



**Western Cape
Government**

Department of the Premier



The Cape of Great Events: Strategy Summary for 2014-2030

Foreword

Cape Town and the Western Cape have steadily built and enhanced their reputation as global players in the event sector.

We have realised that a diverse events portfolio can deliver far-reaching benefits for a destination. We have also grappled with the role the public sector should play in this exciting space. With the limitations brought about by a global recession, optimising the impact of our involvement in the sector requires streamlining and adding efficiencies to public sector approaches to events.

Cape Town and the Western Cape have recently emerged from a period where their capability was tested and proven through their contribution to South Africa hosting a successful 2010 FIFA World Cup™. The 2010 platform raised the scale and quality of our events, further enhancing our excellent events reputation. The primary focus of work then became the development of a 15 Year Integrated Events Strategy for Cape Town and the Western Cape. This strategy has the buy-in of key event stakeholders and was adopted by the Provincial Cabinet on 28 September 2011.

Importantly the strategy categorises events and develops an approach to dealing with each of these categories. We are extremely proud of our jewel events such as Design Indaba, Cape Argus Pick n Pay Momentum Cycle Tour, ABSA Cape Epic, Cape Town International Jazz Festival, ABSA Klein Karoo Nasionale Kunstefees and the Old Mutual Two Oceans Marathon. Annually these iconic events collectively make a substantial contribution to our Regional Gross Domestic Product.

Bidding for events is an integral part of the strategy for positively altering the economic trajectory of a region. The Integrated Events Strategy also deals with the incubation of new and growing events, as well as leveraging events that take place outside the region, yet promote the destination. Although the strategy is relatively quiet on community events, we recognise that these are important tools for building social inclusion.

A deeper understanding of the impacts of events is a key objective of the strategy. We are striving to find innovative ways of shaping our “bouquet of events” so that we are able to realise economic, social and environmental impacts that positively influence the lives of our citizens.

We hope this strategy not only helps local stakeholders in appreciating our approach to events, but also provides our global partners with the necessary understanding of our priorities to enable us to nurture mutually beneficial partnerships.

We have the capability and facilities, not to mention the beautiful natural environment, for this Province to continue to grow the event sector, helping to create more jobs, building social inclusion; while offering an environmentally friendly approach. Over the next 15 years we look forward to welcoming more high profile events on the international calendar, while nurturing our existing and emerging local talent for events involving as many people as possible.

Acknowledgements

The Cape of Great Events Strategy Summary for 2014 – 2030 provides an overview of the Integrated Events Strategy for Cape Town and the Western Cape. The Strategy was produced by the Department of the Premier and adopted by the Western Cape Provincial Cabinet on 28 September 2011. Strategic direction was provided by Dr Laurine Platzky and Mr Denver Moses. Thank you to all Western Cape Government Departments, Wesgro and Event Owners for their contributions.

The authors and editors wish to thank the 95 key role players from both the public and private sectors who were interviewed during the research phase of the strategy and also provided inputs in a number of consultative meetings and focus groups. These contributions played an invaluable role in helping to craft the strategy. The projects identified in the strategy are based on stakeholder inputs received during the consultation phase.

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Cover Image

Volvo Ocean Race lead-yacht entering Table Bay. Courtesy: Worldsport

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Abbreviations

CoCT	City of Cape Town
FIFA	Fédération Internationale de Football Association
ICC	International Cricket Council
IES	15 Year Integrated Events Strategy for Cape Town and the Western Cape
SRSA	Sport and Recreation South Africa
WCG	Western Cape Government



Wired sculpture of Madiba at the Design Indaba Expo.
Courtesy: ©Wesgro

1. Designing the strategy

- 1.1 South Africa has recently joined a select group of countries that have successfully hosted mega-events. Cape Town was a host city for the 2010 FIFA World Cup™ and the Western Cape towns, George and Knysna, had three teams – Japan, Denmark and France – based there. The overall sentiment is that the event was a tremendous success. Cape Town and the Western Cape have a strong track record as event destinations and have hosted other major global events such as the 1995 Rugby World Cup and 2003 ICC Cricket World Cup. Cape Town also conducted a very credible bid for the 2004 Olympic Games. Various iconic events, such as Design Indaba, Cape Town International Jazz Festival, Pick n Pay Knysna Oyster Festival, Two Oceans Hermanus Whale Festival, ABSA Klein Karoo Nasionale Kunstefees, and Franschhoek Bastille Festival, are fixtures on the Western Cape’s annual event calendar.
- 1.2 Research revealed that the event industry in general viewed the approach of Cape Town and the Western Cape to events as largely ad hoc, not driven by a strategic vision or a strategic path, with very poor investment levels and last minute piecemeal implementation. Decision-making about support for events has been subject to lobbying, often based on unclear systems and characterised by public sector lack of alignment. There is a stark contrast between Cape Town and the Western Cape’s successes in hosting major events and running credible bidding campaigns, such as the 2004 Olympic bid, which was very different in the view of industry on how annual and smaller events were supported.
- 1.3 The challenge is therefore how Cape Town and the Western Cape will harness the opportunities created from successfully hosting the 2010 FIFA World Cup™ to grow the event industry, thereby creating new jobs that support the event and tourism industries, develop infrastructure and human resource skills and foster inclusivity and nation building for its citizens.
- 1.4 Further investigation shows that both the 2004 Olympic bid and the 2010 FIFA World Cup™ were based on strategic plans. Until now there has been no strategy that supports on-going events in Cape Town or the Western Cape. The Western Cape Government (WCG) and the City of Cape Town (CoCT) have therefore developed this strategy as a leverage platform and plan for the future.
- 1.5 The purpose of this strategy is, among other things, to:
 - build on the legacy infrastructure of the 2010 FIFA World Cup™;
 - sharpen and focus government’s ongoing involvement in facilitating events;
 - provide direction for a more co-ordinated and comprehensive approach to facilitation and implementation by government agencies;
 - provide direction for a more co-ordinated way of working between public

SHOORN

*Cape Minstrels and Nádine welcoming festival goers to the town of Oudtshoorn for the Absa Klein Karoo Nasionale Kunstefees (KKNK).
Courtesy: Media24*

and private sector event stakeholders; and

- ensure that government sees an appropriate return on investment from the funding assistance provided.

1.6 The projects identified in the Integrated Events Strategy for Cape Town and the Western Cape (IES) are based on the inputs of 95 key role players from the public and the private sectors, a review of the practices of leading event destinations and consultative meetings with focus groups and decision makers. A wide range of organisations contributed to the strategy:

- Western Cape Government
- City of Cape Town and other municipalities
- Destination marketing organisations
- Event organisers

1.7 While the WCG has taken the lead in the development of the IES, its ultimate success will come from investment and returns for all stakeholders – other spheres of government, event organisers, service and accommodation providers, venue operators, businesses, and local people. The IES exists to help realise the vision of Cape Town and the Western Cape as one of the world's foremost event destinations.





2. The strategy

- 2.1 It is important to be clear about the purpose and scope of this strategy. Its aim is the development and management of a portfolio of events and facilities designed to achieve growth, development and inclusivity for the Western Cape's people. Selective, targeted decisions about the best use of public resources are required to realise the objectives of the IES.
- 2.2 Two independent strategists, experts in sport and tourism and economic development respectively, were appointed as technical researchers by the Department of the Premier. The strategists worked alongside the Department throughout, exploring the research scope and incrementally refining the emerging strategy. The approach to developing the strategy was a two-phase process. Firstly, there was a research phase in which 95 key role players from both the public and the private sectors were interviewed and a literature search conducted. The second phase consisted of a period of consultative meetings with focus groups and decision makers.
- 2.3 The projects identified in the IES are based on stakeholder inputs received during the consultation phase. The four main groups of stakeholders interviewed are shown in the figure below:

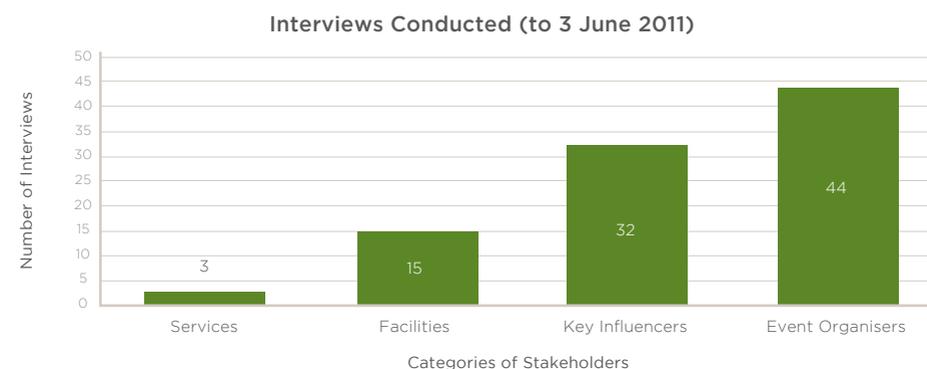


Figure 1: The four main groups of stakeholders interviewed

- 2.4 The strategy provides a guide to decision-making for supporting events and will aid provincial and local government to work together to maximise the brand building potential, as well as economic, social and environmental benefits that can be realised from hosting events. It incorporates a range of actions to be implemented over the next 15 years that will not only maintain, develop and expand events, but will improve engagement between the stakeholders delivering and hosting events.

2.5 The IES is directed by the following vision:

Cape of Great Events

The vision envisages that Cape Town and the Western Cape will:

- be one of the world's leading event destinations;
- be known to host world-renowned events;
- be recognised for excellent events, regardless of size; and
- recognise and action opportunities to move forward from "good" to become "great".

2.6 This strategy addresses issues facing the Western Cape's event industry in an effort to ensure that the destination remains competitive on the national and world stages in retaining, growing and attracting events. Increasing global appreciation for Cape Town and the Western Cape as a desirable and exciting event destination, combined with our strengths in sport, natural and cultural heritage, creativity, and innovation should allow opportunities to host event experiences to be seized across a broad spectrum: tourism, cultural business, sport, etc.

2.7 Eight strategic objectives will drive the future direction of events in the Western Cape:

- Leverage events to address economic development, social inclusion, cultural diversity and environmental responsibilities and challenges;
- Rational decision-making about events based on market intelligence and comprehensive information about impacts;
- A consistent, proactive and integrated approach to event processes and management;
- Portfolio of events spread across the Province and the annual calendar;
- Effective use and management of event venues, facilities and assets;
- Strategic development of infrastructure to "future-fit" in line with long-term views on events;
- Supportive, enabling and co-operative institutional arrangements; and
- Incubate events through public sector support.

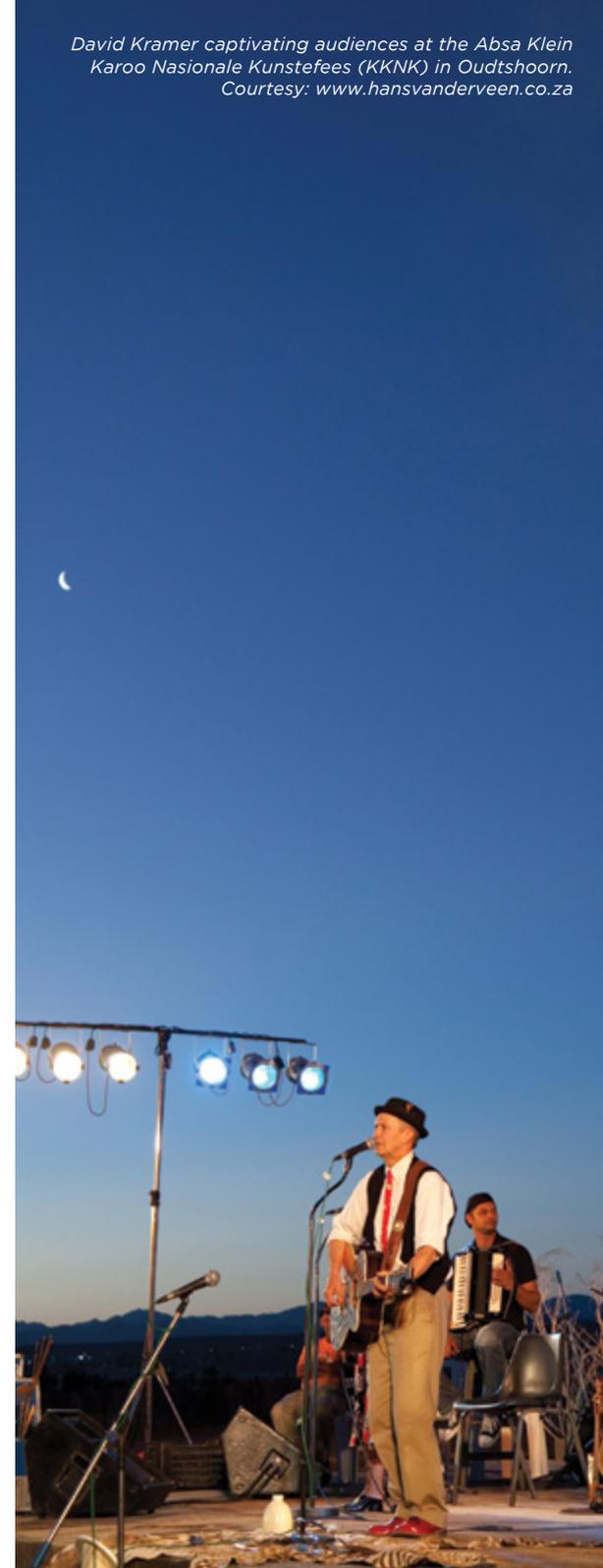
2.8 The following strategic focus areas have been identified in the IES:



Figure 2: Strategic focus areas

2.9 The eight strategic objectives underpin the five strategic focus areas and associated recommendations:

- Event Insights focus area aims to ensure that decisions to bid for, host and/or support events are based on adequate information, and that events' economic, social and environmental impacts are properly evaluated prior to and after events.
- The aim of the Events Portfolio focus area is to create a balanced and sustainable portfolio of events that deliver long term economic, social and environmental benefits for the people of the Western Cape.
- The Event Facilities and Infrastructure focus area deals with actions that will ensure our suite of event facilities matches the desired events portfolio, and improved management and marketing of existing facilities.
- The Event Support focus area deals with streamlined approvals processes, joint event planning, improved communication and a strategic approach to providing services to events.
- The Governance focus area details mechanisms to strengthen co-operation and co-ordination between private and public sector event stakeholders.





3. Context

3.1 The Western Cape Government and City of Cape Town are committed to ensuring that:

- opportunities for jobs and economic growth are created;
- every resident and visitor feels safe and secure;
- people have facilities in the areas where they live and are included in opportunities to improve their lives;
- government is corruption-free, transparent, customer-friendly and efficient;
- sustainability underlies all activities and resource use efficiency is optimised; and
- government service delivery is integrated in the spirit of co-operative governance.

3.2 The IES responds to the following values:



Figure 3: Provincial values and the IES

3.3 Several policies and strategies supported the development of the IES:

- Safety at Sports and Recreational Events Act, 2010
- Sport and Recreation South Africa: Strategic Plan, 2009 - 2013
- National Tourism Sector Strategy, 2011
- Bidding and Hosting of International Sport and Recreational Events Regulations, 2010
- SRSA: Bidding and Hosting Guides
- South African Tourism: Events Tourism Strategy
- Growth Opportunities for Sport Tourism in South Africa
- National Cultural Heritage Tourism Strategy
- Draft National Sports Plan, May 2011
- Draft Tourism Bill, 2011
- Western Cape's Draft Strategic Plan, 2010
- Department of Economic Development and Tourism: Five Year Strategic Plan, 2010-2015
- Department of Cultural Affairs and Sport: Five Year Strategic Plan, 2010-2015
- Thematic policies e.g. Western Cape School Sport Policy
- Western Cape Languages Policy
- 2010 FIFA World Cup™ Strategy for Cape Town and the Western Cape, 2006
- City of Cape Town Events Policy, 2008
- City of Cape Town Events By-Law, 2009
- City of Cape Town Responsible Tourism Policy, 2009
- Integrated Development Plans
- Spatial Development Frameworks

3.4 The values, objectives and guidelines in these frameworks underpin the strategy as well as the transparent evaluation framework for selecting events to be supported, as set out in next sections.





4. Great events in Cape Town and the Western Cape

4.1 Four categories of events will be the focus of support through this strategy:

- **JEWEL EVENTS** - Jewel events feature on the Event Calendar annually and are integrally associated with the destination brand. These events are compelling to non-local markets, have high expenditure potential and provide the destination with a competitive advantage. They are associated with the destination's identity and help raise its profile globally. Jewel events have a high potential for international exposure and the ability to encourage multi-day visits. Currently, they attract the bulk of public sector funding. Cape Town has seven jewel events, the majority being sport events. This represents an opportunity to expand the number of jewel events by growing incubator events or establishing new events. The relatively high focus on non-sport events in the rest of the Western Cape is a reflection of the diversity of cultural expressions, geographies, biomes, and agricultural produce of the five non-metro district regions. Nevertheless, some areas and cultures are underrepresented and opportunities exist to increase the number of regional jewel events.
- **INCUBATOR EVENTS** - A number of local events of limited scale build citizens' sense of community, foster creativity and innovation, highlight unique qualities of the destination, including heritage, environment and/or geography and build a sense of place. These events typically do not receive the level and longevity of funding needed to evolve into signature events. Scaled up through product development support, some of these incubator events have the potential to deliver greater economic, socio-cultural and market development impacts. Examples include Cape Town Carnival, TOPS Gugulethu Wine Festival, Universiteit Stellenbosch Woordfees, Franschhoek Literary Festival, Knysna GR300, Robertson Wine on the River and Infecting the City.
- **BIDDING EVENTS** - These include once-off sport, cultural or business events which are usually bid for and brought into the host destination for a single staging cycle. Brewing events fall within this category and include events that are confirmed to be staged in the destination, but the organisers have not (yet) approached government for support; or they could be entirely new creations.
- **LEVERAGE EVENTS** - The Western Cape participates in a multitude of sport, business and cultural events in other parts of South Africa and the world. Unlike the major leisure and business tourism trade shows, e.g. Tourism Indaba and World Travel Market, the majority of such events have other topics as

core focus (e.g. World Economic Forum, Luanda Jazz Festival, international environmental conventions, etc.). These are opportunities to present the destination offering to desired markets. They have a high fit with the destination brand or with the priority economic sectors and markets associated with the destination. Leverage events are currently supported in a reactive and ad hoc manner.

4.2 The vast majority of events in the Western Cape are local or **COMMUNITY EVENTS**. The value of these events to sport and arts development, celebration of local traditions and social inclusion is acknowledged and on-going support through existing mechanisms is encouraged. Examples are the Diwali Festival of Lights, Spring it on Constantia, Obz Festival, Darling Country Market, and sport club matches. However, they are not the focus of this strategy because they are unlikely to have wider economic and socio-cultural impacts at a regional level. The financial and other support recommended in this document is not to be a substitute for core funding or grant-giving for sport development and arts and cultural organisations provided by other public bodies, such as the Department of Cultural Affairs and Sport and municipalities. However, some community events with the potential to be grown into major events could qualify for strategic support.

4.3 Optimising the benefits of events for the residents of the Western Cape is a key principle of the IES. Given the wide-ranging characteristics of different categories of events, and the variety of impacts which they will have in delivering outputs aligned to the objectives, a balanced portfolio approach is appropriate. This means applying different sets of criteria to the different categories of events. For example, jewel events would be expected to deliver long term significant economic benefits to the host economy and to raise the destinations' profile in the external markets. Incubator events, on the other hand, would be expected to deliver outputs linked to community engagement, the development of skills and improving access and participation. A balanced portfolio approach seeks to ensure that the complete mix of events in the events portfolio delivers on economic, social and environmental targets as a whole, rather than expecting individual events to deliver optimally against all priorities. A balanced portfolio of supported events would entail an appropriate mix of events that generate substantial economic benefits, as well as those which deliver wider socio-cultural inclusivity benefits.

4.4 In order to develop a larger and more balanced portfolio of events, it will be necessary to:

- retain established jewel events, but grow funding for events that will expand and diversify the events portfolio;
- invest in incubating existing local/mid-range events that can meet the impact criteria for becoming jewel events;
- bid for events with a proven record in delivering specific economic targets or high profile value through bidding processes (which will maximise utilisation

of event facilities);

- create new events to capitalise on unique regional characteristics, and fill calendar gaps;
- better align existing and brewing events with strategic objectives; and
- incrementally develop event facilities to keep pace with the expanding events portfolio and support event bidding.

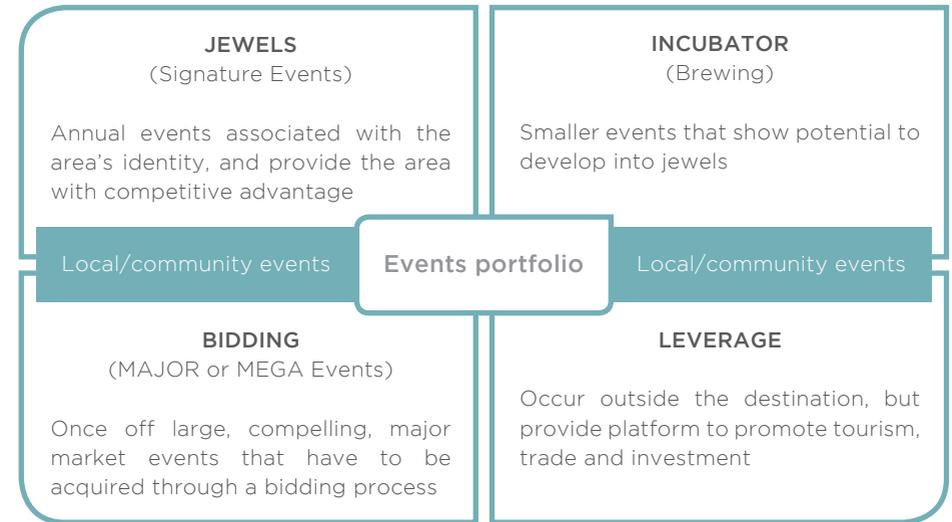


Figure 4: The events portfolio

4.5 Key action considerations for developing the events portfolio will include:

- Initial focus on events which can optimise the use of existing venues (built and natural) or those venues currently deemed "likely developments";
- mapping out growth paths for events targeted for incubation, and monitoring growth in line with the plan;
- mapping out a hosting path that will build event hosting credibility and infrastructure required to host mega-events;
- building a diversified portfolio of events based on size, with the focus on a mix of smaller participation events, mid-range major events and mega-events, limiting mega-events to every 10 or more years;
- considering the Western Cape as a whole as well as individual cities and sub-regions and balance these two dimensions through the events portfolio and resource allocations;
- considering the creation and ownership of events and securing some significant "quick wins" and ensuring wherever possible that events can be spread throughout the year; and
- where appropriate, examine the opportunities for bundling smaller events under an umbrella (theme, geographic or time), which gives these events the ability to create a greater impact and benefit from economies of scale.

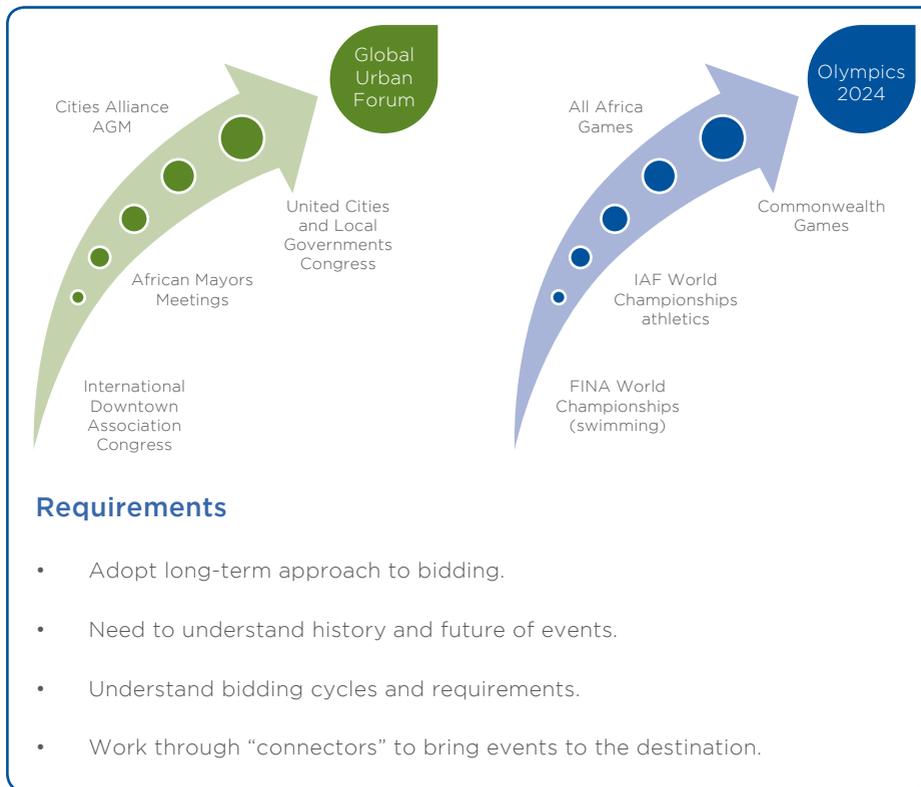


Figure 5: Examples of bidding paths

4.6 Destinations with a forward-looking approach actively prospect for and target events specifically relating to the destination’s agenda and priority sectors. They invest heavily into research and analysis to identify events that can be plugged into the overall development strategy. To give effect to the proactive and forward-looking approach to creating the events portfolio, two related actions will be undertaken:

- A set of Western Cape **event evaluation criteria** aligned to the provincial strategic objectives - with an emphasis on economic, social and environmental indicators - will be developed. These criteria should enable decision makers to assess the value of events in an objective and equitable way; and proactively identify events which the Western Cape can develop, attract or bid for, as well as provide benchmarks against which requests for funding can be assessed.
- Finding, mining and analysing information in the global events arena, extracting insights which fit with economic, social and environmental objectives, host destination obligations and development processes; **map the portfolio of events** the Province should host, and develop the associated **bidding plan**.



Freestyle motocross rider Alastair Sayer, performing a back flip at the Ultimate X Extreme Games. Courtesy: Pierre Marqua



5. Strategic projects

5.1 Through the research conducted in the formulation of the IES, 10 projects were introduced to form the foundation of the strategy. Table 1 below provides an outline of these projects.

IES Projects
<p>Project 1: Research, monitoring and evaluation Three sub-projects:</p> <ul style="list-style-type: none"> • Annual events portfolio development • Development of criteria for event evaluation • Development of Event Impact Assessment methodology and roll-out for all events
<p>Project 2: Events Portal (Phase 1) An online interactive tool that allows event organisers to apply for support and learn more about hosting events in the Province.</p>
<p>Project 3: Bidding Three sub-projects:</p> <ul style="list-style-type: none"> • Event bidding • Newly created events • Brewing events <p>Generally very prestigious events, which will result in negative destination brand attributes if not supported. The event could be once-off or annual.</p>
<p>Project 4: Incubator events Annual events aligned to the destination brand, currently not supported by government, and have the potential to grow.</p>
<p>Project 5: Leverage events International or national events providing opportunities for Cape Town and the Western Cape to build the destination brand and promote business partnerships.</p>
<p>Project 6: Infrastructure The development of a facilities blue-print.</p>
<p>Project 7: Philippi Stadium Infrastructure interventions are required to ensure that the world-class stadium can host provincial and national soccer matches.</p>
<p>Project 8: Capacity-building There is a need for capacity-building support in the event sector. Event stakeholders require assistance in areas such as applying for sponsorships, understanding event-related policies and legislature, to name a few.</p>
<p>Project 9: Services The operational cost of staff who service events can be a valuable contribution to events. The contribution translates to value in kind. It is proposed that service costs for all events at Cape Town Stadium are sponsored and an agreed list of jewel events also receive subsidised services.</p>
<p>Project 10: Provincial Events Forum Bi-annual meetings and workshops between public and private sector event stakeholders.</p>

Table 1: 10 strategic projects



6. Resources

- 6.1 A clear sense of unity of purpose and structure is crucial to the successful delivery of the IES. Necessarily a diverse and complex range of organisations are involved in supporting and delivering events in the Western Cape. We have actively and purposefully engaged many organisations and groups in the development of this strategy. It is now vital that they acknowledge this document in shaping their own strategic and financial approach to major events. In order to achieve the vision, it is important that all organisations involved in the event industry have a clear sense of ownership in, and a shared responsibility for, delivering the IES. It is essential that relevant organisations acknowledge this strategy and use it as part of their decision-making processes.
- 6.2 Public bodies are asked to take account of this strategy in their policies and decisions on events and where appropriate align with it. These bodies are:
- National government departments and related entities
 - South African Tourism
 - Western Cape Government departments and related entities
 - Municipal government and related entities
 - Publicly funded tourism events and convention and/or exhibition marketing organisations
- 6.3 Other key partners who are asked to recognise this strategy in their planning are:
- The Western Cape business community, including Accelerate Cape Town, Chambers of Commerce, and WESGRO
 - Governing bodies of sport
 - Commercial, voluntary and charitable event owners and organisers
 - Commercial, voluntary and charitable arts organisations
- 6.4 Local governments are key strategic partners in delivering the IES. Local authorities are the key driving force behind local event support, strategy, funding and services. Many of the venues suitable for hosting events are owned or managed by local government. Events have the power to instil a strong sense of place and civic pride in communities. Local governments play a key role in engaging positively with their communities to secure the support that is vital for a successful event. They also provide key support services, such as health and safety, transport and waste management, which have a further set of resource implications.
- 6.5 Partnerships are viewed as essential in the delivery of this strategy and it is recognised that it will be impossible to achieve the mission without true partnership working across public, private and voluntary sectors. The concept is to host an annual or bi-annual forum where all stakeholders in the event industry in the Western Cape are invited and key issues are discussed and reviewed. The proposed Events Forum aims to:

- foster inter-governmental co-ordination
- strengthen government partnerships with event organisers, facilities owners and sponsors

6.6 Improved communication with event stakeholders; accessible and user-directed information on funding and support as well as good practice case studies are required.

6.7 Event support currently takes three primary forms: direct financial contribution, permitting and non-financial in-kind support.

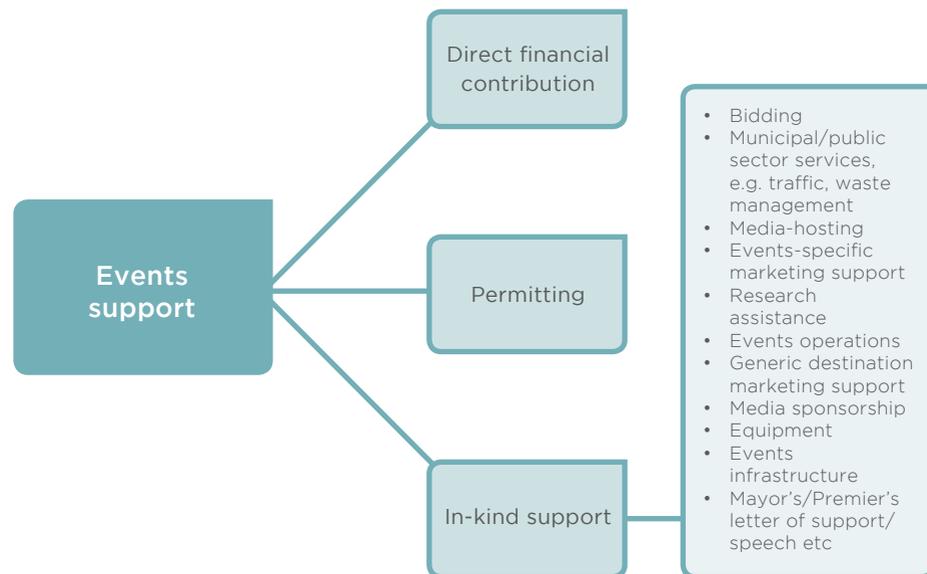


Figure 6: Types of event support

6.8 In order to deliver this strategy, continued core funding for existing events is essential. Additional funding for research, event industry assistance, the development of incubator and bidding events including bidding processes, will also be vital.

6.9 A critical success factor for the strategy would be synchronising the efforts of the public sector in dealing with event stakeholders. As a start the Western Cape Government Departments and Agencies require a single interface with the event sector. This will not only improve efficiency but ensure good governance as resources will be used optimally. An essential follow-up to developing this interface would be to institutionalise relationships at a local and national government level.





*Spectators at the Old Mutual Two Oceans Marathon welcoming runners at the finish line.
Photography by Shawn Benjamin / www.arkimages.com*

7. The measurements needed to achieve success

- 7.1 Events in the Western Cape are currently not necessarily understood, neither before they happen nor after they have taken place. This is partly because of the way in which events have been funded, partly due to the way in which event evaluation and impact assessments have been conducted, and partly to the way in which reporting is done. The research leading into the strategy identified the following key issues:
- lack of a framework for the collection and aggregation of information about events in the national and global arena;
 - absence of a standardised set of event evaluation criteria used consistently across funding agencies;
 - absence of an aggregated set of baseline data regarding the past impacts of events;
 - sparse understanding of the return on investment of government funding and delivery of outcomes related to government objectives;
 - incomplete understanding of the impacts of events, given that impact assessments tend to focus on economic impacts only; and
 - very rarely are insights gathered over the full lifecycle of events, therefore in most cases predictions of impact (event evaluations) cannot be compared with outcomes (event impact assessments).
- 7.2 Although event impact assessments in the Western Cape have primarily taken stock of economic impact, this strategy recognises the need for a more rounded assessment of the value and consequences of events. The standardised criteria to be developed will therefore take a comprehensive approach to assessing impact that considers social, cultural, environmental, infrastructural, and media aspects, in addition to the direct economic effects.
- 7.3 It is important to publish detailed guidelines for event owners and organisers setting out clearly and concisely the criteria against which applications for funding would be assessed and how decisions would be made. Early stage discussions with event owners to determine the strategic case for investment against the criteria would help to ensure that full consideration of the impact and legacy of the event is an integral part of the planning process from the onset.
- 7.4 Event impact assessment indicators and information required in assessment reports will be explicit in order for event organisers and various authorities to collect the information and provide it to the assessors.

*Cyclists in the Cape Argus Pick n Pay Momentum Cycle Tour ascending Smitswinkelbaai along the picturesque Cape Peninsula.
Courtesy: Worldsport*

- 7.5 Recognising differences in the level of development and availability of resources, the strategy provides for the grouping of outcome indicators into basic, intermediate and advanced levels of assessment. It is not cost-effective to carry out full evaluations on all events. However, in order to create the foundation for a set of baseline data on event performance, events receiving public sector funding will be required to undertake at least a basic level of assessment, with progression to more advanced levels with subsequent rounds of funding.
- 7.6 The critical need to develop tools for event owners, organisers and sponsors, providing them with practical guidelines in respect of key data required as inputs, and where required, on the most effective methods of conducting event evaluations and impact assessments is acknowledged.
- 7.7 Smart event destinations think “cyclical” rather than “linear” about events, comparing pre-event insights with post-event insights, and using the lessons to improve future events and their impact. Going forward, feeding information from post-event impact assessments through into planning in order to ensure that the consequences of events remain directed towards the developmental and growth objectives of the destination will be standard practice.
- 7.8 In the medium term, we have to “join the dots” of individual event impact assessments to form inclusive pictures of the value and consequences of the events portfolio as a whole for the destination, and determine return on investment of public resources. The Events Portal will be a mechanism to gather data from all events so that a picture can be presented of the total value of events to the Western Cape. This will require event organisers to feed relevant data into the system, providing substantive information on the sector.





8. “The Cape of Great Events”

8.1 If the Western Cape is successful in delivering the vision, the following will characterise the Western Cape events scene in 2030:

- The Western Cape will be recognised worldwide as a leader in the delivery of events;
- Events will take place across each calendar year, throughout the Province and across local areas;
- The event industry will be a significant contributor to the Western Cape’s economic, social, environmental and cultural aspirations;
- The portfolio of jewel events delivered annually will be made up of an expanded and diversified core of events, which are embedded in the characteristics of the Western Cape, covering all aspects of arts, business, sport, culture, and heritage;
- The jewel events will be complemented by a range of high-profile once-off and recurring events, which have been attracted to the Western Cape as a unique destination with an international reputation as a place which delivers high-quality events, irrespective of size;
- Business events will make a substantial contribution to the event economy;
- Event organisers and stakeholders will benefit from consistency, transparency and predictability in decision-making and support processes;
- The roles of all agencies – public, private and voluntary – within the Western Cape event sector will be clearly identified and understood with partnership being a recurring theme;
- Stakeholders will work together according to a long-term plan that is based on market intelligence and comprehensive information about impacts;
- Event venues, facilities and assets, including organisational capability, will be used to optimal potential and managed in line with the broader events plan; and
- The asset base of venues and facilities for hosting events will have expanded through development of infrastructure to “future-fit” in line with long-term view on events.



Conclusion

The strategy therefore provides a guide to decision-making for supporting events and aids the public sector to synergise their efforts to maximise the brand-building potential, as well as economic, social and environmental benefits that can be realised from hosting events. It outlines 10 key projects incorporating a range of actions to be implemented over the following 15 years that will not only maintain, develop and expand events, but will also improve engagement between the stakeholders delivering and hosting events (SPFU, 2012).

The Directorate: Priority Programmes, as the custodians of the strategy, will do an annual review of the strategy, comparing current and emerging trends within the event sector. The review will attempt to ascertain the public sector return on investment into the sector and also suggest how those returns can be grown in the future. The objective is for this to be a dynamic process and allow the public sector to remain relevant in a fast-moving global environment.

*Aerial view of Cape Town Stadium – official match venue during the 2010 FIFA World Cup™.
Courtesy: Worldsport*



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