

An overview of the 2010 FIFA World Cup in the Central City of Cape Town

EXECUTIVE SUMMARY OF THE REPORT TO THE CAPE TOWN PARTNERSHIP

September 2010

The following report has been prepared by:

- ❖ Carola Koblitz, 2010 Project Coordinator,
Cape Town Partnership

In collaboration with:

- ❖ Members of the Central City Improvement District (CCID)
- ❖ Gene Lohrentz, GIS & Research Consultant,
Geocentric Information Systems

For further information please contact:

Cape Town Partnership

Tel +27 21 419 1881; Fax +27 21 4191881
www.capetownpartnership.co.za



Contents

	Page
Executive Summary	3
Citizen Information & Activation – the key to the 2010 FIFA World Cup in the Cape Town Central City (and beyond)	3
The goals towards Citizen Activation	6
1. Enhance citizen and business participation	6
2. Contribute towards a unique and authentic Cape Town experience for visitors	8
3. Contribute to a well-organised, efficient, safe and successful event	11
4. Enhance business branding and marketing of Cape Town	12
5. Leave a lasting economic, social and cultural legacy	13

Acknowledgements

For the input into this report by all our Cape Town Host City Fan Walk partners – we thank you. For the use of photographs contained in this report, we thank the City of Cape Town (Bruce Sutherland), Celebrity Services Africa Events, Bobby Brown, Andrew Boraine and Carola Koblitz.

I would also like to extend my personal thanks to the hundreds of colleagues with whom I sat for many hours on the various workstreams and projects, all of which had the final goal of making the 2010 FIFA World Cup in Cape Town one to remember. I think we did it.

Executive Summary

There can be no question that, from an international PR perspective, the 2010 FIFA World Cup™ in Cape Town (as it was in South Africa as a whole) was a huge success. And quite possibly – due to the negative global press that preceded our World Cup – a bigger PR event for the country than even Germany's 2006 World Cup was perceived to be for that country.

In fact, as Germany 2006 becomes eclipsed by our own success, the new standard set for Brazil in 2014 is now an African example – and in terms of a South American country, a far more relevant role model than a Eurocentric one.

Perhaps the biggest success for Cape Town and Capetonians is that we rose to the challenge of hosting an international event not just in our new Cape Town Stadium but on the streets of our Central City.

As was the case with the 2006 World Cup, the full economic impact, positive or otherwise, of the 2010 World Cup will still be many years in analysis and debate before we have concrete evidence. Nevertheless, there are tangible, physical legacies that have been left behind and lessons learnt on which to develop future strategies. The sooner these are embraced and encompassed into a way forward, the more the benefit will be.

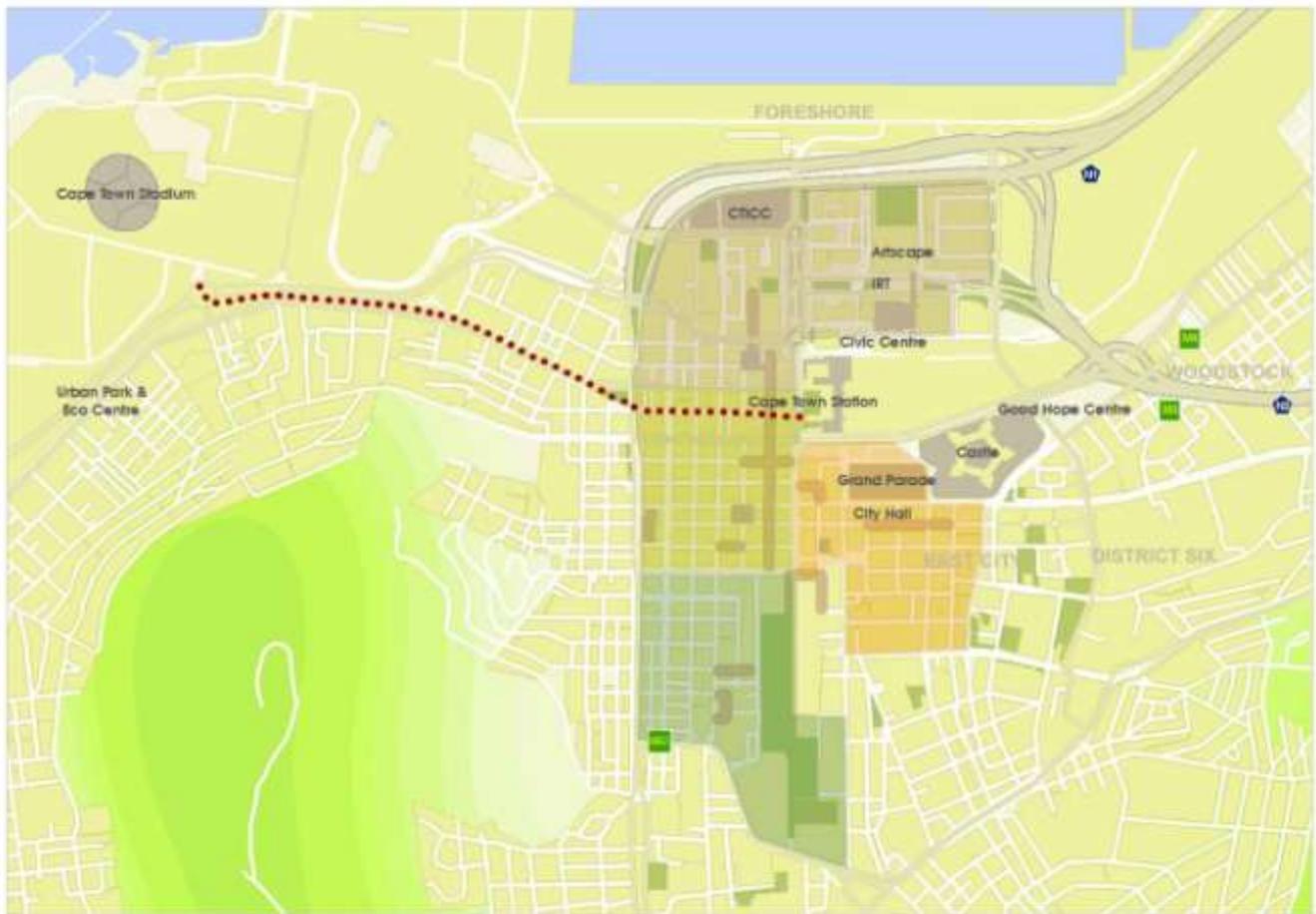
The way forward in terms of City of Cape Town itself is already under threat of being entangled with both the same bureaucratic red tape and political jostling that has traditionally handicapped development (across many arenas) for years. It has to be noted that much of the service delivery towards the World Cup by Council and Provincial departments – albeit it a magnificent effort - was spurred on by the machine that is FIFA, and while extensive criticism has been levered towards FIFA's 'draconian' demands, its non-negotiable deadlines were often the very catalyst required to transcend the usual lethargy. And yet the City did not topple. But now, FIFA has left the building. The challenge therefore lies in just who will lead these strategies forward.

Citizen Information & Activation – the key to the 2010 FIFA World Cup in the Cape Town Central City (and beyond)

It must of course be acknowledged that results delivered against the World Cup timeline were delivered against enormous efforts (and budgets) that are obviously not sustainable in the longterm. The key is to define, record, sift and track those legacies that can be viably built upon, and to ensure that projects moving forward have the support of the citizens of Cape Town. To this end, the lion's share of this report is a record of the numerous projects in which the Cape Town Partnership (Partnership) and Central City Improvement District (CCID), were involved since January 2009 - how they were rolled out and what was accomplished – in the hope that there are examples here that can be followed for Citizen Activation in the future and add to the legacy value of the World Cup. Projects are outlined and analysed in terms of each one's background, activities associated with it, goals accomplished and recommendations going forward.

Citizen Activation was the primary objective of the Cape Town Partnership towards the World Cup: under mandate to the City of Cape Town, the Partnership was contracted to activate the Central City outside of the official FIFA areas, in particular in what was originally coined the fan 'sponge' areas and later became known as fan activation zones. This incorporated the greater footprint of the four precincts that fall under the Cape Town Partnership's primary partner agency (the CCID) as well as the neighbouring Green Point CID. The only area deemed to be an official FIFA zone within the CCID's own precincts was the Grand Parade in Precinct 4 – a public square incorporating the iconic City Hall – which was used as the FIFA Fan Fest. The Host City Cape Town Fan Walk (a Cape Town City initiative project-managed by the Partnership) connected the FIFA Fan Fest to the Cape Town Stadium along a 2.5km pedestrian-prioritised route. The Cape Town Stadium – the other official FIFA area in the Central City – falls within neighbouring Green Point.

This layout – with its close proximity between the Fan Fest and the Stadium, and connected in between by the Fan Walk, ensured that Cape Town's Central City hosted a truly 'urban' World Cup and the only one of its kind in South Africa. This in itself had unique challenges, not least of which came with FIFA, and the rights it holds over areas it deems to be Commercial Restriction Zones or Exclusion Zones. These zones traditionally extend to within a 1km radius of an official FIFA zone: had these rights been invoked around the Cape Town Stadium and the FIFA Fan Fest, it would have wiped out competitive business in most of the Central City! It is due to the negotiated efforts of the City of Cape Town that these zones were greatly tempered and downscaled, allowing most of the City to simply conduct life in a 'business as usual' fashion. Or rather, as Partnership preferred to call it, as 'business extraordinary' in the hope that as many Central City stakeholders would grasp legitimate World Cup opportunities with both hands and benefit economically from these. Nevertheless, the 'fear' of FIFA insofar as what business owners perceived they could, or could not, do was just one of the aspects tackled by Partnership – IE: citizen information before citizen activation.



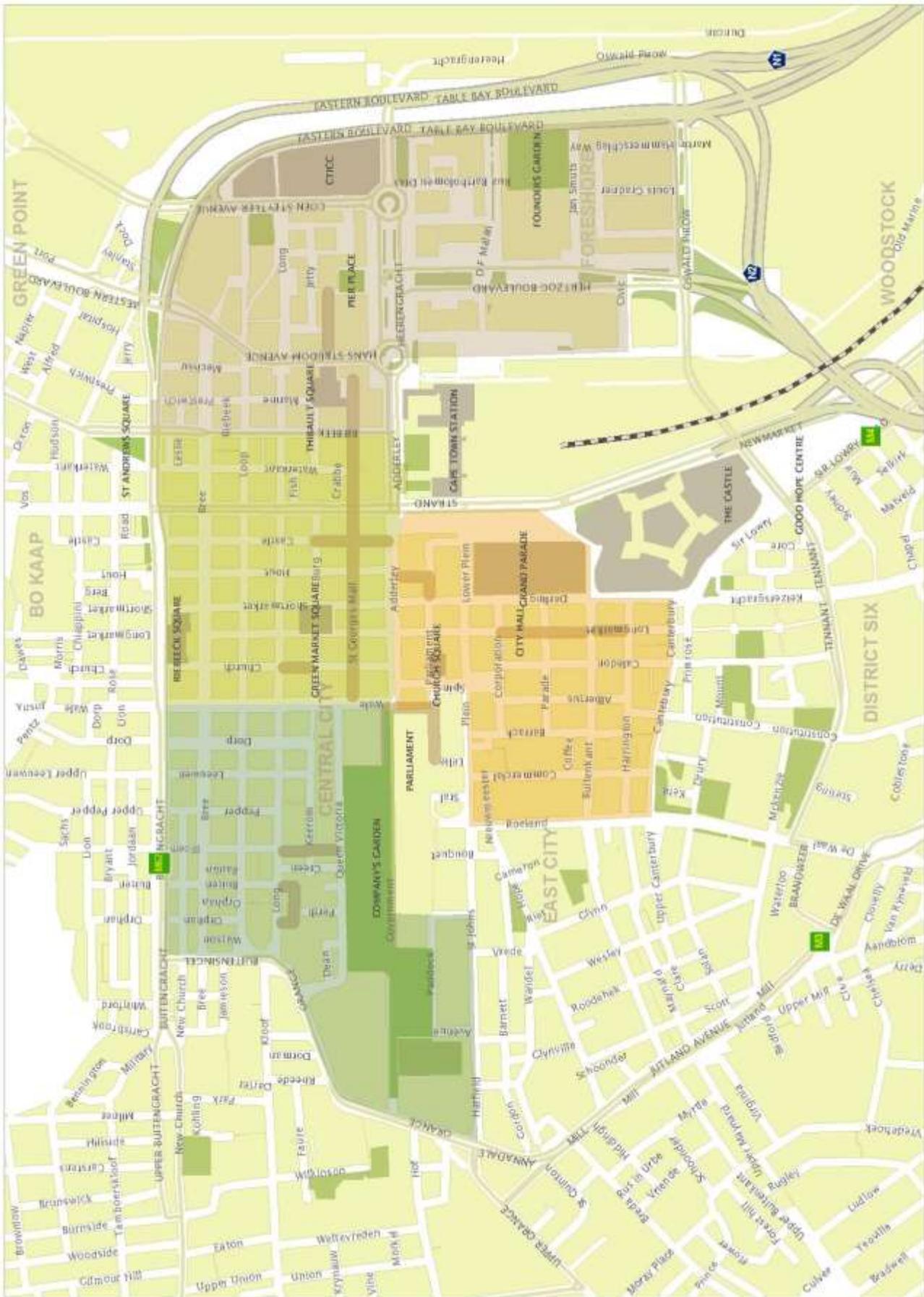
The above map shows the Host City Cape Town Fan Walk route from its start across from the Cape Town Station (within Precinct 2) to its conclusion at the underpass leading to the Cape Town Stadium Precinct. The four precincts of the CCID indicated above appear in more detail on the map that follows overleaf.

To project-manage the activation of the fan zones, a 2010 Project Co-ordinator (2010 PC), Carola Koblitz, was appointed by the Partnership first and foremost to gather information on the World Cup for further dissemination to the Partnership's and CCID's stakeholders – those Central City people who each day work, live or play in the CBD. From here, strategies for Citizen Activation were derived. In total, the 2010 PC sat across 26 workstreams¹ over an 18-month period. Summaries are therefore also included in this report of the most relevant and successful workstreams (and the projects associated with these).

The strategies towards Citizen Activation also changed internally within the Partnership as the World Cup approached: the original intention with the appointment of the 2010 PC was for the incumbent to develop specific events to be held in the Central City during the World Cup – particularly in its public spaces or 'common purpose' areas such as malls or squares shared by retailers and the leisure industry. However, there were two reasons why this proved not to be feasible, namely:

- The City itself was unsure (right up to the World Cup began) which public spaces it would require for other purposes, and thus it became difficult to pin down available spaces;
- Events would require buy-in from Central City stakeholders, and particularly for groups of stakeholders to work together towards a common purpose – not just in sponsorship but in a general willingness to participate. A number of attempts were made to call meetings of groups who either shared a common physical area, or shared an area of business (eg, art galleries; sports shops, restaurants, etc), but the general responses were either of negativity towards the World Cup or a sense of stakeholders 'hedging their bets' until they had decided on their own plans (and expenditure) for the event. The only two groups of this kind that managed to work towards a common purpose were 1) the existing group known as the Long Street Association (who worked together towards the public festival of the FIFA Final Draw held on 6 December 2010), as well as 2) the Upper St George's Mall Forum (formed by the tenants of Mandela Rhodes Place). Both these efforts should be applauded, and other groups with shared interests in the Central City would be wise to look to their examples of joint collaboration on future events in the Central City.

¹ The 26 workstreams were made up as follows – for the City of Cape Town: Arts & Culture, Beautification, Communication, Host City Decoration & Branding, Events, Host City Cape Town Fan Walk, FIFA Final Draw, Green Goal, Health Promotion, Information Kiosks, Legible City, Transport, Safety & Security, Social Development, Solid Waste Management; for the Provincial Government of the Western Cape: Cape Media Services; for other organizations: Business Trust Long Run, Cape Chamber of Commerce, CHEC, CTICC 2010 Curatorial Committee, Cape Town Tourism, Long Street Association, Media24 Communications, New Mobility Association, Upper St Georges Mall Forum, The Company's Garden Action Group.



The four precincts of the Central City Improvement District (CCID) are outlined above, as follows:

- Precinct 1** (incorporates Hertzog Boulevard – the road housing the Civic Centre main bus station.)
- Precinct 2** (incorporates the start of the Fan Walk from St George’s Mall up Waterkant Str.)
- Precinct 3** (incorporates upper Long Str. – the venue for the public festival of the FIFA Final Draw, 6 Dec 2009)
- Precinct 4** (incorporates the Grand Parade – the location of the FIFA Fan Fest during the World Cup.)

As a result, the Partnership's strategy towards the World Cup became more REACTIVE rather than PROACTIVE, focusing on the marketing and communications of the World Cup to stakeholders, and the roll out of projects pre-World Cup that would stimulate their buy-in. This allowed the Partnership to react as soon as possible, on the one hand, to trends, emotions, fears and misconceptions as soon as they emerged and, on the other, plugging the gaps that were emerging in the strategies being rolled out by the City.

The goals towards Citizen Activation

Whether initiated directly by the Partnership, or the result of a 2010 World Cup workstream in which the Partnership participated, each project – in its efforts to promote Citizen Activation – strove towards five primary. The question is how far did we go to achieve these? Let's look at each one in turn and the projects associated with them (full reports on all projects listed here appear further on in this document – relevant page numbers for reports follow).

1. Enhance citizen and business participation

With the City's own attention focused on the delivery of the World Cup first and foremost to FIFA and the visitors expected, it was left largely to organisations such as the Partnership to step into the gap regarding citizen and business participation.

The projects successfully implemented towards this goal included the following:

- i. **The 2010 Central City Partners Forum & Precinct Mini-Forums**
From November 2008 until May 2010, five large-scale quarterly meetings (in venues with for capacity of up to 250 at a time) were held from November 2008 until March 2010. With content decided jointly by the Partnership and the City of Cape Town's 2010 Host City Operations team, these meetings were intended both to give stakeholders the latest developments in terms of the World Cup rollout on the one hand, and on the other to determine the issues that most concerned stakeholders at any particular time along the World Cup timeline, so that these could be addressed immediately in relevant, targeted communication post each forum. During the final quarter before the World Cup, the large-scale forum transformed into mini-forums that were precinct-specific, in an effort to gather up the stakeholders that had missed the larger-scale meetings, and to establish direct contact with those stakeholders in particular that would be 'front of house' to Central City visitors during the World Cup.
- ii. **2009 FIFA Confederations Cup Viewing Evenings**
With just one year to go, excitement for the World Cup was still negligible - particularly among Capetonians who were officially rated in a national survey to be the most negative among all South Africans. Among Central City stakeholders, this was due largely to the fact that many regarded rugby and cricket as their sports of choice, and did not rate soccer (especially when played by the national team, Bafana Bafana) very highly. Together with partners such as Cape Town Tourism and the Cape Town International Convention Centre, three viewing evenings were held for stakeholders and their families to experience 'the beautiful game'. The events were very successful (and it of course didn't hurt that Bafana Bafana made it as far as the semifinals!) There is no doubt that attitudes started to shift in the Central City thereafter, and in fact interest in the Partnership's other projects accelerated from this point onwards, along with the many emails, SMSs and phone queries dealt with daily by the 2010 PC.
- iii. **Mapping the 2010 World Cup Central City Activation Zone and Planning the Fan Fare Experience**
This project had the most impact on the way in which the Partnership structured all World Cup communications to stakeholders, as it determined (by mid-2009) the *actual* footprint of the event in Cape Town rather than the *perceived* footprint that had existed up to this point. Various sub-projects were borne out of this, namely:
 - a. **Compilation and targeted distribution of the brochure *The Cape Town Central City during the 2010 FIFA World Cup***: Drawn up to answer 95% of all common questions being asked by Central City stakeholders, this brochure (and various versions of it) were distributed to stakeholders in all four precincts, and were also made available for distribution through the Partnership's partner agencies to a wider audience via Wesgro, the Cape Chamber of Commerce, the City of Cape Town, Cape Town Tourism, and Cape Town Routes Unlimited (CTRU - who even took it to the Durban Tourism Indaba). This brochure was FIFA-approved, (the first-ever of its kind approved for distribution outside a FIFA agency) and the Partnership was complimented by FIFA's Switzerland-based legal department on its 'initiative to keep businesses informed'.
 - b. **Targeted presentations to property owners and property management groups**
By identifying the actual footprint of the World Cup in the Central City, the Partnership was also able to determine those buildings and public spaces that would most be impacted by the event, the main concerns

from stakeholders in all areas being around transport and access to businesses. One-on-one presentations were done by the 2010 PC to the staff of as many property management groups and property owners as possible, the intention being for them in turn to let their own stakeholders (tenants, business owners, staff, etc) know the impact of the World Cup on their day-to-day access to the Central City. It is interesting to note that this group also fell into one of the top three areas of member participation at the quarterly 2010 Central City Partners Forum.

c. Management of communications to stakeholders bordering the FIFA Fan Fest

The Partnership noticed that a ‘grey area’ had developed around the month-long FIFA Fan Fest event scheduled to be held on the Grand Parade in Precinct 4 in terms of communications between the organisers (the City, FIFA and the event operator) and the surrounding community who would obviously be impacted on heavily during the event. The Partnership and the CCID therefore facilitated public meetings, the distribution of general information, as well as one-one-one negotiations between the parties in terms of often contentious issues such as the Rights Protection Programme, road closures, and the displacement of informal traders and taxis from the Grand Parade vicinity into neighbouring streets.

d. Legible City

Through its understanding of the actual fan footprint throughout the Central City, the Partnership and the CCID were able to give valuable input into the City’s World Cup signage rollout (upgrades and new signage) – an important legacy project that would obviously remain in place for the future.



Above: Improved interpretive signage now appears throughout the Central City, from wayfinding to information boards.

iv. The Dreamfields Project

This was another project to stimulate Central City interest in soccer (this time on an emotive level), through corporate support and sponsorship. The Dreamfields Project was started in 2007 by well-respected journalist and broadcast personality, John Perlman, to provide resources for playing soccer (and encourage teambuilding) primarily into township and rural schools throughout South Africa. In a collaborative effort between Dreamfields, the Partnership and the CCID, the first urban event was held for corporate stakeholders (staff and family) at Cape Town High School (situated in Precinct 3). A total of just over R95 000 was raised and used towards providing DreamBags (full sets of soccer kit) to eight sponsored teams from disadvantage City-based schools. A total of 150 children participated in the round-robin matches on the day, along with staff and families from 11 corporates and partner organisations.

v. Projects associated with Cape Media Services (CMS) Workstream

This workstream was formulated in order to provide a ‘one-stop-shop’, for services as well as content, to media en route to South Africa for both the FIFA Final Draw in December 2009 as well as the World Cup in 2010. It was initially a collaborative effort between the Provincial Government’s 2010 office, the City of Cape Town’s Communication Division, the Cape Film Commission and the Cape Town Partnership. Other organisations bought on board at a later stage included Cape Town Tourism, CTRU, CTICC, Worldsport (FIFA Fan Fest event organiser), Wesgro, the Cape Craft & Design Institute, SanParks and Sail Stade France (the Cape Town Stadium operator).

As far as citizen and business participation was concerned, projects which evolved from this workstream to the benefit of local businesses (and project-managed by the Partnership) included:

- a. Negotiations between the publication *The Whole Lot* and the CMS for the publication to become the workstream's official, recommended database of media-related services and crew in the Western Cape;
- b. Establishment of a database of possible studio locations within the Central City;
- c. Negotiations between the CTRU and its video production company, Clockwork Zoo, to provide footage via CMS to crews (both at no charge in terms of edited visuals as well as raw stock to be purchased.)

The Partnership also provided input into CMS in terms of potential stories of interest for media as well as interview opportunities, and assisted with the CMS's *Host City Media Guide* – particularly in terms of important contact details and information on safety and security in the Central City.

vi. **CCID Social Development's 2010 Viewing Evenings**

A project initiated by the Social Development staff of the CCID (and run in partnership with the Scalabrini Refugee Centre, the Carpenter's Shop and Youth Solutions Africa), special viewing evenings were hosted at the Centre in Precinct 4 for the Central City's homeless and destitute. Ensuring that these individuals, who are an integral part of the Central City, felt part of the World Cup at a place of safety (and within one block of the FIFA Fan Fest), more than 1 200 individuals gathered at the Centre to watch 22 games, enjoy a hot meal and participate in the *gees* (spirit) of the event.

2. Contribute towards a unique and authentic Cape Town experience for visitors

It is the writer's opinion that the best example of how the Central City delivered on offering visitors a unique and authentic Cape Town experience, lies in the welcoming behaviour of Capetonians themselves. Not only did they open their hearts to the visiting football fans, but they came out in their throngs and fan gear to celebrate the World Cup with them in the streets of the City – all in true Cape Town style.

i. **FIFA Final Draw Week , 29 November to 4 December 2009**

On Sunday 29 November 2009, 120 000 Capetonians witnessed the annual switching on of the Adderley Street Festive Lights by Jerome Valcke, FIFA General Secretary. The lights, illuminated as always with their traditionally Cape Town theme, also carried a special 'soccer' theme in honour of both the FIFA Final Draw to be held the next week in Host City Cape Town, as well as the nation-wide World Cup just seven months away. It marked the start of a week that saw 1 200 international media and the 2 000-strong FIFA family descend on the City in preparation for the FIFA Final Draw, broadcast live on Friday 4 December to a cumulative worldwide audience of 134.5-million viewers.



The Festive Lights on Adderley Street, incorporating a special soccer theme along with its traditional Cape Town events theme. These were switched on for the first time during an event attended by 120 000 people on 29 November 2009, were again erected for the duration of the 2010 FIFA World Cup month.

This event saw the Partnership involved in the preparations around the Host City Media Desk within the CTICC as well as assisting with the staffing of the desk for the week – enabling both the Partnership and the CCID to feed directly into the media’s experiences of the Central City. Together, the Partnership and the CCID also assisted the City with the organising of the Public Festival of the FIFA Final Draw – an open event held in Long Street to launch 2010 FIFA Fan Fests across the world and that that drew some 55 000 people to the area on the night of the Final Draw. Live television crossings throughout the day ensured that the world witnessed the street party along with the Draw itself, placing Long Street on the international map for global visitors six months in advance of their coming to the World Cup. In the words of Valcke, Cape Town’s management of the Final Draw event and all festivities associated with it set the benchmark as: “... the Final Draw against which to set the standard for all future Final Draws.”



The festivities on 4 December 2009 included the City’s public Festival of the FIFA Final Draw in Long Street.

ii. The Host City Cape Town Fan Walk (please see separate report which exists within the Partnership)

Somewhat astonished by our own success during Final Draw, the Central City then geared up for the main event in 2010, part of which saw the Partnership appointed, on behalf of the 2010 Host City Operations team, as Project Manager of the Host City Cape Town Fan Walk. Setting ourselves against the by now world famous ‘Berlin Mile’ of the 2006 World Cup, the aim of the Fan Walk was first and foremost to provide a safe, secure walking passageway from the City’s main transport hub along a 2.5km route to the Cape Town Stadium. With the goal of hopefully seeing at least a quarter of the Stadium’s 68 000-capacity crowd reach the Stadium by foot (an important component of the overall transport plan), the intention of the project management team and event organisers, Celebrity Services South Africa, was to encourage people to walk by providing entertainment along a decorative route, as well as a number of vendor kiosks to complement existing retail and restaurants along the way.

With street performers drawn from a City-wide search for new and emerging talent from the cornucopia of styles in the region, the Fan Walk provided a platform for everything from troupes of traditional Cape minstrels, African Djembe drummers, crooners and jazz artists, to circus acts, Disky and hip hop dancers, and even a vuvuzela orchestra . Vendors selected for the route reflected both local foods as well as the cosmopolitan fare of the region, offering everything from Cape Malay and *boerewors* (sausage) rolls, to a kosher kitchen and township stews. Even the kiosk structures built for the vendors reflected a uniquely Cape style: somewhere between the shanties of the townships, the Victorian bathing huts of Muizenberg beach and the quaint colourful block houses of the Bo-Kaap. Other vendors sold local arts & crafts and soccer paraphernalia, while community art projects from murals and giant sculptures to chalk artists and face painters adorned the entire route.

Instead of seeing just a quarter of ticket-holders reach the Stadium by foot, the ‘slowest’ day of the World Cup (a rainy match day between Italy and Paraguay) saw over 38 000 fans walk. The biggest day (Germany vs Argentina on 3 July) saw a capacity crowd of 155 000 people on the Fan Walk – many of whom, without match tickets, just came to enjoy the vibe: during the match, with 64 000 already in their seats, there were still 94 000 people on the Fan Walk! Clearly the Fan Walk lived up to its theme of *Walk this way to the time of your life!*

Perhaps the biggest compliment for the Host City Cape Town Fan Walk and the way in which it offered visitors and Capetonians a unique experience, were in headlines in the City newspaper, *Cape Argus*, on 29 June 2010 that proclaimed: *Fan Walk trounces Berlin – times ten!*



Images along the 2.5km Host City Cape Town Fan Walk – its theme being: *Walk this way to the time of your life!*

3. Contribute to a well-organised, efficient, safe and successful event

Each and every day, the CCID deploys Public Safety Officers (PSOs) from its complement of 240 in teams across all four Precincts. The officers, dressed in their black, green and yellow livery, have become a welcome, comforting and well-recognised sight to the hundreds of thousands who make their way through the Central City each day, and the team has worked for many years in a synergic relationship with their colleagues in the South African Police Service (SAPS) and Metro Police.

As with any World Cup, however, with its strong focus on safety and security, the Central City saw a huge influx of additional SAPS from other areas of the country. Host City Cape Town (where FIFA's two main venues – the Stadium and the Fan Fest - lie within a few square kilometres of each other), in fact saw the entire Central City fall within what FIFA considered its Commercial Exclusion Zone, and thus a FIFA-prioritised area – not only in terms of rights protection but in terms of ensuring the event footprint was extremely safe.

There were thus enormous demands placed on the City: not only in terms of safety and security, but also in terms of beautification and creating a 'user friendly' environment for visitors, and with the City stretched to the limit in terms of both capacity and budget, the Partnership and CCID contributed resources wherever possible.

i. Host City Information Kiosks and the Ambassadors Programme

As part of the City's endeavour to provide easily accessible information to visitors, a plan was formulated originally to establish as many as 17 information kiosks throughout the Central City. Unfortunately, the whittling away of budgets eventually saw only six rolled out in the area. To assist, the 2010 PC (in her role as a member of the Host City Information Kiosk workstream) negotiated with Central City stakeholders that:

- At least three of the kiosks be housed inside existing, privately-managed and secured public areas (ie malls). This enabled the erection of more basic kiosks in these venues, cutting down on their overall costs;
- The City was also stretched in providing volunteer staff to man the kiosks, and again the 2010 PC negotiated with the mall owners to 'donate' members of their own staff for training and manning the kiosks.

With the demise of most of the planned Host City information kiosks, the CCID and 2010 PC devised instead a programme that would see all of its 240 PSOs, as well as senior security management, trained via a Central City Ambassadors Programme, providing them with information to answer the more common questions it was anticipated visitors would be asking. The one-day programme saw each officer receive training on everything from which teams were playing in Cape Town (and thus which fans to expect and how they would behave) to information on the Fan Walk, the FIFA Fan Fest, and even the transportation system to be in place during the World Cup. In addition, the CCID also erected an additional four CCID kiosks around the Central City in time for the World Cup (and still in place today).



Left to right: a CCID kiosk; one of the Host City Information Kiosks; a PSO on the beat as a Central City Ambassador.

ii. Host City Beautification

As with its PSOs, and under the management of the four Precinct Managers, the CCID's cleansing and maintenance teams daily perform top-up duties in the Central City assisting the City's existing services. However, for the purposes of the Final Draw and the World Cup, these teams also stepped up to the plate to deliver in excess of their usual duties.

From the placement of enormous flower pots along Long Street, cleaning drains, repairing roads and trimming trees to the removal of graffiti and the hanging of 230 country flags in public areas, many man hours were spent preparing for the World Cup. The additional workload created over 300 new shortterm jobs through the CCID's *Straatwerk* ('Street Work') initiative which employs destitute/rehabilitated individuals as part of its Social Development programme.



Left to right: Flower pots along Long Street; a CCID cleansing team member; flags in Greenmarket Square

iii. **Transport**

Of all the 2010 workstreams, it was possibly the Transport workstream (including the highly effective Transport Communications team) that provided the most information for the Partnership to pass on to its own stakeholders, and the projects that emerged from this workstream were crucial to ensuring a well-organised, efficient, safe and successful event. The four most relevance to the Central City (and with which the Partnership was directly involved) included:

- a. **Planning of road closures and traffic management:** Meetings were coordinated between the Transport team and the CCID's Precinct Managers to plan and advise around access to properties in the Central City on the eight Cape Town match days, as well as around the month-long activation of the FIFA Fan Fest on the Grand Parade. Through these meetings, valuable contacts were in turn made via the CCID between the Transport team and the owners/managers of affected properties en route, and where necessary alternative routes/relocations finalized to the satisfaction of all concerned.
- b. **Test Event Monitoring:** Numerous test events were scheduled leading up to the 2010 FIFA World Cup, and the 2010 PC together with CCID colleagues were on site on test event days to assist the Transport team in monitoring the effectiveness of road closures and management of pedestrian traffic through the Central City.
- c. **Central City Overflow Plan:** This was originally a joint initiative of Richard Gordge of Transport Futures (a consultant to the Transport team) and the 2010 PC, when the two realized that a great deal of attention was being focused on certain areas in the City, but scant attention to the 'link' corridors fans would use to get to the popular gathering/party areas – either in terms of security deployment or even as basic as informing relevant property owners that their venues sat on proposed corridors. Gordge and the 2010 PC took it upon themselves to coordinate the Overflow Plan, and organized meetings with all relevant property owners, the CCID's Precinct Managers and the City's Safety & Security workstream to ensure that corridors would remain open for the hours planned and well-secured. The Overflow Plan team also devised a communication strategy to be rolled out City-wide as required, through the Joint Operations Centre (JOC), that would see crowd control throughout the Central City monitored and, as it became necessary, see fans redirected to alternative areas.

4. **Enhance business branding and marketing of Cape Town**

To echo the success of Hamburg's 'Blue Goal' campaign during the 2006 FIFA World Cup in Germany, the Partnership had hoped to devise a similar campaign that could be developed and rolled out in time for the World Cup, as well as beyond, assisting to create a 'Big Apple' type of identity for the area. This project had already been on the cards for some time within the Partnership. However, it soon became evident that, with the numerous stakeholders and Central City partners to be consulted, a longterm vision would require a longterm rollout, with many hours of discussion and debate. The project 'Brand Central City' thus fell away from the 2010 PC's portfolio, and it was agreed instead to support the City's own *Cape Town: ready to welcome the world campaign*, as well as Cape Town Tourism's *Live it! Love it! Louder campaign* and the CTRU's *Beyond the 90 minutes campaign*.

However, take-up of these campaigns was minimal among Central City stakeholders – surprising in the light of the many requests which the Partnership received for a City-wide brand from which stakeholders could hang their own promotions. And this in spite of the fact that much of the material was considered ‘open source’ and thus freely available - in some instances even offering stakeholders existing marketing campaigns into which they could slot their venues and services for promotion.

Nevertheless: the fact is that Cape Town enjoyed a very successful World Cup – one that, from the time of the Final Draw in December to the final whistle on 11 July, put it on the map as a place more than capable of hosting a mega-event. The international business and leisure entertainment sectors understands the parameters that are required for this to happen. The fact that we held an incident-free event that saw our Stadium nearly at capacity for all its matches, and our streets overflowing with fans having a safe, secure and clearly highly-entertaining World Cup, has gone a long way to enhance the business branding and marketing of Cape Town. We must also remember that, although the World Cup is a sporting event, it brings with it many high-profile corporate fans – not only as members of the FIFA family of partners and sponsors, but other large internationals who have now had a first-hand look at how a City such as ours coped with the world’s largest cultural and sporting event, and who may well consider it seriously as a business and lifestyle option in the future.

The challenge to the Central City now is to establish that Big Apple brand in the next four years, in the period during which the world and international media will continue to reflect on our successes before Brazil takes up the challenge in 2014.

5. Leave a lasting economic, social and cultural legacy

To many the World Cup is just about the soccer – a one-month mega event during which the best teams in the world fight it out for an international title, the super fans fly in to support them, and then they all go home.

But to the Partnership and its numerous partner organisations, the World Cup was not so much about the period from 11 June to 11 July, as it was from the morning of 12 July onwards. With this in mind, all projects undertaken by the Partnership and the CCID have been far-sighted in their planning and particularly how they can be rolled out once again in the future as legacy projects for other events or indeed any reason for Citizen Activation.

A prime example of the Partnership’s longterm vision around the World Cup were the **Fan Walk tours** which began in March 2009 and were not so much about generating excitement around the World Cup but rather about helping local and overseas participants to appreciate the many physical and metaphysical legacies to be left behind. The physical ones were, for example, the numerous elements found along newly pedestrian-prioritised routes such as the Fan Walk route along Waterkant Street, across Buitengragt Street, and all along Somerset and Main Roads to the spectacular new Green Point Urban Park. And of course, as part of the ongoing upgrade of Integrated Rapid Transport (IRT), the incredible new transport hub stretching from the Civic Centre Bus Station in Hertzog Boulevard to the Cape Town Station.



Just some of the many physical legacies left behind, from top left clockwise: the new Cape Town Station; improvements to the IRT include the Civic Centre Bus Station and pedestrian-prioritized routes; the new Cape Town Stadium in the Green Point Urban Park; public art including wall murals; pedestrian bridges across busy arterial roads.

We have seen new landscaping, new installations of public art, and vast improvements to a number of public spaces such as Greenmarket Square and the Grand Parade. Not to mention the new signage around town, very much a part of the **Legible City** project.

On the metaphysical side, Cape Town now enjoys world-wide recognition as a City very able to host mega events, and we have made huge strides towards marketing ourselves to attract other large-scale events, as well as communicating our feasibility particularly to the international media.

Closer to home, we have learnt the importance of collaboration: one of the major strengths that rose unanimously from all the 2010 workstreams was the value in partners working together – ourselves with the City and other organisations, as well as within the City itself in its collaboration between different departments – for example, among the utilities (electricity, water, roads, health, social development, etc), or the argument for forming new departments driving, for example, City-wide **sponsorship, branding and marketing** opportunities.

Indeed, this report has covered many of the legacies – the physical ones on our roads, pavements and in our parks, the cultural legacies in the support of local visual artists that have beautified our public spaces as well as contributed to projects such as the CTICC’s 2010 Curatorial Workstream and the discovery of dynamic new and emerging performing artists. Then there are the new economic opportunities created through the promotion of our City on a world wide scale, and closer to home the new opportunities that have opened for establishments now situated along the Fan Walk that will continue to take people on foot to and from the Stadium.

We have acknowledged that the destitute and homeless need to be included and accommodated as part of the fabric of a Central City and the events it stages. But perhaps, above all else, we have learnt that we should always place the needs, address the concerns and meet the expectations of our own stakeholders first, before we can expect them to welcome visitors with open arms to our region.

