas or maybe refurbished (Hiller 2006).

D'Arcy (2006) argues that the main reason why cities host mega events is not for urban development or regeneration but that they come as spinoffs. D'Arcy later pointed out the main reason why mega events are hosted although he later talks about the tangible benefits of

mega events (stadiums, transport infrastructure and villages for athletes) and how the choice of location is important in order to best maximise long term benefits. Malfas et al (2004) point out that hosting mega event also puts hindrances on other projects because the government channels most of its funds or resources into one city. The hosting of the Summer Olympics in Barcelona are seen as one the best examples of how to use mega events as a tool for urban regeneration, the redevelopment of the waterfront and develop a tourist and recreational zones (Varrel & Kennedy 2011). Qu & Spaans (2009, p. 1292) reiterate this "Compared with former Olympic cities, the Olympic projects in Barcelona exceeded the scale of building new sports facilities, and represented a new planning approach of urban regeneration. This was achieved by transforming, brown fields, amongst others, into new urban areas with service, culture, leisure and residential functions."

Not all aspects of urban development are seen to be good, Varrel & Kennedy (2001) and Garcia (2004) talk about some of the negative impacts the regeneration of Barcelona had on the poor, how real estate prices went up and how houses were no longer affordable. This research will not focus on the price markets but focused on the built environment. The use of spaces to build facilities that are specific to the event only has been criticised in some literature (Garcia 2004), as this leaves no use of the facilities post event. If urban development has been planned prior to hosting the event then the event will only help in prioritising the developments and not necessarily change the direction of planning (Dimopoulou 2009).

"The staging of a mega-sporting event may pose additional environmental problems, especially when temporary structures are built for the needs of the event. At the Atlanta Games, for instance, four sports were hosted in temporary facilities which had to be demolished after the Games because of their limited usefulness to the local community" (Malfas et al 2004, p. 216).

2.4.2   Environmental impacts

Not much research has been done on the environmental impacts of mega events on cities. Que and Spaans (2009) only dedicate a paragraph on the environmental impacts of the Olympics on Barcelona starting by saying "last but not least" and then defend the lack of evaluation by saying it would be a challenge to evaluate because the environmental impacts

were not considered a main priority. However they do mention that with regards to the Olympics (Barcelona) some voiced that the project was "wasteful and anti-ecological, since too much emphasis was given to road and air transport and the urbanisation process were too fast."

Sydney's bid to host the Olympics was dubbed the "Green Games." This was seen as being ambitious considering the short time frame and cost. Although an attractive idea, environmental groups were not satisfied that the games would see the development of a waste dump and industrial site (Homebush Bay) into the main Games stadium complex. Some aspects of the "Green Games" were: recycling of water, transportation, improvement on air, protection of significant cultural and physical environment (Cashman 2002 & Hall 1998).

During preparation of the Olympics 2004 in Athens it was advocated to have more sustainable Olympics within a more sustainable city. Realising the problem at hand the Ministry of Environment, Physical Planning and Public works asked the government "to protect existing public and forest areas against building exploitation, to improve the quality of citizens' life and urban environment as a whole" (Dimopoulou 2009, p. 15).

2.4.3   Social impacts

Social interests of inner city residents tend to be neglected during the bid processes or hosting of mega events (Hall 1992, 1994, 1998). The prevalent issue with mega events (Olympics commonly) is real estate prices with particular reference to low income earning communities. The Seoul, Barcelona Sydney and Beijing Olympics are notable for their relocation of poorer sections of cities to make way for the Olympics (Darcy 2006, Hall 1998). Hall further states that despite studies been conducted on previous events, there has always been inadequate levels of prevention policies being developed such that the Olympics still pose real and serious implications. There has not been any social impact studies conducted. "However, the political reality of the Olympics is that the social impacts of the Games are not an issue" (Hall 1998).

.

Employment through construction can be seen as a positive aspect of the Games, although some maybe short term (duration of games). Some long term job opportunities can be created as well through new facilities (restaurants and leisure centres) that would have opened up as a result of the event (Hall 2006, Malfas et al 2004). Barcelona had a decrease of unemployment rates from 18.4% to 9.6% while Atlanta created 580 000 jobs between 1991-1997 (Malfas et al 2004) Cape Town's bid to host the 2004 Olympics was based on "Human Development," they saw this as a way of bringing people together post the apartheid era by aiming to break down barriers and improve lifestyles and transport systems (Hiller 2000).

As claimed by Essex and Chalkley (Malfas et al 2004) mega events strengthen regional traditions and values whilst increasing local pride and community spirit. Malfas et al also note that after the games in Barcelona there was an increase in the use of sporting facilities and that taking part in sport make a significant contribution to quality of life for individuals or community.

Public viewing areas were introduced during the FIFA Soccer World Cup 2006 and proved to be a success. Haferburg et al (2009, p. 174) suggest that "the extension of the event into cities represents vast opportunities not only for marketing, but also the promotion for a new public sphere, social interaction and (re)creation of urban spaces." Haferburg et al (2009) add on by saying the relevance of these areas is that they bring national cohesion especially during FIFA Soccer World Cup games in South Africa 2010.

2.4.4 Economic impacts

Although mega events have been primarily thought of in terms of their economic impacts their benefits or impacts are still debatable (Gratton et al 2006, Greene 2003 & Hiller 2006). Malfas et al (2004) suggest that contribution to the economy of a host city via a mega event is done so by portraying a city as a tourist destination. The potential for investment therefore create new jobs and attract tourists, helping the economy to grow. Malfas et al (2004) highlight that since income from ticket sales, sponsorship deals are meant to cover the cost of the event they do not contribute to economic development of the hosting city.

Although there have been huge injections of money into the hosting of summer Olympics, Gratton et al (2006) point out that there has never been a study to assess the economic benefits of hosting the event. An analysis of the summer Olympics carried out by Kasimati from 1984 to 2004 discovered that all impact (economical) studies did not make use of primary data but used general figures provided by the host (cited in Gratton et al 2006). He also found that studies may have used figures that were inflated since they did not take into account some factors like price increase due to resource scarcity. Gratton et al (2006) highlight that it is not a straight forward job to assess the economic impacts as some of the funds are privately funded. As a result of the complex nature of establishing economic impacts this research deferred from including it in the research, needless to say that it was hard to avoid some aspect of it during the research process.

Cashman (2002) supports that stating that it is difficult to assess the economic benefits of hosting the Olympics (mega events) because there is no accepted way of assessing expenditure whilst at the same time host cities hide items or shift them into other budgets. Varrel and Kennedy (2011, p. 2) sum it by stating that "mega events generally fail to deliver the massive economic windfalls predicted by pre-event assessments."

2.5 Legislation and Planning Processes

To get a better insight of how processes of urban development are affected it would good to get a definition of urban regeneration and it is best summarised by Dimopoulou (2009, p. 2).

> "Urban regeneration is a process of land redevelopment in areas of previous moderate to high density urban land use, related to the development level of each country. In the most developed economies, urban regeneration projects revitalize the city centre, implement initiatives to improve the quality of the environment and promote "a return to the city"; while in emerging economies qualitative initiatives must be aligned with quantitative requirements"

Large scale developments brought about by hosting a mega event are subject to strict deadlines usually entailing "fast track decision making and implementation processes in order to ensure completion of projects on time" while at the same time may infringe on existing

legislation (planning regulations), environmental sustainability and democracy (lack of public consultation) (Varrel & Kennedy 2001, p. 3). Burbank(2002) argues that for a mega event to be successful it will need support from local government, the local people and private sector but even if faced with resistance because of the influence mega events have on urban development the public has very little to say (Sze 2009). Some of the developments that took place prior to the FIFA World Cup 2010 in South Africa were deemed to be of national importance and the public were left out the decision making (Benit-Gbaffou 2009).

How a bidding city presents itself and the developments it has lined up with the mega event are paramount to its success. The outlook on the urban development creates a strong case for bidding an event. As a result Sydney had to change some of its policies to accommodate the hosting of the 2000 Olympics (Hall 1998). Darcy (2006) suggests that developments resulting from mega events are likely to alter the advantages of certain areas in the city(zoning) resulting in land values and property prices shifting. Darcy (2006) goes on to say that is vital that investment in infrastructure are done in a way that does not hinder the progress of established areas.

Mega events present a definite deadline for construction projects(venues and supporting infrastructure) and as a result of this Politicians, local government use this as an excuse to forgo the usual application processes (public hearings, consents, environmental assessments and some social) and fast track projects to meet up with the deadlines (Malfas et al 2004, Hiller 2006). Hiller (2006) adds on by saying that the process of using public funds or even private sector funding differs in comparison with the normal processes so deadlines can be met and that an event becomes a mega event for the city hosting it when it intervenes in the normal functioning of a city to mobilise resources for the event.

"Time-critical RWC activities and facilities will require a wide range of consents, licences, regulatory approvals, and temporary waivers that existing approval processes are not suited to address." (Treasury and Consents, New Zealand 2010).

Hosting of mega events will be greatly accepted by communities if they felt that they were part of the planning processes but because of the impacts of stake holders on government, special legislation (Sydney 2000 Olympics, RWC 2011) are enacted to prevent disturbance and allow for fast tracking of projects, consents and proposals without the normal procedures

being applied (Hall 1998). New South Wales suspended the Environmental Impact Statement requirements for any projects that were linked with the Olympics (Hall 1998).

2.6 Image

The economic development of cities is reliant on its image and recently more and more cities have been using mega events as a strategy to enhance their image (Burbank 2002). "The use of sport as a means of enhancing place image is, however, by no means an exclusively contemporary phenomenon. Reiss (1981) identifies Los Angeles as a city that implemented a sport based image enhancement strategy in the early part of the 20th century." cited in (Smith, 2001, p. 127)

The city of Sheffield was traditionally a manufacturing city which after the recession (1980) and job losses reimaged itself under the guise of sport, leisure and tourism and hosting a mega event (1991 World Student Games) was part of the strategy. This saw an injection £139 million in sporting infrastructure and £600 million in leisure and cultural facilities giving the city a new focus (Malfas et al 2004). The Olympics in Athens (2004) carried out regeneration projects along the waterfront to improve the city's image (Dimopoulou 2009).

Re-imaging of a city is a process that is associated with hosting of mega events and if successful they present a positive image of the city and new identity (Gratton et al 2006). Smith (2001) in his article (Gratton & Henry 2001) defines what image is and how it (mega event) can be used to multi-sell a city to both sports tourists and the general audience. Citing the cities of Manchester, Sheffield and Birmingham he suggests two ways in which sport may influence the image of a city(ies). "One relates to an operational image enhancement based on the improved perception of the city as a sport tourism destination and another to an impact on the holistic image resulting from connotative interpretation of symbolic and abstract imagery" Smith (2001, p. 128).

Hall (1998, p. 3-4) mentions that image is a key concept and that the processes of imaging are significant for tourism planning and development since cities are now perceived as

commodities to be sold. Using the Olympics (Sydney 2000) he suggests that the principals of urban strategies are as follows:

- attract tourism expenditure;

- generate employment in the tourist industry;

- foster positive images for potential investors in the region, often by 'reimaging' previous negative perceptions; and

- Provide an urban environment which will attract and retain the interest of professionals and white-collar workers, particularly in 'clean' service industries such as tourism and communications (Hall 1992).

And that imaging processes are characterised as follows

- the development of a critical mass of visitor attractions and facilities, including new buildings/prestige/flagship centres (e.g., shopping centres, stadia, sports complexes and indoor arenas, convention centres, casino development);

- the hosting of hallmark events (e.g., Olympic Games, Commonwealth Games, the America's Cup and the hosting of Grand Prix) and/or hosting major league sports teams;

- development of urban tourism strategies and policies often associated with new or renewed organisation and development of city marketing (e.g. 'Absolutely, Positively Wellington', Sheffield City of Steel, Cutlery and Sport); and

- Development of leisure and cultural services and projects to support the marketing and tourism effort (e.g., the creation and renewal of museums and art galleries and the hosting of art festivals, often as part of a comprehensive cultural tourism strategy for a region or city).

Hall (cited in Richards & Wilson 2004) notes that the image of a city created by a mega event can lead to a favourable view of the city being an ideal tourist destination. Smith (2001) adds on by stating that even civic leaders have a tendency of focusing on the city's image and future of the city rather than detailed financial implications. The aspect of image was so important in Rotterdam that they appointed an Image Manager (Richards & Wilson 2004).

2.7 Risks and draw backs

There is no doubt that with urban development being instigated by mega events there are risks associated with it. The sustainability of some of the infrastructures that are built and the later use of them is risk that has to be addressed. Nemeth (2010) & Malfas (2004) look at the risks of constructing to suit the needs of the event as well as creating an image for the mega event, as opposed to spending the money in just developing communities without the affiliation of the event. They explore cultural events in Europe as a comparison to sporting events.

Hall (1998) makes a point that rather than serving the interests of the public the Government focuses its interest on entrepreneurial and corporate. Sydney planners and developers deferred away from long term commitments and focused on the event. The bid process in itself is risky in that it requires a lot of resources and that still does not guarantee that the bid will be successful (Burbank 2002).

Darcy (2006) indicates that the choice of location of event facilities should be located to maximise the long term urban restructuring benefits, failing to do this could create new problems elsewhere in the city. He continues to make a point that post event utilisation is a key determinant of potential benefit and that most cities are not going to maximise or even sustain some facilities. As highlighted before this could be a case of building for the event and not for long term planning (Nemeth 2010).

Resistance from the public via protests is another risk or drawback that could be faced with hosting or constructing for events as highlighted by Sze (2009). After developers tried to bring a franchise into a community and offered to build houses including retail spaces for the community the developers still faced resistance from the community.

The effects on tourism is another risk that Tomlinson (2009) raised with relation to South Africa's hosting of the FIFA World Cup Soccer citing the reduced rate of tourism in South Korea(World Cup 2002) and during the 2006 World Cup in Berlin and Munich were hotel occupancy reduced by 11.1% and 14.3% respectively.

During the bidding process internal conflicts of a bidding city are suppressed as everyone is united in winning the bid, but once the award has been made internal conflicts are bound to surface (Hiller 2006). Just to name a few Hiller indentifies items like

- What is the relationship between the bid plan and implantation plan?
- What promises or assumptions contained in the bid plan are ignored or changed in implementation, and why?
- What urban infrastructural changes are implemented and what difference do they make both for the event and for the city?

Negative publicity can be an issue for a hosting city as well. This is evident by the scandals that Sydney and Salt Lake City had during their preparations. The international media during the pre-event years of hosting Games tend to closely monitor the progress of host cities and publish anything negative about problems faced by cities during these times (pre-event)(Cashman 2002).

2.8 Mega events as a catalyst

Because of the definite dates that given by the committees preparation for mega events are subject to tight schedules and therefore (mega-events) serve as a catalyst for projects as well as inspire local governments and councils to improve or enhance the image of the host city(ies) Burbank(2002).

In the bid for the 2004 Olympics (Cape Town) Hiller (2000) states that the link between developments with the Olympic bid are the words ‘catalyst’ and ‘acceleration’ meaning that the Olympics would motivate and initiate quick action on previously lined up developments. Continuing with his assessment of Cape Town's bid Hiller highlighted that the Olympics were seen as catalyst for urban revitalization although some changes may have been cosmetic and others imperative (e.g. transport).

Chalkley & Essex (1999) indicate that hosting of major events provides the host city to fast track its urban development. They go on to discuss how the Olympics have been a catalyst for host cities to redevelop from as back 1896-1996 (regarded as the modern Olympic era). The size of the Olympics games has great impact on the host city in terms of infrastructure thus a lot of planning has to be done (Chalkley & Essex 1999).

2.9 Summary

This chapter has examined literature on mega events and urban development. The focus on urban development was mainly on infrastructure although some aspects of social and economic impacts were looked at briefly.

The review has found that mega events play a big part in the (re)development of urban areas and that there has been an increase in cities bidding to host mega events. Noted as well is the use of mega events as a catalyst for these developments. Because of the definite deadlines given by mega events cities are forced to get funding and push through projects. Of concern to most researchers discovered during the literature review is the introduction of legislations that help push through projects at the expense of the public.

Although not much review was done on the social aspects it has been discovered that there are not many benefits to the communities of host cities, instead some communities are left poorer than they were and worst case scenario some are left homeless.

Economic benefits have been found to be complex to assess by most researchers and doing so would prove to be a costly exercise.

In summary roles of mega events on urban processes (Hiller 2006)

- ➢ Catalyst for urban change
- ➢ Land use change of significant urban space
- ➢ Sparks creativity in urban planning
- ➢ Mobilizes funding (public sector and private sector)
- ➢ Supports projects otherwise considered too ambitious o. expensive
- ➢ Requires completion by set dates
- ➢ Sweeping infrastructural improvements in select domains (e g., transportation)
- ➢ Produce signature structures which redefines urban space

Chapter 3 Research design

3.1 Introduction and overview

The research project set out to answer the following question:

What are stakeholders' perceptions of the current and anticipated effects of infrastructure development for the 2011 Rugby World Cup on Auckland's urban environment?

This research set out to identify and examine the effects that the 2011 Rugby World Cup (RWC) has on Auckland's infrastructure. Infrastructure was inclusive of transport networks, building and sports stadiums. This research partly focused on areas like Viaduct/Wynyard Quadrant, SH1 Newmarket overpass and Eden park precinct.

The proposed research aimed at showing the physical implications (including the processes involved) the RWC had on Auckland. To do this some projects undertaken prior to the RWC were identified and examined to ascertain whether they had been directly or indirectly (fast-tracked) influenced by the RWC. If published this research may be used to shed some light to the public about how the RWC impacted their cities infrastructure. Kemp (2009), states that sporting events in the past have had a significant impact on infrastructure, transport networks and urban development of the host city.

To get an understanding of how this research was conducted, the following topics were addressed:

- Research methodology

- Research methods

- Data collection method

- Data analysis procedure

- Reliability and validity

- Ethics considerations

- Chapter summary

3.2 Research design

The literature review revealed a lot of discussion of the impacts of mega events on cities mainly socio-economic impacts. Not much research has been done on the impacts of infrastructure although some of the literature does mention it. The aim of this research was to find out the impacts of a mega event on infrastructure whilst looking at processes as well. This research can be exploratory as it set out to investigate the impacts of mega events. It could also be confirmatory as the research will compare impacts of mega events on other cities with those found from the data collected.

Most of the literature collected was opinion based and empirical therefore rendered that data collected was qualitative in nature. Fink (2010, p. 144) states that "Qualitative research is naturalistic and interpretive, involving the studied use of a variety of empirical materials such as case studies, survey, personal experience, life stories, interviews, observations, and historical and visual texts."

Fellows and Liu (2008, p. 27) say that "qualitative approaches seek to gain insights and to understand peoples' perception of the world" which is what this research aimed at doing. The views of people are investigated in qualitative research and data gathered is usually in its raw form and detailed. Qualitative data does not deal with statistical data but data takes the form of words and images (Denscombe 2007).

Data gathered for this research was through semi-structured interviews. Wisker (2009, p. 130) states that interviews enable face to face discussion allowing you to explore thoughts and feelings. More detail of types of interviews is given further in this chapter. Table 1 provides a summary of these data collection approaches and their related data.

Sources of qualitative data

Source of data	Research Method	Form of data
Interview talk	Interviews	Recorded speech
Reports, diaries, minutes of meetings		
Scripts (e.g. For political speeches or media programmes)	Documents	Printed text
Interactions between people(including naturally occurring actions, responses, language)		Photographs
		Pictures
Events(e.g. ceremonies,rituals,performances)	Observations	Video recordings
Artefacts, cultural objects, symbols(e.g. paintings, advertisements)		
Answers to open ended questions	Questionnaires	
		Printed text

Table 1   Sources of Qualitative data Adapted from Denscombe (2010)

3.3 Research methods

To get a better perspective without going to much in depth of the impacts the RWC has had on Auckland the research conducted was survey. Denscombe (2007, p. 7) states that "surveys usually relate to the present state of affairs and involve an attempt to provide a snapshot of how things are at the specific time at which the data are collected." This research provides a snapshot of the anticipated impacts of the RWC on Auckland's infrastructure. Initial thoughts were to conduct a case study but with the resources and time available it would not have been possible. Case studies yield deep but narrow results (Fellows and Liu 2008, p. 158) and surveys are wide and inclusive (Denscombe 2007, p. 7) and to get into the depth this research would have required more time and resources. Denscombe (2010, p. 52) goes onto to say "case studies tend to be holistic rather than deal with isolated factors emphasizing on relationships rather than restrict attention on the outcomes." This research focused on outcomes and generalised results to get a broad picture so using case study would not have been appropriate for this research.

The use of a survey lends to the use of "data more than theory" meaning that the information used is not assumed or based on speculation. As stated before its "wide and inclusive coverage means that it more likely than some approaches to get data based on a representative sample" (Denscombe 2007, p. 31). This sample was used as a "generalisation" of Auckland and could go as far as assuming that the whole country may have gone through similar changes. Surveys can produce a "mountain of data in a short time for a fairly low cost" which rendered it appropriate to this research as initial indication states; lack of resources and time to conduct this research.

Surveys vary and their uses differ as well depending on the researcher. Types of surveys can be:

- Postal questionnaires- involves sending of mail, used to cover a wide geographical area
- Internet surveys- fast and cheaper alternative to postal surveys
- Face to face interviews- direct contact with respondent, more expensive than the two above
- Telephone surveys- cheaper and quicker, people tend to be more honest. (Denscombe 2007)

3.4 Data collection method

Data collected was via semi-structured interviews which were based on a questionnaire. This was deemed the most appropriate method as it collected data based on the perception of people. To capture all the content of the interview a dictator phone used, subject to Ethics approval and also consent of the participant. The use of interviews was "a very useful technique for collecting data which would be unlikely to be accessible" (Baxter, Hughes and Tight 1996, p. 153) using other techniques.

Denscombe (2007) states that "when the researcher needs to gain insights into things like peoples' opinions, feelings, emotions and experiences, then interviews will almost certainly provide a more suitable method."

Interviews come in three types; structured, semi structured and unstructured.

Structured interviews- the researcher has a set of questions which are predetermined and offer a limited response from the interviewee (Denscombe 2007). This interview does not allow interviewees to respond freely and express themselves. As this research aimed to get opinions of people this type of interview would not be appropriate as it would have limited people in expressing themselves. This would be suited to quantitative research.

Semi-structured- interviewer still has a set of questions to be answered but allow for probing and enable the interviewee to add deeper insight into the topic. Semi-semi structured interviews comprise of a "set of questions and space for divergence" (Wisker 2010, p133). This means that the interviews are flexible, allowing room to introduce new questions as the interview progresses and gives the interviewee a chance to "develop ideas and speak more widely on issues raised by the researcher" (Denscombe 2010,p175).

Unstructured- place more emphasis on the interviewee's thoughts and the interviewer's role is un-intrusive but just sets the theme and gets the ball rolling (Denscombe 2007). This would have less control as opposed to semi-structured and may lead the interviewee to go of topic. This would not be ideal for collecting data for a research with a short time frame.

For this research semi-structured interviews were chosen because of the short time frame there was to conduct the interviews and also the limited time of the interviewees. With semi structured interviews, the interviewer still has a list of open ended questions and more emphasis on the interviewee elaborating points of interest (Denscombe 2007). This type of interview allows for probing as well, which was used during the interviews. There are times during an interview when the interviewer might want the interviewee to delve deeper into a topic rather than let them move onto the next questions (Denscombe 2007). Types of probing are:

- Silent probing- this is done by the interviewer pausing in silence and looking at the interviewee after the interviewee has finished answering a question.
- Clarification-some clarification or justification may be warranted by interviewer so interviewer will ask a question to get clarity on topic
- Overt- this done by making sounds or word like "ok" that show an interest in the interviewee response

3.4.1 Questionnaire

Before we begin this interview could you please elaborate on your role and involvement in the company and also in any current projects or any recent projects that the company has done......and also on the role and involvement of your company in any current projects or recent projects?

The purpose for this question was to get background information of participants.

1. **Projects**
   a) The hosting of the RWC has seen the city (Auckland) carry out some projects/developments in order to better facilitate the visitors and sports teams. What projects have been affected by the RWC and in what manner in order to facilitate this?
   -done solely for the event, or does it align with long term plans for city?

This question was designed to find out what projects may have been affected by the RWC. Some projects may not have been apparent but this question was meant to highlight those projects

   b) We can safely acknowledge that the RWC has brought about some change to the city, but if it were not for the RWC what would have become of these projects?

The purpose of this question was to elaborate the value of having a mega event by it not having taken place.

2. **With a deadline to meet and a lot of things to get ready for, how were the processes for these projects affected?**
   This question was aimed at highlighting differences in planning for normal projects as opposed to planning for a mega event. The questions below were used as prompts or probes.

   o Taking into consideration that there was a delay in making a decision about the waterfront stadium?

   a) Planning-project planning
      o Consents –RMA
      o Legislation-mega events
      o Town planning-urban design

                    -traffic planning

                -zoning (waterfront stadium)
   b) How different were the planning processes compared to the normal or more traditional way of planning?

The purpose of the questions was to get participants to elaborate more on the planning processes and talking about legislation

c) What were the disadvantages or problems of changing the processes involved in planning?

This question was designed to find out if the participants benefited from any change in the planning processes

d) What were the advantages of changing the processes?

3. <u>**No doubt that with these developments having taken place there will be a different outlook about Auckland but are these developments**</u>
   - <u>**good value for money?**</u>
   - <u>**And how important was it for Auckland to carry them out in the short term or long term?**</u>

Image is an important aspect with hosting mega events. This question was finding out if the changes that took place were worth the money invested and was essential to carry out the projects.

Are any of these developments sustainable?

   - Will the new structures still have any use post event?
   - If not, what are the plans for them?

Building for long term development was what this question was trying to find out.

How much of a success do you think these projects will be during the RWC?

4. <u>**Looking at the developments and changes that have come about because of the RWC, what do you think about the practice of using mega events (RWC) as a platform or catalyst for urban development?**</u>

Do you think hosting events like these or of a similar magnitude is something NZ/Auckland should bid for in the future?

Social.......

Economically......

Aesthetic outlook......

The purpose of this question was to find out if participants thought the idea of using events like the RWC to initiate urban development was a good idea. Notably a lot of countries are bidding to host these events on that basis.

3.4.2 Sampling

Sampling is the selection of elements, following prescribed rules, from a defined population. There are two main reasons for sampling; one is to generalise or make inferences about the population of interest. The second is that it is more efficient and less expensive (Czaja and Blair 2005, p. 125-126)

There are two main types of samples:

1) Probability samples or random samples are where every element has a likely possibility of getting chosen. Elements are chosen at random and do not necessarily have to have an equal chance of selection.

2) Non-probability sample refers to elements not being randomly selected, but could either be selected through convenience, cluster, purposive and snowball samples (Czaja and Blair 2005, p. 125-126).

Purposive sampling is samples that are handpicked for the research. The selected samples are chosen because they are seen as being more likely to produce the most valuable data. The benefit of using purposive sampling is that it allows the researcher to home in on people or events believed to be critical for the research (Denscombe 2007, p. 17).

For this research purposive sampling was selected. Two participants from professions listed below were purposively chosen to represent the broader Auckland area. These professions were chosen because they represent key stake holders in the industry.

- Architects
- Project managers
- Company directors
- Public relations (Alliances)

In case selected participants failed to take part, as a contingency plan snowball sampling would have been used. These samples would emerge from a process of reference from one person to the next (Denscombe 2007). Parts of snowballing did occur to get some participants because some the participants initially identified did not respond to emails or phone calls.

3.4.3   Data analysis and management

Qualitative data analysis is predominantly concerned with the analysis of talk and text (Denscombe 2010, p. 279). According to Denscombe (2010, p. 274) data should be backed up in case anything happens to the originals following which it shall be catalogued and indexed. This made it easier to refer to data when the need arose. Data was made anonymous in the research text. Only the researcher and supervisor are privy as to whom the coding refers to.

Interviews were transcribed and filed. The difficulty with transcribing was the different accents which took time to adjust to, from one to the next. "For every hour of interview recording it generally takes two to three hours of transcribing" (Denscombe 2007, p. 197). This was the case when transcribing the interviews along with trying to understand the accents. Some recordings had to played five or more times to understand what the interviewees were saying.

No annotations of transcripts were carried out or line numbering and coding, instead software that came with new dictator phone was used to track audio files during transcription. Transcripts were typed against questionnaires to make it easy to track answers and compare them question by question. Electronic questionnaires were identifiable by name as these were only accessible to researcher.

3.4.4   Reliability and validity

Reliability refers to whether a research instrument is neutral in its effect and whether it will produce the same results in different occasions Denscombe (2010, p. 298). This statement refers to whether the research would have had the same results if conducted by a different researcher using the same data and tools.

The interviews were conducted by the same individual, allowing for consistency and were conducted at the participants' place of work. All interviews used the same schedule again maintaining a consistent approach. The interviews were recorded using a brand new electronic digital dictator phone.

Denscombe (2010, p. 298) states that validity refers to accuracy and precision of data while also concerning itself with the appropriateness of data in terms of the research question. The interview scheduled faced peer review before being conducted to prove their relevance.

Prior to conducting the interviews a mock interview was carried without a senior project manager, who validated the questions citing that they were appropriate. Although the mock interview took place in social environment it was timed and recorded by both researcher and mock participant. The time taken for this exercise was exactly 35mins.

3.4.5   Ethics considerations

Prior to data collection the research was subject to ethics review by Unitec.

Fellows and Liu (2008, p. 247) state that because research involves the furtherance of (human) knowledge the requirement of ethical integrity is paramount. The Economics and Social Research Council (ESRC) define research ethics as "the moral principles guiding research, from its inception through to its completion and publication of results beyond" thus it expects the following six key principles to be addressed where possible (Fellows and Liu 2008, p. 250)

- Research should be designed, reviewed and undertaken to ensure integrity and quality. The research was peer reviewed by supervisors thus ensuring its integrity and quality.
- Research staff and subjects must be informed fully about the purpose, methods and intended possible uses of the research, what their participation entails and risks. Before the participants agreed to take part they were given a letter of consent that explained what the research entailed and what role their participation would play. Contact details of supervisors were on the consent forms in case participants needed to verify the research.

- The confidentiality of information supplied by research subjects and the anonymity of respondents must be respected. Any information supplied by participants does not have anything that identifies their true identity, but instead tags were used to reference their participation. This was done to avoid any identities be revealed which might be a breach of employment contracts.

- Research participants must participate in a voluntary way, free from any coercion. Participants had the option of opting out of the research at any point and prior to taking part they signed a form to show their consent. Anyone intoxicated was not eligible to participate as this would have been considered coercion.

- Harm to research participants must be avoided. True identities of participants will only be known to researcher and supervisors. No names were used in the report.

- The independence of research must be clear, and any conflicts of interest or partiality must be explicit. Aids to this research were not eligible to take part in this research; the use of this research is for educational purposes and will not be used otherwise.

All research methods adhered to the six points above, the questionnaire used in the interviews was scrutinised by the ethics board. Interviews conducted are confidential and no names appear on any of the research text.

3.5 Chapter summary

This chapter looked at the research methodology and how the research data was collected and analysed. The use of semi structured interviews was used as a means of data collection.

Although the RWC took place throughout the whole country, this research was limited to Auckland only but may also reflect on the country as a whole.

The research was used to get an insight of how the RWC impacted infrastructure primarily in Auckland, but can be further used to get an idea of what the other cities went through. Further research of post RWC can be conducted with the aid of this research.

Chapter 4 Data Analysis and Discussion

4.1 Introduction

The following chapter is an analysis of data which was collected via semi-structured interviews. The initial idea was to interview 10 key stakeholders but some of the selected individuals were not available for interviews and others responded late to emails. The following analysis is based on key stakeholders that have been in the construction industry for more than 10 years, each with a different background in construction.

4.2 Participant Background

At the start of each interview, participants were asked some background questions about their roles and the companies they work for. This question was designed to establish the credibility of the participants by highlighting what they do for the respective organisations they work for indicating that they are in positions which are capable of having detailed knowledge of the subject.

Participants were also asked about the projects they were involved in that were linked to the RWC. Projects that were highlighted by participants were within the urban zone of Auckland, mainly the central business district or city the fringe. Projects mentioned were easy to identify and thus make the information credible, as all these projects came to a 'stop' or completion prior to the RWC. Some projects that were mentioned came to stop meaning that they were not fully completed but only the first phase was completed.

Participants comprised of two Directors of architectural firms, two Project Managers, Director/owner of company, A Public Relations/Environment Manager for an Alliance (construction) and a an Engineer. The interviewing of highly respected members of the industry adds credibility to the research.

Projects that came to a halt are part of the long term plan of the city's development initiated by council and local government, but the start dates were brought forward (fast tracked).

Some of these projects may take up to between 10-20 years more to complete as stated by one of the Architects.

4.3 Projects affected by the RWC

In order to host the RWC, Auckland had to carry out changes to some of its infrastructure to accommodate the visitors as well as leaving a lasting impression on them. The use of sport as a means of enhancing place image is nothing novel, Los Angeles was identified as a city that implemented a sport based image enhancement strategy in the early part of the 20th century. (Smith, 2001).

Participants were questioned on the extent to which projects they were involved with were influenced by the hosting of the RWC. Participants considered that most of the projects were within the plans for Auckland's development, but they felt that if it were not for the RWC it would have taken Council or Government a long time to initiate these projects. Literature reveals that (Malfas et al (2004) mega events are used to fund and bring forward long term projects. Mega events provide definite deadlines and as result projects to facilitate them are fast tracked. Participants agreed the "The RWC provided definite deadlines" (Architect 1) and that it was a good thing for the projects.

Table 1 provides a summary of some projects that were affected by the RWC. Although the majority of projects were fast tracked, most of the participants preferred the term brought forward stating that it was only the dates of when the projects were to begin that changed and not the process of construction that were sped up. This however was a contradiction because during the interviews the same participants used the term "fast track" to talk about the process of consents and how some of the work was carried out in parallel as opposed to the normal sequential methods to meet up with the deadline.

According to some of the participants, primarily the Architects, projects that were not going to finish on that date were either not given consent or were put on hold even after consents were issued. This was done so that no major works would be carried out especially around

the city, for safety reasons and so it would not seem as if Auckland was unprepared to host the RWC

4.3.1 Waterfront area

The development of waterfront areas of Barcelona and Athens(Dimopoulou 2009, Qu & Spaans 2009) were seen as a success and key to enhancing the image (Dimopoulou 2009) of the cities. The same approach was considered to have been undertaken by Auckland and all partcipants agreed indicating that the idea was good. The two Architects strongly believed that more could have been done especially with the childrens playground. They noted that council did not plan for that and did a rushed job. According to Project Manager these developments had been planned but the day of when they would happen was not said. They were fast tracked (Malfas et al (2004) because of the RWC.

"A lot of those works were already planned before the RWC but it was identified as a key deliverable date, so a lot of the works were restructured, reprogrammed for that deadline. In fact we planned for the 1st of August deadline so tenants could have time to establish before the actual influx of RWC visitors. So the programmes were crushed a bit to get ready" (Project Manager 1)

All participants agreed that the Cloud, although a brilliant idea, should not have been built especially for the price it cost ($12 million approximately) Participants wanted to see a more permanent structure built at Queens Wharf, especially after council had considered putting a stadium there. Nemeth (2010) talks about how some developments are only event specific and the risk they face after the event is over. This is the issue with the Cloud is no one really has an idea of what would become of it after the RWC. Nemeth takes it further to state that money set aside for these projects could have been used for something that is community focused, something the community can use post event.

4.3.2 Eden Park and precinct

The Eden Park precinct development had a communtiy focus in mind, there has been a buzz created by the developments that have taken place in the area. The train station because of its location and proximity to Eden park was upgraded to take more people and this is a development that will benefit the community and maybe able to reduce the use of private transport to and from surrounding areas.

4.3.3 Transport

It is evident in the literature review that for the success of mega events to succed the transport networks have to be upgraded (Malfas et al 2004, Greene 2003, and Hiller 2006). The PR Manager who worked for an Alliance that did the transport networks emphasised how important it was for them to get these projects finished or working in time. Some of the projects were not finished for example an upgrade project of a road, but they were at a stage where they could safely use it.

To ensure an efficient transport network to and from venues (Malfas et al 2004) roading projects like the Mangere bridge upgrade, SH16 near Massey had to be completed in time for the RWC. The upgrade on SH16 was essential for traffic that need to go to and from West Auckland to the North Harbour stadium. The Newmarket overpass (SH1) was already part of the council development plan, but was brought forward in order to accommodate the RWC.

> "We (quickly) had to work with all of those stake holders to make sure that any of the construction on any of our projects steered clear of anything that might interrupt the rugby world cup. Auckland transport and council had to be involved in all of those decisions"

> " I think its inline with the city's development, in the longer term, l think a lot of it has been brought forward in a much quicker time frame because of the rugby world cup, very big incentive to get those projects completed" (P.R Manager).

4.3.4 Streetscapes

Some of the areas in the CBD were made pedestrian friendly and minimised the volume of traffic in the city

> "There have been 3 of the shared space projects with a collective value of $45million, Lorne St, Derby and Elliot St, clearly the 1st stage of those had to be finished before the RWC. The value behind those is to basically improve the pedestrian environment for people in the city centre, was to take away the priority of cars in those streets I mentioned and you do that by getting rid of the separate carriageway and footpath and

just make it a level surface and the idea is that vehicles and people share the same space." (Architect 1)

The issue with mega events that was highlighted in the literature was that they impose definite deadlines on projects (Varrel & Kennedy 2001). Council imposed a construction moratorium from about mid–August (Architect 1) meaning all construction work in the city had to be completed then and no work was to take place during the RWC. This impacted some projects which meant companies had to work long hours in order to meet the deadline.

Participants were actually in favour of these deadlines indicating that projects ran a lot better and there was no deliberate wasting of time. Few objections were raised by the Project Manager as there was had a delicate situation of having to construct a bridge over a railway with the trains were still operating. Table 2 shows a summary of some the affected projects as well as the manner in which they were affected.

Project	**New/event based**	**Fast tracked**	**Upgrade**	**unchanged**
Newmarket(SH1) Overpass		✓		✓
Wynyard quater		✓		✓
Eden park and precinct	✓		✓	
Queens wharf	✓			
Harbour bridge (town fringe)		✓	✓	
Transport system		✓	✓	
Kiwi Rail		✓	✓	
Streetscape projects		✓	✓	

Table 2 Effects of RWC on identified projects

The items with two ticks in them for example Wynyard Quarter indicate that although the project was fast tracked the physical design was not changed (to suit event). Most projects were fast tracked and upgraded as opposed to being new construction.

4.4 Without the RWC

Participants were then asked their views on what would have happened to the projects had the RWC not taken place.

Participants agreed that most of the projects would have gone ahead but a later stage, with areas like the Wynyard Quarter maybe taking another 10 years or more before anything physical actually happened. Again this is evident of how much influence mega events have on the host city as illustrated in most literature. Chalkley & Essex (1999) suggest that the reason why cities take on such events is in an attempt to promote places and attract investors and to do this transformation of built environment in cities (Roche 1994 in Hiller 2006, Hiller 2006) has to take place creating a good image (Hall 1998) for the city.

Work on the Queens Wharf was event specific and all the participants agreed that nothing would have happened if we're not for the RWC. The Queens Wharf is meant to have a cruise ship terminal constructed in the future, and the work that was done to it was only temporary except for the Shed which now has a heritage status. Heritage status means that this structure will not be demolished but remain an icon of the city. This was something most participants could not come to terms with. Their impression of this structure was that it was only a boat shed and why it should be given such a status was beyond them. The idea of building a cruise ship terminal around an old boat shed was not a great idea to them. The risk of constructing specifically for the event highlighted by Nemeth (2010) & Malfas (2004) suggest that the structures may have no use post event and money could have been spent on the community. A sentiment shared by three of the participants who wanted to see something more permanent.

Wynyard quarter, the streetscapes and upgrades to the transport system would have gone ahead, but it would have taken some time before they were underway.

"Those projects would have happened anyway but just the timing of them may have been slightly different. So the RWC has been positive in that respect in that it has pushed or created an end point for which projects have to be delivered" (Architect 1).

Table 3 provides a summary of how the projects would have progressed if the RWC had not happened

Project	Not happened	Done as planned	Done differently	Long term
Newmarket(SH1) Overpass				✓
Wynyard quadrant				✓
Eden park and precinct	✓			
Queens wharf			✓	✓
Harbour bridge (town fringe)		✓		
Transport system			✓	✓
Kiwi Rail				✓
Streetscape projects				✓

Table 3 Predicted project outcomes without the RWC
Projects with two ticks for example Queens Wharf mean that it would have happened in the long term but different to what was done now.

4.5 Planning processes and legislation

As a result of the definite deadline and short time frame for projects participants were asked if project processes and planning had been affected.

Architect 1 said that for most of the projects he was involved with had to be procured quickly and methods of construction had to be ones that had been proved efficient because of the definite finish dates.

"They were absolute fixed times for the work to be done so that affected the contractors in terms of organising their labour and materials to be delivered absolutely on time" (Architect 1).
Consultants had to work quickly on the designs, an indication that most of the work was fast tracked in order to meet deadlines. Architect 1 goes on to say that the processes were done in parallel and not sequential which would have been the norm had they not have had a definite deadline.

The PR Manager stated that although the project they were involved with had been going on for the three years prior to the RWC, they had to factor in their planning processes around the RWC dates.

To be sure of outcomes they spent the last two and half and years (prior to the games) having conversations with all stake holders to make sure that stakeholder expectations and Alliance planning plans were in tandem.

"We had to make sure that we were totally aware of what was being planned for the rugby world cup and that we could terminate our work around those days. Black days, gray days, rainy days, snow day days. Nothing could be left to the last minute so all processes were streamlined and ran a tight schedule" (PR Manager).

It was agreed upon by all participants that any project that had the RWC tag on it was given priority in terms of consents issued over other projects.

"One of the main things that was changed was the consents and processing time lines. So we basically got a dedicated team in council to help fast track any consent issues. Got rid of the long processing time lines, if you said this was RWC project it got special emphasis on it"(Project Manager).

Most projects were well managed and the deadlines were clear, but one of the streetscape projects faced a hiccup not because of the contractor's fault but the City Council itself caused a delay in the completion of the project. City Council decided to procure its own lighting which only arrived months later after most of the project was complete. This put a hold on the project. The completion of the project only happened after the moratorium which the Council itself had put in place. This posed an issue with Auckland Transport and the City Council was queried by Auckland Transport. The contracted company had to work past the deadline and initially did not paint a good picture on their part because it appeared as if they were responsible for the delay. These are some issues that media would feed on and paint a negative picture of preparations of the event (Cashman 2002).

Evident from all the responses given by the participants; processes did alter and help fast track projects. Varrel & Kennedy (2001) state that to meet deadlines "fast track decision making and implementation processes in order to ensure completion of projects on time" has to be done. Failing to do this would be disaster for the host city and the games.

Realising that none of the participants were mentioning the Legislation (on Mega events) they were then asked if they made use of it to some extent. The first response was no, this was because participants were unaware of its existence. But after reflecting on their answers and the turnaround period of getting consents they believed that that could have been the reason why Council acted so quickly on the consents. They also cited that some hotels had upgrades which would have normally

not been approved so quickly and the conclusion was that this Legislation was taken advantage of without the knowledge of most stake holders.

Hall (1998) talks bout how Sydney changed its policies to accommodate hosting the Olympics and any other mega event that followed, which would be the same for New Zealand in preparation for the RWC 2011 (Treasurary and Consents 2010). Legislations have been used to for go normal planning processes (Malfas et al 2004, Hiller 2006) resulting in the meeting of deadlines.

4.5.1   Zoning

Most participants were unsure if any zoning issues were addressed when asked apart from Architect2.

With regards to zoning and urban design, places like the Wynyard quarter had to be rezoned as it was zoned as an industrial area before. Council had to change the Zones before approving consents but since all these projects had the RWC tag on them processes were moved faster. It is suggested in the literature review (Darcy 2006) that places would have to be rezoned as a result of developments taking place. As a result land values and property prices may increase; a fact that was mentioned by Architect2. He was concerned whether the apartments that are going to constructed would be affordable as well as rentals for office space. Infrastructure investments need to be balanced Darcy (2006).

Eden Park is located in a residential zone, and according to Architect2 there were a number of issues with the residential zoning and sensitivity around the consenting of the project but because of the nature of the project consents were still issued (Malfas et al 2004 & Hiller 2006). Logistically they faced issues with how to get people in and out of Eden Park. The use of private vehicles was restricted as that would have congested the surrounding area. Upgrades to the train station around Mt Eden area (location of Stadium) was carried out because most people were to use the train to get to the stadium.

4.5.2 Planning processes and Legislation

Participants were also asked how different the planning processes were compared to the normal or more traditional way of planning for projects.

For all participants initially there was no difference, only that they had consents approved a lot faster than they would have normally done if the project didn't have a RWC tag on it. Looking at how most participants' projects were given priority over other projects would be an indication of the use of special legislation another change in processes which was not highlighted by participants very well. One difference that was mentioned by Architect 1 was that because of the deadline, most of the projects that he was involved with were done in parallel and not sequential as they would have normally done.

"I am not aware of any particular changes to the planning process. Apart from the fact the Government stepped in and took over Queens Wharf and they managed that process. I suppose there was more high level Govt influence on the planning processes for parts of the RWC infrastructure (Architect 2).

The common difference with any project that happened was mainly the time frame or how things were done more quickly. The definite deadline put pressure on projects to be faster, methods of procurement were faster. Main contractors had to work more as one unit with sub-contractors to reach targets, a lot of weekend work and overtime was done on some projects.

Looking at the previous responses given by participants this was contradictory as they indicated:

- that work was done in parallel as opposed to sequential
- procurement processes had to be done quicker
- methods of construction had to be proven efficient
- consultants were on the jobs quicker

Literature review indicates that in order to meet the definite dead line work would have to be fast tracked.

4.5.3 Disadvantages or problems of changed planning processes

All participants agreed that there were not many disadvantages to how the processes went. Most were quite pleased with the outcomes of how they worked and wished that they could get work done in a similar manner.

The only downside that was noted was the Government having control of the Queens Wharf. Architect 2's company had a won the competition to redevelop Queens Wharf but the Government intervened and they took over the development. The possibility of Government stepping in and taking over was not particularly favoured as it prevented a company from making money as well as show casing their work.

4.5.4 Advantages of changed planning processes

Because of the urgency, the definite deadline and the fact that all the projects had a RWC tag on it, there were a lot of advantages. Participants were pleased with the way consents were processed and the way council responded. Council hired more staff and had a dedicated team for anything RWC related. Tall of the advantages identified by participants are listed below.

- Council improved their processes so did participants
- Council stream lined processes
- Approvals came back quicker
- Better planning of work because of fast turnaround from council
- Projects were finished on time
- Resources could be sourced faster
- Government help where necessary

4.6 Waterfront stadium

Participants were asked whether the decision on the Waterfront stadium had any bearing on the other projects. Participants agreed that it did not have a direct bearing on any of their projects but that it pressure on the upgrade of Eden Park. They were in unison about the waterfront stadium having been a good idea with regards to zoning, transport and logistics. They all felt that having a stadium in suburbia was never a good idea as this puts pressure on the neighbourhood and transport system. It all came down to poor thinking and planning, according Architect1 and Company owner

> "I think in hindsight the decisions to delay the stadium upgrade or a new stadium downtown cost them, the entire infrastructure was downtown. But the stadium they should have thought about well before Vector arena was built; there should have been some better planning." (Company owner)

> "The shed 10 and the cloud is a compromise and that is middle thinking and to be honest with you. <u>For a city like Auckland it probably shows a dysfunctional relationship between Government and council but at the end of the day every city is faced with difficult decisions,</u> it's just having the leadership to have the confidence to actually make those decisions and be confident that they have made the right decisions and I don't think we have the leadership either at local government or council."(Architect1).

The waterfront stadium has been highlighted as a catalyst to help speed up the transport woes the city faces with public transport and the fact that they didn't go ahead with the stadium was seen by some as "a missed opportunity"(Architect 1). The delay in deciding whether or not to have a stadium at the waterfront delayed the details of what was going to happen at the Queens' wharf and thus the end result was a "tent."

The decision not to have the waterfront stadium seen a "missed opportunity" can reflect on government as failing to the serve the interests of public and deferring away from long term commitments (Hall 1998). Again failing to reach a decision on the waterfront stadium reflects a "dysfunctional relationship between Government and council" a point which Hiller (2006) would agree with; in his mention of internal conflicts which arise after the bid process when Government fails to honour what was in the bid plan.

4.7 Outlook

4.7.1 Good value for money

All the participants agreed that the developments that have occurred are definitely good value for money. They have brought about some positive change to city and the general public love it. Although there was still some disapproval or dislike of the Cloud and especially at how much it cost, on the whole participants did think everything else was good value for money.

Below is response from Architect1 when asked this question. It basically sums up what the question is asking.

> "I think I would. If you talking specific developments for the RWC, Queens Wharf, Wynyard quarter, the streetscape improvements I think it's all come together and I think it's all the critical mass and I think Auckland has greatly benefitted from that. With the RWC, I overhead somebody saying "this is great it, it's just like being abroad, like being in a proper world class city" and I thank that department more than anything else in terms of Wynyard quarter, Jellicole St and North Wharf has really opened people's eyes up to the potential of the waterfront."

Participants did feel that it was overdue for Auckland to have developed areas like the Wynyard Quarter that would make the city look like a world class city. The tank farm was considered an eyesore and now with the restaurants it has given Auckland a new life. Participants highlighted that work had been done to Wynyard quarter before but it was poor and not as good as what it is now. It was described as just starting, but a good start for better things to come.

The roading projects have been popular as well, Mangere Bridge was seen as a definite improvement on the trip to and from the airport, and Greenhithe extension and SH1-New market overpass were all noted as definitely good value for money. In some literature (Malfas

2004, Greene 2003, Hiller 2006, Qu & Spaans 2009) the mention of road improvements is synonymous with mega events as countries or cities try to have an efficient transport network especially for the games. UEFA in one of its requirements actually includes the requirement that the transport system should be efficient so players, officials and V.I.Ps don't face difficulty in getting to venues (Humphreys and Prokopowicz 2005).

Of all the developments carried out, participants all agreed that the Eden Park upgrade was not a good idea. They would rather have had nothing happen to Eden Park and seen a new stadium on the waterfront. One participant felt that the waterfront stadium should have been done before Vector arena was constructed.

"But the stadium they should have thought about well before Vector arena was built; there should have been some better planning. If we were pitching to go for the international events, whether it be RWC or Commonwealth games or that kind of scenario we should have had a lot more for thought" (Company owner).

"I wasn't convinced that redeveloping Eden park was a good idea and still don't think it's a good idea" (Architect2).

4.7.2 Importance for Auckland

Participants agreed that it was very important for the developments to be carried out in Auckland, citing things like coming out of a recession and that having all this guaranteed work going on was good for a lot of people. It helped inject growth and money into the community or city.

The public feedback was good according to one participant and the sight of people attending these places shows how positive these developments were.

"It was mightily important, the RWC was a huge catalyst and I think Auckland was falling well behind, NZ is world class clean and green and that is rubbish (Architect1)."

Architect 1 went onto say how the built centre was lagging behind in terms of world standards; the dominance of cars in the city was a major concern to him. His view was that people make cities and not cars; the closure of streets has given people a feel of what it's like not to have many cars in the city and most people loved the idea of being able to walk up and down the waterfront without the hassle of minding vehicles.

The idea of more public space was brought about by an urban design expert brought into council from England. He conducted seminars to educate urban designers and architects about the importance of public realm and that is now coming to fruition. But to get all this to be successful you would need political support and leadership willing to push projects, which came about because of the focus of the RWC.

Transport systems were improved and in the long term they will be still used. The trains have been upgraded and soon will all be electrified. The motorways were upgraded again, something that will beneficial in the short to long term.

As presented by most of the literature hosting a mega event is paramount to city re-imaging itself and putting itself on the map. Apart from the internal (city) improvements the attention the city gets via the media (positive) is well received and helps advertise the city (country) as a favourable destination and potential for investments.

4.7.3   Sustainability of developments

All participants believed that the projects undertaken for the RWC are sustainable. The only challenge is to keep people interested in going to these places. The Wynyard quarter will have retail shops, hotels, apartments and banks, so that will be sustainable.

"Again its maintaining the shops, we have to keep the people coming down to it otherwise if they don't come down to it otherwise it's not sustainable, it will fall down and become disused. I think the people are here, it's just keeping the attraction going."Archtect1

The Cloud however is a grey area for most and even council still doesn't know what to do with it post RWC. Talks of taking it to Christchurch have emerged but nothing solid have been formulated.

Most of the developments that took place pre-RWC are sustainable in that they will be used by the community on a daily basis apart of course for the "Cloud." In comparison to Barcelona and Athens (Dimopoulou 2009, Qu & Spaans 2009), the developments that occurred as a result of the RWC regardless of their size can still be comparable to those two cities.

4.7.4   Performance during the RWC

Although most participants were not in favour of the Cloud they were happy with the success of it during the RWC. It was more than they expected and was a pleasant surprise. The visitors are happy and that shows how successful the projects were.

Quotes from participants would suffice to highlight the success of the developments.

"Marine event centre turned out to be a success, the Cloud and the Queen's Wharf it is a success. It's a public space for hosting the RWC. It's not big enough but it is a success. It looks good visitors are happy. It's selling NZ which at the end of the day all it's about"

"Fan trail a good success, underground power, the double track rail system is obviously a success. Even though the number of trains we have in NZ is terrible. The ability to run rail in both directions at the same time is obviously a success, which was required"

"I am impressed with what's inside the cloud and the look; it's a very good show piece"

"I think they have been a success actually, with the Cloud and Shed 10 I have been pleasantly surprised. I thought the idea of keeping shed 10, I mean you have got this new sexy cloud structure and then you have this big box right next to it, it just looks like chalk and cheese. It's a bit of a mess and people aren't really bothered by what it looks like. In terms of the experience they are good because they are quite different, shed 10 is like a big bar, TVs everywhere and the cloud is more for family, kids sit on the floor and watch the great screens and i think they have actually done a really good job of outfitting them both out."

4.8 Use of mega events (RWC) as a platform or catalyst for urban development

Some participants agreed that the idea of using mega events is a tried and tested thing and that it works and should be used as long the country can afford to do so. It is a great benefit to the country and more events should be hosted, maybe not as big but still worth the attention of the international community.

Some argued that New Zealand could not keep hosting such events and make looses and that the only good thing about hosting big events is it brings money into the community to build infrastructure and build resources. The economic benefits as shown in the literature review is complex to justify, more so in the short term. New Zealand has admitted to making a huge loss in hosting these games (RWC).

"They are a good driver; major events are show casing the whole country. They are good driver, help change people's attitude and get stuff put through. Getting put through makes a big difference especially with council organisations" (Architect2).

"NZ is a tourist destination, we are competing with Sydney and all sorts from the Asian rim, so we do need something. I think it was a missed (waterfront stadium) opportunity to be honest. I think this is where the need for the National convention centre has come from as well. It was tender by the Government 5-6 months ago and 5-6 bids around Auckland" (Architect1).

4.8.1 Future events

Again participants were in unison that New Zealand should host more events, but they raised concern as to whether New Zealand can afford to do this, especially with a modest population. Hosting these events are good for selling the country and developing the country but affordability remains the main concern especially after the RWC was reported to have had made a loss of $39 000 000.

Socially it provided the whole nation with a feel good feeling and helped develop public amenities as well. Without the pressure of the deadline and public attention, these projects may have may have taken a long time to develop.

Economically it is yet to be seen, but a positive outlook is about. At this point in time it is difficult to conclude that there have been any economic benefits to the Auckland, results of that may only be evident at a later

From an aesthetic outlook, participants consider that the city looks beautiful and has gained a cohesion that has been lacking. Now it feels like a world class city and definitely better places for visitors to go to. "The event centre was great, especially with the hosting of the boat show. It was just the part" (Company owner).

4.9 Summary

This chapter has presented data and discussed from interviews and compared the findings to the literature review. Themes that emerged from this analysis are themes that emerged during the literature confirming findings of the review. There was a lot of cohesion between participants with slight disagreements.

Themes explored by the data and literature review are as follows

- Impacts of mega events (economic, social and environmental)
- Legislation and planning
- Image
- Risks and draw backs
- Mega events as a catalyst

Impacts of mega events were explored and participants were asked to what extent their projects had been affected by the RWC. All participants agreed that the projects they were working on were projects that were fast tracked as a result of the RWC. These projects also carried with them definite deadlines and according to the participants everything had to be done fast. The fast tracking of projects due to mega events is one the key points of hosting such an event as presented in the literature review.

Although participants had not been aware of the legislation, they however did admit that unknowing they took advantage of. The turnaround on consents was really fast compared to the norm.

Image was another theme identified in the literature review and participants agreed that the development that had taken place were good for the image of Auckland citing that it was long overdue.

Participants agreed that most the projects undertaken were sustainable and all but one was not for the idea of hosting another mega event. This was about the only big idea that faced disagreement. Most of the themes participants seemed to agree in one way or the other.

Chapter 5 Conclusion

5.1   Introduction

The purpose of this chapter is to summarise the findings of this research as well as talk about the limitations of the research. The chapter will also suggest any future research that may have come up during the research.

The main research question:

What are stakeholders' perceptions of the current and anticipated outcomes of infrastructure development for the 2011 Rugby World Cup on Auckland's urban environment**?**

5.2 Conclusion

This research carried out literature review on mega events and urban development, looking particularly at the impacts that mega events have on infrastructure. The literature review was used to come up with themes for the research as well as design the questionnaire that was used in the interviews. The findings obtained from the interviews did answer the questions posed and highlighted some issues as well. Themes covered were impacts of mega events, legislation and planning processes, image, and mega event as a catalyst. The findings of the interviews did coincide with the findings in the literature.

Most literature indicated that no study had been done on the impacts of the Rugby World Cup (RWC) on any host nation, especially its impact on urban development. Limited research has been done on its economic impact but again that could be attributed to the fact that the RWC is only young. Established in 1987 it has not been around for a long time. The findings of this research would be significant because no research has been done in New Zealand on the impacts of mega events (RWC) on New Zealand. This would be the biggest ever event to be hosted in New Zealand with such an audience.

Although this research was conducted in Auckland as the sample it may be used to represent a broader picture of the country. As with most studies it was found that the use of a mega event had influenced the urban development of a city. All the participants agreed that most of the big projects that took place prior to the games were in some way affected by the RWC. It was also established that all these projects were part of the city's long term development plans and the hosting of the RWC had fast tracked them. Projects would have taken another

10 years or more to come to fruition but were moved forward as a result of the RWC. Developments along the waterfront (Wynyard Quarter) were not targeted to have begun as early as they did. Literature indicated that most cities did have long term urban development plans and needed justification of why they were spending money. The use of mega events is used to justify spending as shown in literature as well by the city of Auckland. The redevelopment of the waterfront area has been in the plans for a long time and the mega event provided an opportunity for it to begin.

It was also indicated by the participants that if a project could not be finished or at least be in a position to be safely used then it was not given consents or was not allowed to start until the 1st November 2011. Definite deadlines are a characteristic of mega events found in some literature and the council made sure that projects met the deadlines by placing a moratorium. Most participants were happy with this because projects were delivered efficiently.

Hosting the RWC (mega event) brought about much needed improvement to the city of Auckland. The participants were quite pleased with the outlook of the city. It has helped create a new image of the city and it looks beautiful creating a new image of the city. Literature read talks about how cities use mega events to bring much needed improvements to city for example Barcelona and Sheffield. The city had been lacking behind in terms of a new look on the built environment as compared to other developed countries. Participants still think that a lot needs to be improved but this has been a great start for Auckland. Some projects will take more than ten years to complete but the RWC has fast tracked those programmes to begin early. Barcelona begun its urban development plans by using the Olympics and continued to develop areas well after the Olympics.

The waterfront stadium was highlighted as good catalyst for the improvement of the transport network and roads. Not having undertaken the waterfront project was considered a missed opportunity to improve those areas. It would have been ideal to have the stadium; it would have probably attracted some more sporting events and bigger concerts. Eden Park's location poses many problems because of its location; transport and noise are an inconvenience to residents of the surrounding area. Literature read did not have any projects that may have

been indicated as a missed opportunity by any stakeholders of past host cities. To research this would be interesting but research would only be based on 'What if' and not actual events. Participants felt strongly about this missed opportunity and would have been pleased if it had gone through.

The use of a mega event as an urban development catalyst is something all participants agreed upon. The main concern that arose with this strategy was money! Will the country be able to afford another event like this? Some participants think the country can and others not so sure, but with hosting of the cricket world cup (joint with Australia), junior soccer world and apparently a bid to host the Commonwealth games (not confirmed) are on the table it seems the country is up for it and benefits have been realised especially in terms of infrastructure development. The population of New Zealand is small to host some of these events but the ones that it can host it should host since they provide a way forward for the country, socially and economically as well. Transport networks have been upgraded, communities have benefited (Eden Park precinct), roads have been upgraded, the waterfront has an element of being world class and the country can only go forward from here.

In conclusion it has been found that although mega events are costly to host and have some negative aspects (overshadowed by benefits) they are a good strategy and should be used often as a catalyst for urban development. Physical benefits maybe be apparent but they true rewards (if any) will take a while to be realised. To get the best out the developments it was found that they have to be community based, that is people should be able to use them post event and be affordable. Sustainability through usage was a concern for participants. To keep these developments 'alive' government has to find ways of getting people to use them and make them affordable.

5.3 Limitations

This study was limited to Auckland only, however this can be used to generalise the whole the country taking into considerations that some of the small towns did not go through any developments.

This study was focused on the perception of people involved with the construction of some the projects. It would have been useful to have documents from city council and used them to triangulate data and literature.

5.4 Future study

During data collection it was established that planning processes for the projects surrounding the hosting of the RWC were different. Future study could look into the impacts of mega event (RWC) on a particular project as a case study. It could look at items like how the planning processes were carried out, procurement methods and consents.

The Cloud was an issue of concern that was identified in the data; participants didn't know what was to become of it post RWC. Future research could look at the impacts of having a temporary multi-million dollar structures at a mega events.

.

Bibliography

Andranovich, G., & Burbank, M. J. (2001). Olympic Cities: Lessons Learned From Mega Event Politics. *Journal of Urban Affairs* , 113-131.

Bell, J. (2009). *Doing Your Research Project.* Nottingham: Open University Press.

Blaxter, L., Hughes, C., & Tight, M. (1996). *How to Research.* Buckingham: Open University Press.

Burbank, M., Andranovich, G., & Heying, C. (2002). Mega-Events, Urban Development and Public Policy. *The Review of Policy Research, Fall 2002 19:3* , 179-202.

Carlsen, J., & Taylor, A. (2003). MEGA-EVENTS AND URBAN RENEWAL:THE CASE OF THE MANCHESTER 2002 COMMONWEALTH GAMES. *Event Management* , 15-22.

Cashman, R. (2002). *Impact of the Games on Olympic host cities:.* 2002: Centre d'Estudis Olímpics.

Chalkley, B., & Essex, S. (1999). Urban Development Through Hosting International Events: a history of the Olympic Games. *Planning Perspectives, 14* , 369-394.

Czaja, R., & Blair, J. (2005). *Designing Surveys. A Guide to Decisions and Procedures.* California: Sage Publications.

D'Arcy, E. (2006). International sporting events as triggers of urban restructuring and property market change: Some recent evidence from three European Cities. *12th Annual Conference of the Pacific Rim.* Auckland: University of Reading Business School.

Denscombe, M. (2010). *The Good Research Guide.* London: Blackwell.

Denscombe, M. (2007). *The Good Research Guide For Small-scale social research projects.* Berkshire : Open University Press.

Dimopoulou, E. (2009). Mega Events as an opportunity for Urban Regeneration.Impact on a Host Greek City. *International Workshop on Spatial Information for Sustainable Management of Urban Areas FIG Commission 3 Workshop 2009.* Germany.

Ezzy, D. (2002). *Qualitative Analysis: Practice and Innovation.* London: Routledge.

Fellows, R., & Liu, A. (2008). *Research Methods for Construction.* Oxford: Blackwell Publishing.

Fink, A. (2010). *Conducting Research Literature Reviews.* California: Sage Publications.

GARCI´A, B. (2004). Cultural Policy and Urban Regeneration in Western European Cities: Lessons from Experience, Prospects for the Future. *Local Economy,Vol. 19, No. 4* , 312-326.

Gianpiero, T. (2009). Public infrastructure: definition, classification and measurment issues. *Munich Personal RePEc Archive Paper No. 12990,* , 1-35.

Gold, J. R. (2008). Olympic Cities: Regeneration, City Rebranding and Changing Urban Agendas. *Geography Compass 2/1* , 300-318.

Gratton, C., Shibli, S., & & Coleman, R. (2006). *The economic impact of major sports events:a review of ten events in the UK.* Oxford: Blackwell Publishing Ltd.

Greene, S. J. (2003). Staged Cities: Mega-events, Slum Clearance,and Global Capital. *Yale Human Rights and Development Law Journal* , 163-187.

Haferburg, C., Golka, T., & Selter, M. (2009). Public Viewing Areas: Urban interventions in the context of mega events. In U. Pillay, R. Tomlinson, & O. Bass, *Development and Dreams* (pp. 174-199). Cape Town: HSRC Press.

Hall, C. M. (1998). Imaging, Tourism & Sports Event Fever: The Sydney Olympics and the Need for a Social Charter for Mega-Events. *Sport in the City Conference.* Sheffield.

Hiller, H. H. (2000). Mega-Events, Urban Boosterism and Growth Strategies: An Analysis of the Objectives and Legitimations of the Cape Town 2004 Olympic Bid. *International Journal of Urban and Regional Research* , 439-458.

Hiller, H. H. (2000). TOWARD AN URBAN SOCIOLOCY OF MEGA-EVENTS. *Research in Urban Sociology, Volume 5,* , 181-205.

Humphreys, B. R., & Prokopowicz, S. (200x). Assessing the impact of sports mega-events in transition economies: EURO 2012 in Poland and Ukraine. *International Journal Sport Management and Marketing* , 1-14.

Kemp, R. (2009). *Cities and Sports Stadiums.* North Carolina: McFarland & Company.

Malfas, M., & Theodorak, E. &. (2004). Impacts of the Olympic Games as mega-events. *Municipal Engineer 157 Issue ME3* , 209-220.

Qu, L., & Spaans, M. (2009). The Mega-Event As A Strategy In Spatial Planning: Starting From The Olympic City Of Barcelona . *The 4th International Conference of the International Forum on Urbanism*, (pp. 1291-1300). Amsterdam.

Richards, G., & Wilson, J. (2004). The Impact of Cultural Events on City Image:Rotterdam, Cultural Capital of Europe 2001. *Urban Studies* , 1931-1951.

Richards, G., & Wilson, J. (2004). The Impact of Cultural Events on City Image:Rotterdam, Cultural Capital of Europe 2001. *Urban Studies, Vol. 41, No. 10* , 1931–1951.

Ridley, D. (2008). *The Literature Review: A Step By Step Guide for Students.* London: Sage Publications.

Roche, M. (2000). *Mega-Events Modernity: Olympics and expos in the growth of global culture.* London: Routledge.

Smith, A. (2001). Sport based regeneration strategies. In C. a. Gratton, *Sport in the city. The role of sport in economic and social regeneration* (pp. 127-147). London: Routledge.

Tomlinson, R. (2009). Anticipating 2011. In U. Pillay, R. Tomlinson, & B. O., *Development And Dreams* (pp. 96-113). Cape Town: HSRC.

Varrel, A., & Kennedy, L. (2011). *Mega Events and Mega Projects.* EADI.

Wisker, G. (2009). *The Undergraduate Research Handbook .* London: Palgrave Macmillan.

Appendix A

Questionnaire

Interviewee name......

Before we begin this interview could you please elaborate on your role and involvement in the company and also in any current projects or any recent projects that the company has done......and also on the role and involvement of your company in any current projects or recent projects?

5. **Projects**

        c)   The hosting of the RWC has seen the city (Auckland) carry out some projects/developments in order to better facilitate the visitors and sports teams. What projects have been affected by the RWC and in what manner in order to facilitate this? -done solely for the event, or does it align with long term plans for city?

Project	New/event based	Fast tracked	Upgrade	unchanged
Newmarket(SH1) Overpass				
Wynyard quadrant				
Eden park and precinct				
Queens wharf				
Harbour bridge (town fringe)				
Transport system				

d) We can safely acknowledge that the RWC has brought about some change to the city, but if it were not for the RWC what would have become of these projects?

Project	Not happened	Done as planned	Done differently	Long term
Newmarket(SH1) Overpass				
Wynyard quadrant				
Eden park and precinct				
Queens wharf				
Harbour bridge (town fringe)				
Transport system				

6. **With a deadline to meet and a lot of things to get ready for, how were the processes for these projects affected?**

   o Taking into consideration that there was a delay in making a decision about the waterfront stadium?

   e) Planning-project planning

      o Consents –RMA

      o Legislation-mega events

      o Town planning-urban design

                   -traffic planning

                   -zoning (waterfront stadium)

   f) How different were the planning processes compared to the normal or more traditional way of planning?

   g) What were the disadvantages or problems of changing the processes involved in planning?

   h) What were the advantages of changing the processes?

7. **No doubt that with these developments having taken place there will be a different outlook about Auckland but are these developments**

    o **good value for money?**

    o **And how important was it for Auckland to carry them out in the short term or long term?**

    Are any of these developments sustainable?

    o Will the new structures still have any use post event?
    o If not, what are the plans for them?

    How much of a success do you think these projects will be during the RWC?

8. **Looking at the developments and changes that have come about because of the RWC, what do you think about the practice of using mega events (RWC) as a platform or catalyst for urban development?**

    Do you think hosting events like these or of a similar magnitude is something NZ/Auckland should bid for in the future?

    Social.......

    Economically......

    Aesthetic outlook......