

“USING FOOTBALL TO CHANGE THE WORLD”

slogan FIFA

Master Thesis



I COLOPHON

STUDENT INFORMATION

Student: Claire van Enk
Student number: b1210815
Email: cvanenk@gmail.com
Date graduation: November 4th, 2011
Address: Pletterijstraat 174
2515 AZ Den Haag
The Netherlands

UNIVERSITY INFORMATION

University: Delft University of Technology
Faculty: Architecture, Urbanism and Building Science
Master: Real Estate & Housing
Department: Real Estate Management
Graduation Lab: Urban Area Development
Address: Julianalaan 134
2628 BL Delft
The Netherlands
Website: www.re-h.nl

MENTOR INFORMATION

1st mentor: dr. ir. Yawei Chen
e-mail: Y.Chen@tudelft.nl
2nd mentor: dr. ir. Gerard Wigmans
e-mail: G.Wigmans@tudelft.nl
Examiner: Ir. Y.J. Cuperus
e-mail: Y.J.Cuperus@tudelft.nl

GRADUATION INTERNSHIP INFORMATION

Institution: Provincial Government of the Western Cape
Department: 2010 FIFA World Cup
Address: 15 Wale Street
Cape Town 8001
South Africa
Website: www.capegateway.gov.za

“I am the captain of my soul, I am the master of my faith”

– Nelson Mandela

II PREFACE

Growing up in Kenya has given me a great passion for the developing world, an understanding of the cultures, and a fascination for the problems that can occur. Intriguing contradictions that take place in the developing world between tribes and development, natural beauty and urbanisation, local culture and western dominance, histories and futures and global and local influences. African cities are often still searching where and how they should stand in this world. It seems as if everything is developing ten times as fast as we can keep up with, but we also see that Africa is standing still. The seclusion that Africa faces from the rest of the world, especially in this new globalizing world, is ruthless. Though the opportunities are there, but remain unused. The negative and unfair reputation of Africa experienced brightness last summer. The world was enlightened and the continent became a vibrant burst of culture, celebration, diversity, beauty and humanity. The 2010 FIFA World Cup was a magnificent opportunity to show Africa's true face, something that lies very dear to me.

In the most abstract sense, this paper concerns the effect of a global event in a developing country. More specifically, it investigates the 2010 FIFA World Cup in Cape Town, South Africa. Cape Town is an inspirational city, a city diversified on all levels. It has a long history filled with victory, brutality, glory, admiration, and abomination. Its appealing history has created a city with many different people, different thoughts, different cultures, different beliefs and different ideas. The diversity of the city is endless as it almost seems full of interesting contradictions making the city more rich than poor. However, it is a city that still carries the burden and pain of separation dating from the apartheid era. Physically, socially, and economically people were separated and categorized according to skin colour. The global event, which almost seems magical, gave a chance to unite the cultures taunted by mental and physical segregation for decades. It was a new step into a equal future.

This thesis paper is the last element of the master's degree at the Faculty of Architecture, Urbanism and Building Science. It was done at the Department Real Estate Management in the Urban Area Development Lab. It has been an extremely fascinating journey through time as it revealed the past, the present, and the future. Visiting Cape Town was an exceptionally interesting experience. Being able to sit at the Provincial Government of the Western Cape with members of the FIFA Steering Committee was very fortunate. I want to thank all the colleagues on Wale Street for teaching me about Capetonian culture, helping me with information, telling me about their World Cup experiences and showing me around Cape Town. It truly was an experience I will never forget.

I also want to thank my mentors, Yawei Chen and Gerard Wigmans, two interesting intellectuals who were a large part of the journey continuously giving new insights, new thoughts and new challenges.

But above all, it has been a very unique experience and project which captured me from the start until the end.

Claire van Enk

III MANAGEMENT SUMMARY

A TRANSFORMING WORLD

The world is transforming as geographical locations are becoming less important as communication and transport facilities are expanding their domains, becoming increasingly efficient. The trend is clear; nations are opening their doors for people, trade, and knowledge in order to get involved in the world economy. We are now confronted with the phenomenon of globalization and Global Cities. London, New York, and Tokyo are examples of such cities as they represent a strategic space where global processes materialize in national territories and global dynamics run through national institutional arrangements. (Sassen, 2001)

But the main question arises how African cities cope and what the (dis)advantages are for countries that is not participating in the global network (yet). One of the means for a city to position itself is through a mega event.

A GLOBAL EVENT; THE 2010 FIFA WORLD CUP

The Olympics, the FIFA World Cup, the World Expo, Rugby World Cup are famous events. As spectators we usually experience these events powerfully as our nationalistic pride gets put to the test. We watch proudly how our warriors reach the battlefields and subsequently win international recognition or lose their national honor.

These events warrant the title of a 'Mega Event', a large-scale event with a high profile and global publicity. A mega event, also known as the 'hallmark event', is officially defined by Ritchie: "Major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention" (Ritchie, 1984).

In 2004 South Africa won the bid and was granted the opportunity to host the 2010 Federations Internationale de Football Association (FIFA) World Cup™. This was celebrated throughout South Africa and the African continent. The decision to award the bid to Africa for the first time is celebrated not only because of the continent's love of the game – but also because it is part of Africa's journey into a century of growth and development.

There is a common belief that a mega event gives the host endless benefits and opportunities. Of course, this can be true, but the risks are often underestimated. To summarize, a Mega Event like the FIFA World Cup, brings new features to a hosting city; worldwide publicity, a stadium, infrastructure, accommodation, public spaces, upgrades of neighbourhoods, visitors, and therefore a great deal of business. However, when the event is over, the host city/region is left with infrastructure built to transport millions of travellers, a venue built to host thousands of spectators, and accommodations meant to house thousands of visitors. The new structures are often oversized or do not fit in the wider urban context of the host cities leaving them unused after the event, making them white elephants.

PROBLEM STATEMENT

The legacy of the 2010 FIFA World Cup (2010 FWC) has not been effectively used to ensure a continuation of the developments created by World Cup and enhance the host city's global position.

MAIN RESEARCH QUESTION

What urban strategy should a host city of the FIFA World Cup in South Africa execute in order to trigger further developments and gain full benefits of the legacy of the FIFA World Cup 2010?

The chosen city for the case study is Cape town

THE RESEARCH FRAMEWORK

For the case study the following research framework is used. The variables used are physical, economical, social and governance.

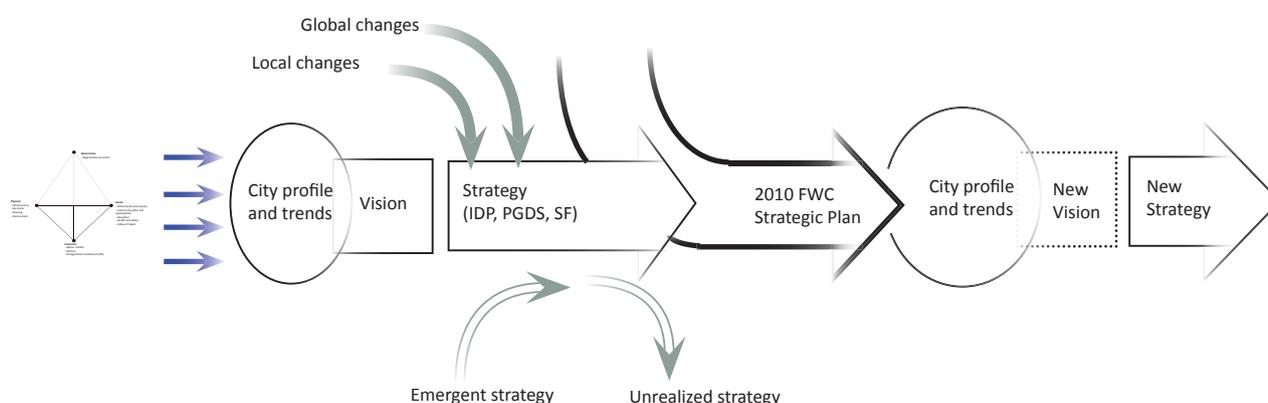


Figure 1: Research Framework

CONCLUSIONS RESEARCH FRAMEWORK

When South Africa won the bid to host the event, the world was sceptical. Thus, in the preparation phase South Africa was subject to a great deal of negative media attention. The world doubted if South Africa was ready and capable of hosting such an immense event. Fortunately, the world was mistaken; the 2010 FIFA World Cup was an enormous success. Every city was a thriving host. The event created an exceptional sight that Cape Town, but also the rest of South Africa and Africa, needed.

But the preparation phase and the legacy phase are just as important and last much longer. The success of the event can therefore only be determined when all phases are taken into account. Therefore, the spotlight of this research is on preparation phase and the aftermath of the event.

As we have seen in the analysis, Cape Town's choice to become part of the event and become a host city was mainly to improve infrastructure and facilities, but also to market itself to the rest of the world as an investment and tourist destination. Cape Town's bid to host the semi finals, the second most important match, was also supported by these motives. However, this bid came along with a great cost as the requirements of the facilities increased and became stricter. It also resulted in more involvement from the national government, the LOC, and the FIFA. Due to all these different factors, there was there an enormous budget overrun, but it also distorted the original city planning strategy. The question is if the benefits of hosting the semi finals outweighed the consequences.

To become a global city and a place of quality for all residents, visitors, and investors there are some fundamental issues that Cape Town needs to change. The first fundamental problem is that of segregation. This segregation is on physical, economical, and social level and has kept Cape Town from progressive development on all different levels. It is important that the people white, black, and coloured have to possibility to fuse and intermingle on all three levels.

Due to the apartheid regime, people of different races were physically segregation and allocated in different suburbs. The different suburbs which are based on race still determine the structure of the city. The white

people have always been better well off as they were located in areas with infrastructure, employment, investment, attractiveness, educational institutions and other facilities. The black people were located outside the centre of the city what later became the periphery. These people were located far from quality housing, employment opportunities, investments and educational institutions. This is not only unfortunate for this part of Cape Town's population, but also for the city's social and economical progress. At the moment, there is a mismatch between the skills needed and the skills available in the city. And like many economies around the world, Cape Town's economy is shifting to a more services sector, changing the labor skills needed.

Though the Apartheid era ended in 1994, there is still much resentment among all racial groups. Contradictory, in Cape Town all religions and sexualities are widely accepted and tolerated. The economical difficulties that the black people experience are mainly due to the large physical distance to employment opportunities and lack of education. As also seen in other parts of the world, is that most of the crimes committed are done by the poorer population. Crime is therefore higher among the black population. As one can see, the causes and consequences are so close to each other and form a vicious cycle of problems which are all linked and connection to each other. Therefore, it is advisable that Cape Town begins with concentrating on the most fundamental problem and solution; segregation and integration.

As most hosts experience, winning the bid for such a mega event is experienced as an enormous victory. Though, Cape Town did benefit in many ways, it also suffers in different ways.

First of all, the development was aimed to link and integrated the dispersed city. The stadium and centre of the event was to be in Athlone between the deprived south eastern suburbs and the wealthy economically thriving Cape Town CBD, located in the City Bowl. It would have given Cape Town a lift in the right direction. However, in the end this strategy was left behind, and the wealthy Green Point was chosen as centre location of the event. In truth it was a grand location for the spectators of the event. However, for the local population and the structural problems of the segregation of the city it was a devastating choice. As not only has is brought more development in an already developed part of the city, it has fueled the ongoing problems of segregation described above. The infrastructure that has been developed to connect Green Point and the Cape Town CBD strengthened this part of the city which has been positive for this part of the city, though should have had the least of priority. Thereby, the IRT which has finally been implemented to improve the flow of people through the city was implemented. Unfortunately, the first phase was completed which entailed the connection between the Cape Town CBD and the northern part of the metropolitan. This, again, should not have gotten the priority.

The 2010 FWC Strategic Plan at some point took over and left the other city strategies, such as IDP 2005 - 2006 and the PGDS, too far behind. The problem is therefore not only the high risks of white elephants, but moreover that what Cape Town has been working hard for the past decades as seen in the IDP is the spatial and economic integration of the city has been slowed down and even set back. The focus was on the western and northern parts of the city which attracting tourists, investment and development. As the developments cannot be relocated, the challenge is to find a way to continue the strategy path that Cape Town was on.

With the reality that Cape Town is in today, what is the urban strategy the city should uphold?

“For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others.”

– Nelson Mandela

NEW VISION AND STRATEGY

The vision and strategy use the metaphor of the 2010 FIFA World Cup to create a vision and strategy.

VISION

“One city, One team, One goal”

Unifying the city by connecting the main nodes creating a new field of play.

NEW STRATEGY

“A new formation for Tiki Taka”

There are five main team players that will be part of the strategy. These five players will be the main players and should work as a team to pass the pass back and forth. The team players metaphorically are the striker, the winger, the attacking midfielder, the sweeper and the fullback. This players each symbolize a node. It corresponds to what there position is now, why it is weak, and how it should function in the future.

THE STRIKER - CAPE TOWN CBD

Strikers are often well known around the world due to their fantastic goal scoring ability. The Cape Town CBD is world famous. At the moment, Cape Town CBD is playing in a one man’s team.

THE WINGER- BELLVILLE

A winger or wide midfielder is a midfielder located on the wing of the midfield. The winger of Cape Town is Bellville is a former city in the Western Cape and is now part of the Cape Town metropolitan area.

THE ATTACKING MIDFIELDER - CLAREMONT

Midfielders play several roles on the field of play. They are the link between back and forward. Claremont is the attacking midfielder of this new formation.

SWEEPER - CAPE TOWN INTERNATIONAL AIRPORT

The sweeper is a type of defender and, as the name suggests, “sweeps up” the ball if the opponent manages to breach the defensive line. The Cape Town International Airpor has much potential for the city and can help the city ‘sweep up’ to another level.

FULL BACK - PHILIPPI

A full back’s main responsibility is to stop opposing players, particularly the strikers from the other team, from scoring, and to bring the ball out from their penalty area. Philippi and its connecting nodes, Mitchells Plain and Khayelitsha are problem areas.

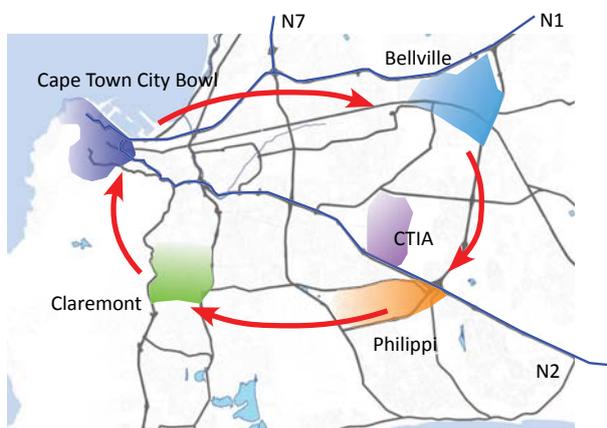


Figure 2: Concept vision with nodes

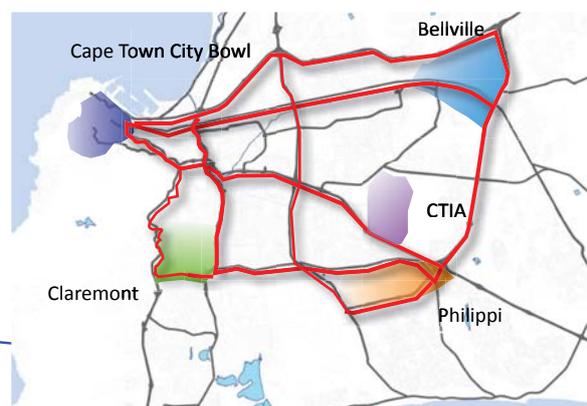


Figure 3: Converting the circular flow of connection to the reality

IV. CONTENT

I	Colophon	4
II	Preface	7
III	Management Summary	8
IV	Table of Content	12
V	Abbreviations	16
VI	Terms and Definition	17
1.	LET THE GAME BEGIN <i>The Research Design</i>	20
1.1	A Transforming World	22
1.2	A Global Event	22
1.2.1	<i>The Motives</i>	22
1.3	The 2010 FIFA World Cup	24
1.4	Problem Description	25
1.5	Research Question	26
1.6	Research Objectives	26
1.7	Case Study	26
1.7.1	<i>Cape Town</i>	28
2.	RULES OF THE GAME <i>Theoretical framework</i>	30
2.1	The Theoretical Framework	32
2.2	Globalization	33
2.2.1	<i>Global Networks</i>	33
2.2.2	<i>Local Networks</i>	35
2.2.3	<i>The Down Sides of Global on Local</i>	37
2.3	Strategies	37
2.3.1	<i>Deliberate vs Emergent</i>	37
2.3.2	<i>Urban Regeneration Strategies</i>	39
2.3.3	<i>Mega Event Strategies</i>	40
2.3.4	<i>Strategies and the Case of Cape Town</i>	42
2.4	The Research Framework	47
2.5	Legacy	50
2.5.1	<i>The Physical Legacy</i>	52
2.5.2	<i>The Economical Legacy</i>	54
2.5.3	<i>The Social Legacy</i>	57
2.5.4	<i>The Governance</i>	58
2.5.5	<i>Legacy and the Case of Cape Town</i>	60
2.6	Assessment Methods	61
2.6.1	<i>Assessing A Global city</i>	61
2.6.2	<i>Assessing A Network City</i>	62
2.6.3	<i>Assessing Quality of Place</i>	63
2.6.4	<i>Assessing Legacy</i>	65
2.7	Determining Assessment Methods	71
2.8	The Variables and Parameters	73
2.9	Conclusion Theoretical Framework	78

3.	RULES OF THE GAME	<i> The vision and strategy</i>	80
3.1	Vision and Intended Strategy		82
3.2	City Profile and Trends Before 2010		82
3.2.1	<i>Segregation in South Africa</i>		82
3.2.2	<i>Segregation After Apartheid</i>		84
3.2.3	<i>Physical Structure</i>		85
3.2.4	<i>Economic Structure</i>		86
3.2.5	<i>Social Structure</i>		91
3.2.6	<i>Governance Structure</i>		93
3.2.7	<i>Previous Mega Event Bids</i>		95
3.2.8	<i>Conclusion</i>		95
3.3	City Vision and Strategy Before 2010		96
3.3.1	<i>Cape Town's Integrated Development Plan</i>		96
3.3.2	<i>The 2010 FIFA World Cup Vision and Strategy</i>		104
3.3.3	<i>Provincial Growth and Development Strategy</i>		110
3.3.4	<i>Integrated Development Plan 2005 - 2006</i>		112
3.3.5	<i>The Plan Comparison</i>		116
3.4	Conclusion Realisation		118
4.	DRIBBLE, PASS, SCORE	<i> The realisation</i>	122
4.1	What was realized in 2010?		124
4.1	The Physical Variable		124
4.2.1	<i>Infrastructure</i>		125
4.2.2	<i>Key Areas</i>		133
4.2.3	<i>Housing, Retail, Offices</i>		140
4.2.4	<i>Environment</i>		144
4.2.5	<i>Conclusion Physical Variable</i>		150
4.3	Economic Variable		152
4.3.1	<i>Labour Market</i>		152
4.3.2	<i>Tourism</i>		156
4.3.3	<i>Foreign Investment</i>		160
4.3.4	<i>Conclusion Economical Variable</i>		164
4.4	The Social Variable		166
4.4.1	<i>Tolerance and Social Equity</i>		166
4.4.2	<i>Education</i>		167
4.4.3	<i>Health and Safety</i>		169
4.4.4	<i>Community Pride and Participation</i>		171
4.4.5	<i>Inflow of talent</i>		173
4.4.6	<i>Conclusion Social Variable</i>		173
4.5	Governance Variable		175
4.5.1	<i>Organisation structure</i>		175
4.5.2	<i>Conclusion Governance Variable</i>		181
4.6	Conclusion strategy realisation		183

5.	ONE TEAM, ONE GOAL <i>The future vision</i>	185
5.1	The Future Vision	186
5.2	Vision and strategies 2010 and beyond	180
	5.2.1 <i>Integrated Development Plan 2011 - 2012</i>	185
	5.2.2 <i>Metropolitan Spatial Development Framework</i>	189
	5.2.3 <i>Strategies MDSF</i>	192
5.3	A New Vision	196
	5.3.1 <i>The Problem Outline</i>	196
	5.3.2 <i>New Vision; One city, One team, One goal</i>	200
6.	A NEW FORMATION <i>A new strategy</i>	202
6.1	Setting Out a New Field of Play	204
6.2	A New Formation for Tiki Taka	204
	6.2.1 <i>Introducing the Team Players</i>	206
6.3	Tiki Taka as a Network	208
	6.3.1 <i>City Scale</i>	208
	6.3.2 <i>Node Scale</i>	212
	6.3.3 <i>Phasing</i>	236
	6.3.4 <i>The Stadiums</i>	238
	6.3.5 <i>Strategy Comparison</i>	240
6.4	The Conclusions	242
7.	THE COMMENTARY <i>The conclusion</i>	246
7.1	Conclusion	248
7.2	Reflections	249
7.2	Recommendations	250
	BIBLIOGRAPHY	252
	APPENDICES	267

V. ABBREVIATIONS

2010 FWC	2010 FIFA World Cup
ACSA	Airport Company South Africa
ANC	African National Congress (also see terms and definitions)
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BRT	Bus rapid transit
BEE	Black Economic Empowerment (also see terms and definitions)
CBD	Central Business District
CoCT	City of Cape Town
CTFR	Cape Town Functional Region
CTIA	Cape Town International Airport
CTICC	Cape Town International Convention Centre
CTSDF	Cape Town Spatial Development Framework
DA	The Democratic Alliance (also see terms and definitions)
DEA	Department of Environmental Affairs
FIFA	Federations Internationale de Football Association
IDP	Integrated Development Plan
IRT	Integrated Rapid Transit System (also see terms and definitions)
IMEP	Cape Town Integrated Metropolitan Environmental Policy
KBD	Khayelitsha Business District
LOC	Local Organising Committee
LED	Local Economic Development
MSDF	Metropolitan Spatial Development Framework
NGO	Non-governmental organisation
NP	National Party
NSSD	National Strategy for Sustainable Development
PVA	Public Viewing Area
PGWC	Provincial Government of the Western Cape
PGDS	Provincial Growth and Development Strategy (iKapa Elihlumayo)
PPP	Public Private Partnership
PRASA	Passenger Rail Agency of South Africa
R	ZAR, South African currency, 1 ZAR = 0.103213 EUR (www.xe.com , 2011)
RED	Regional Electricity Distribution
SADEC	Southern African Development Community
SAFA	The South African Football Association
SMME	Small, Medium and Micro Enterprises
TB	Tuberculosis
UN	United Nations
URP	Urban Renewal Program
V&AW	Victoria and Alfred Waterfront
WC	Western Cape
WC DCAS	Western Cape Department of Cultural Affairs and Sport

VI. TERMS AND DEFINITIONS

African National Congress (ANC)	The left wing political party has been governing South Africa's governing since 1994
Afrikaans	A West- Germanic language, spoken natively in South Africa and Namibia. It is a daughter language of Dutch, originated from the 17th century early Dutch settlers in the Cape.
Apartheid	The term literally means 'separateness'. This legal system of racial segregation ruled the country between 1948 and 1994. It was enforced by the National Party government of the time which enforced reduced rights for the majority 'non-white' inhabitants. The apartheid regime divided the population according to the skin colours black, white, and coloured (definitions given below).
Bantustan / homeland	A territory set aside for black inhabitants of South Africa and South West Africa (now Namibia), as part of the policy of apartheid.
Black Economic Empowerment (BEE)	A program launched by national government to rebalance the inequalities created by Apartheid by giving previously disadvantaged groups (black Africans, Coloureds, Indians) economic opportunities/advantages previously not available to them. Measures include employment equity, skills development, ownership, management, socioeconomic development and preferential procurement.
Black people ('Blacks')	A racial group which consists of the original inhabitants of South Africa. There are also many brought into the Cape as slaves from other African countries. Their main language in the western part of South Africa is Xhosa.
Boer	A term used to describe a White South African farmer
Cape Flats	Southeast of the Cape Town CBD lies the flat and low-lying area. During the apartheid the expansive area became designated for the non-White population, also known as 'the dumping ground of apartheid'. Today it is populated by most of the population of the Cape Town metropolitan area. Suburbs situated in the Cape Flats are, amongst others, Athlone, Bontehuwel, Manenburg, Heideveld Hanover Park, Mitchell's Plain and Grassy Park.
City Bowl	The City Bowl is a part of Cape Town, a natural amphitheatre-shaped area bordered Signal Hill, Lion's Head, Table Mountain and Devil's Peak. The area includes Cape Town CBD, the harbour, the Company's Garden, and the residential suburbs of De Waterkant, District Six, Zonnebloem, Gardens, Higgovale, Oranjezicht, Schotsche Kloof, Tamboerskloof, University Estate, Vredehoek, Walmer Estate and Woodstock.

City of Cape Town (CoCT)	The City of Cape Town is a metropolitan municipality established in December 2000 by the merger of the Cape Metropolitan Council and six metropolitan local councils namely, Tygerberg, Oostenberg, Blaauwberg, South Peninsula, Helderberg and Cape Town.
Cape Town Functional Region	City of Cape Town, Cape Winelands and Overberg combined.
“City” versus “city”	“City” refers to municipality of Cape Town. Whereas, “city” refers to the physicality of Cape Town.
Coloured people (‘Coloureds’)	A racial group which consists of inhabitants of South Africa who are too light skinned to be considered black, but too dark to be considered white. They often possess a combination of many different heritages from Europe, Indonesia, Madagascar, Malaya, India, Mauritius, or Southern Africa. Their main language is Afrikaans.
Democratic Alliance (DA)	A South African political party. It is the governing party in the Western Cape province and the opposition to the ruling ANC.
Fanjols	South African name Public Viewing Areas, ‘jol’ refers to a ‘party’.
Free zones	A designated area, as of a city, where certain taxes or restrictions on business or trade do not apply
Global Cities	A strategic space where global processes materialize in national territories and global dynamics run through national institutional arrangements (Sassen, 2001)
Globalization	The continuous formation of global networks, or highly specialized cross-border circuits corresponding to specific industries (Sassen, 2001).
Greenfield areas	Medium to higher income residential areas located on the periphery of the city (Schoonraad, 2004)
Group Areas Act	An act created under the apartheid government on 27th April 1950. The act assigned racial groups to different residential and business sections in urban areas. An effect of the law was to exclude non-Whites from living in the most developed areas, which were restricted to Whites.
Homeland / Bantustan	A territory set aside for black inhabitants of South Africa and South West Africa (now Namibia), as part of the policy of apartheid.
iKapa Elihlumayo	Xhosa for Western Cape Provincial Growth and Development Strategy (PGDS)

Informal Economy	<p>“A system of trade economic exchange used outside state controlled or money based transactions. Practiced by most of the world’s population, it includes barter of goods and services, mutual self help, odd jobs, street trading, and other such direct sale activities. Income generated but the informal economy is usually not recorded for taxation purposes and is often unavailable for inclusion in gross domestic product (GDP) computations.” (Business Dictionary 2011)</p>
Integrated Rapid Transit System (IRT)	<p>The system is aimed to integrate all modal options into one package for the customer. Among the modes to be integrated are: Metrorail services, road-based services on trunk routes, conventional bus services, minibus taxi integration, feeder bus services, improved pedestrian and bicycle access, metered taxi integration, and park-and-ride facilities. (City of Cape Town, 2011c)</p>
Township	<p>The term township is referred to the (often underdeveloped) urban living areas that, from the late 19th century until the end of Apartheid, were reserved for non-whites. Townships were usually built on the periphery of town and city s (Pettman 1913).</p>
South African Development Community (SADEC)	<p>Currently SADEC has a membership of 15 Member States, namely; Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe.</p>
Urbanisation	<p>A process of population out-migration from the rural hinterland into urban environments; city/town centres. (Provincial Government of the Western Cape 2006)</p>
Wesgro	<p>Wesgro is the official Investment and Trade promotion agency for the Western Cape (www.wesgro.co.za)</p>
White people (‘Whites’)	<p>A racial group which consists of people with light skin. They are often the descendants of the Europeans who started settling in South Africa the past three centuries. Their main language is Afrikaans or English.</p>
Xhosa people	<p>Speakers of Bantu languages living in south-east South Africa, and in the last two centuries throughout the southern and central-southern parts of the South Africa. Xhosa is South Africa’s second most common home language, after Zulu.</p>

1. LET THE GAME BEGIN

RESEARCH DESIGN



Let the game begin. In this chapter the research topic is introduced. It explains the background and context in which the research is done. Together with the introduction the research design is explicated. The problem statement, research question, research relevance and objectives are defined in this chapter.

1.1 A TRANSFORMING WORLD

The world is transforming as geographical locations are becoming less important as communication and transport facilities are expanding their domains, becoming increasingly efficient. The trend is clear; nations are opening their doors for people, trade, and knowledge in order to get involved in the world economy. We are now confronted with the phenomenon of globalization and Global Cities. London, New York, and Tokyo are examples of such cities as they represent a strategic space where global processes materialize in national territories and global dynamics run through national institutional arrangements. A global city is not a place, but it is actually a network. It is a network of services and production lines. (Sassen, 2001)

There are many opportunities of these global developments; sharing innovative information about science, technology, economics, and opening connections for trading, politics, and people opens wide potential for greater growth. (Ouattara, 1997) But to benefit from this new phenomenon, cities around the globe have to search for a viable role in order to fit in this new developing international system and make connections with different countries, cultures and economies.

It is important to note that it are the cities that able to take part in the global network who benefit. Globalization benefits the participants, but can also cause economic, cultural, and social seclusion. The countries who are having trouble with finding their viable role are the developing countries, as they have limited means to boast there qualities to the rest of the world. Most African cities, for example, have not found an opportunity to orientate themselves within this global network. The effect of globalization on these countries is evident as they are having difficulty with global influence on the locality. The globalization brings disadvantages such as segregation of population groups, a loss of identity, and the risk of seclusion. Though, the cities are making process and starting to partner up, liberalize their industries, enhance administrative efficiency, and invest in key social services such as health and education.

The main question arises how African cities cope and what the (dis)advantages are for countries that is not participating in the global network (yet).

1.2 A GLOBAL EVENT

The Olympics, the FIFA World Cup, the World Expo, Rugby World Cup are famous events. As spectators we usually experience these events powerfully as our nationalistic pride gets put to the test. We watch proudly how our warriors reach the battlefields and subsequently win international recognition or lose their national honor. Such events are reasons for people to make great journeys, so they can experience the international en national sensations first hand. The events are more than just their core happening (the sport or the exposition), they are about the pride among other nations and cultures.

These events warrant the title of a 'Mega Event', a large-scale event with a high profile and global publicity. A mega event, also known as the 'hallmark event', is officially defined by Ritchie: "Major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention" (Ritchie, 1984).

1.2.1 THE MOTIVE

So why a Mega Event? This question needs to be answered from two different perspectives. First of all, why have mega events become reoccurring occasions which have become integrated in our society? Secondly, why would nations want to host such a massive - time and money consuming – event?

GLOBAL PERSPECTIVE

Looking at the first part of the answer to 'Why a Mega Event', we look at the global trend. The world is becoming more interconnected, nations are partnering up and becoming interdependent. Technology is in rapid development and global connections are expanding as communication becomes easier, transport becomes faster, and knowledge is shared. Subsequently, businesses are not experiencing competition merely locally, but are feeling a large competition race from the global market. To stimulate their local businesses, regions, cities and localities are increasingly focused upon developing internationally competitive investment.

Research has revealed the close relationship between Mega Events and the globalization process: events are driven by globalization and promote globalization. Economic interests drive and promote the Mega Events as their activities drive and promote globalization. Businesses get the opportunity to network not only with the hosting nation, but also with other nations as the event attracts people from all around the world. It is a means to meet and familiarize with other cultures and businesses, and therefore it is an event which opens doors for new global trade in sports goods, services, sponsorship, team - and property ownership (Horne & Manzenreiter, 2006).

LOCAL PERSPECTIVE

The global competition and capital mobility has resulted in national, regional and local governments becoming increasingly concerned with promoting local economic development within their own borders. A mega event is an opportunity for a host-region to get global exposure and a way to strengthen international relations. These events act as a marketing opportunity to showcase the country to the world. With over 200 countries watching, a successfully hosted event is likely to improve the country's international image and enhance national identity. Mega Events are considered important vehicles for promoting local economic growth and stimulating urban redevelopment for a local economy as there is an increase in tourism, improvement of infrastructure and an increase of short-term employment (Schulz-Herzenberg, 2010).

The host - a country, city or region - of a Mega Event has to facilitate the core happening, but also everything that comes along with it. The sporting Mega Event, for example, does not only need the essential sporting facilities, but also the capacity to host the athletes and the thousands of visitors. It needs to be able to provide adequate promotion, services, and entertainment for the event to be a success. Hosts undergo considerable transformations, upgrades, construction of infrastructure, accommodations, facilities, public spaces, and sporting venues. Infrastructure is added to the region to make it accessible, neighbourhoods also benefit from upgrades, and recreation facilities are build for visitors and accommodations are build to host the visitors. For all these reasons mentioned above, a Mega Event can be a nation's corridor to a better and international position to strengthen local society. There is a common belief that a mega event gives the host endless benefits and opportunities. Of course, this can be true, but the risks are often underestimated. To summarize, a Mega Event like the FIFA World Cup, brings new features to a hosting city; worldwide publicity, a stadium, infrastructure, accommodation, public spaces, upgrades of neighbourhoods, visitors, and therefore a great deal of business.

However, when the event is over, the host city/region is left with infrastructure built to transport millions of travellers, a venue built to host thousands of spectators, and accommodations meant to house thousands of visitors. The new structures are often oversized or do not fit in the wider urban context of the host cities leaving them unused after the event, making them white elephants. White elephants are for a valuable items which are unused, cannot be disposed and cost to maintain the item is very high. Mega Events generate vigorous debates within host countries about post-event usage and sustainability of what is created for the event, and the long term benefits. It is uncertain what should/will happen after the event to a country's economy and the developmental legacy after a mega event (Schulz-Herzenberg). This uncertainty is particularly an issue in a developing country as South Africa. Not only is a country prone to corruption and social instability, it also has limited means to invest and transform urban structure to ensure a constancy of what was created by the FIFA World Cup.

With an intervention from outside, as the case of the Mega Event, is it possible to give a developing city/region/country an economic, urban, and social boost? The urban strategy for the host has to be established

in the initial phase of planning the event. If this is done the urban strategy planned for the World Cup is also beneficial for the city after the event has occurred. So how can the impact of the FIFA World Cup be used as a catalyst for further developments in the hosting cities. The ultimate question is what the urban strategy should have been in order to use the FIFA World Cup as a catalyst further development.

1.3 THE 2010 FIFA WORLD CUP

In 2004 South Africa won the bid and was granted the opportunity to host the 2010 Federations Internationale de Football Association (FIFA) World Cup™. This was celebrated throughout South Africa and the African continent. The decision to award the bid to Africa for the first time is celebrated not only because of the continent's love of the game – but also because it is part of Africa's journey into a century of growth and development.

It is the world's largest media event and second largest sporting event after the Olympic Games. Its magnitude warrants the title of a 'Mega Event', a term for a phenomenon that is considered to be a large-scale event with a high profile and global publicity. Mega-events are considered important vehicles for promoting economic growth and stimulating urban redevelopment as a result of increased tourism, infrastructural improvements and short-term employment. (Schulz-Herzenberg).

Mega events encourage local and regional economic development by attracting investment, tourism and media attention from all over the world (Chen & Spaans, 2009). It is an opportunity for a host city or the country to get global exposure and a way to strengthen international relations. Events like the 2010 World Cup act as a marketing opportunity to showcase South Africa to the world. With over 200 countries watching, a successfully hosted event is likely to improve the country's international image, enhance national identity and pride and reduce Afro-pessimism (Schulz-Herzenberg).

From the FIFA perspective the World Cup is also very profitable as the host country provides all the necessary infrastructure and services. The South African event is projected as the largest of all World Cups thus far, generating more revenue than any other one. It was estimated that a FIFA World Cup generated an income between €2,3 and €2,8 billion.

To host a mega event, like the FIFA World Cup, huge infrastructural developments are needed. Some of the



Green Point Stadium (<http://www.shaynerobinson.co.za>)

most pronounced investments and infrastructural projects are undertaken for a World Cup. Major transport upgrades are undertaken in every host city, updating access and circulation. To give an indication, for the World Cup 2010 more than €900 million was spent on improving roads, the Gautrain rapid rail link, airport upgrades and the Bus Rapid Transport (BRT) systems. In addition, €804 million was dedicated to five newly built stadiums and five refurbished ones. Thereby, it is also necessary to provide for non-infrastructure projects such as sports and recreation programs, arts and culture programs, safety, health and emergency medical services. The infrastructure projects generate lucrative construction and other related tendering contracts, which are often financed by host nations and their governments.

Public spaces also stand to benefit as a result of the World Cup. South Africa's host cities created fan parks during the tournament where the public could view games on big screens. A new concept first tested during the 2006 World Cup, these public viewing areas were seen as a way of spreading the event beyond the edges of the stadia and opening the games up to those who could not afford tickets for the matches (Berg, 2010). Not only did the giant stadiums stand as a proof of South Africa's innovative architectural abilities, the stadia offered a legacy of sports infrastructure and a strong basis for attracting future national and international sporting and entertainment events to South Africa. The business opportunities that stemmed from the world's biggest sporting event were plentiful. The FIFA World Cup was thus a catalyst for competition – not only among football stars, but also among the many private and public contenders for the multiple tenders that flowed from these highly financed events.

Besides the physical benefits, the Cup gave South Africans a new source of pride. It pulled in the third most spectators of any World Cup behind Germany in 2006 and the U.S. in 1994. South Africa had proven to be capable of organizing a successful World Cup host. For a nation that struggled with the demons of its horrific past, the World Cup marked a major positive point in the young democracy's history.

Another important social legacy was the widespread image that Africa could do it. Africa was confronted with a highly sceptical world, though they succeeded in hosting the biggest sporting and media event in the world.

As a result, South African eyes are already looking at a possible bid for the 2020 Summer Olympics. (Schulz-Herzenberg) This is a major step in the globalization process of Africa, but can be experienced as a huge global infiltration into local South Africa.

1.4 PROBLEM DESCRIPTION

There is a common belief that a mega event gives the host endless benefits and opportunities. Of course, this can be true, but the risks are often underestimated. To summarize, a Mega Event like the FIFA World Cup, brings new features to a hosting city; worldwide publicity, a stadium, infrastructure, accommodation, public spaces, upgrades of neighbourhoods, visitors, and therefore a great deal of business.

However, when the event is over, the host city/region is left with infrastructure built to transport millions of travellers, a venue built to host thousands of spectators, and accommodations meant to house thousands of visitors. The new structures are often oversized or do not fit in the wider urban context of the host cities leaving them unused after the event, making them white elephants. White elephants are for a valuable items which are unused, cannot be disposed and cost to maintain the item is very high. Mega Events generate vigorous debates within host countries about post-event usage and sustainability of what is created for the event, and the long term benefits. It is uncertain what should/will happen after the event to a country's economy and the developmental legacy after a mega event (Schulz-Herzenberg). This uncertainty is particularly an issue in a developing country as South Africa. Not only is a country prone to corruption and social instability, it also has limited means to invest and transform urban structure to ensure a constancy of what was created by the FIFA World Cup.

PROBLEM STATEMENT

The legacy of the 2010 FIFA World Cup (2010 FWC) has not been effectively used to ensure a continuation of the developments created by World Cup and enhance the host city's global position.

1.5 RESEARCH QUESTION

MAIN RESEARCH QUESTION

What urban strategy should a host city of the FIFA World Cup in South Africa execute in order to trigger further developments and gain full benefits of the legacy of the FIFA World Cup 2010?

SUB RESEARCH QUESTIONS

1. What was the vision and intended strategy for the host city?
2. What was actually realized in 2010?
3. What is the future vision of the city and its long term goals?
4. What should the new intended strategy be?

1.6 RESEARCH OBJECTIVES

AIMS

The research has certain goals which it wants to accomplish. This research paper has three goals.

1. The first aim is to determine what the benefits and threats are of such mega event in a city, particularly in a developing country. There is much discussion if such an intervention is actually beneficial on social and economical level. For the World Cup there was an enormous investment in infrastructure, real estate, branding strategies, gentrification of neighbourhoods and public spaces. However, the host cities are now coping with a vacancy of all these facilities as they have lost their target group (visitors, sport fans, and athletes) and therefore their function. For that reason it will add to the available literature regarding the impact of Mega Events on cities.
2. The ultimate aim is the final product. This will be an urban strategy of how a host city can best use the impulses of the FIFA World Cup to receive maximum benefit of the legacy.
3. The abstract aim of the paper is to see how an outside global intervention can improve or hinder Africa's development. Thereby, the two cities are compared as they are in different stadiums of development and global reputation.

The study has scientific relevance as it adds to the existing knowledge of mega events. The FIFA World Cup was a mega event in a developing country. It adds to the knowledge because it concerns a developing country as host, this is a fairly new issue regarding mega events. Furthermore it adds to the knowledge on abstract level as this study also explores a global intervention in a developing country. This is not the ultimate result of the study, but on abstract level this is something that is taken into account.

The study is therefore also societal relevant, as it regards a developing country struggling with the consequences of an intervention which is almost too large to handle. They are now almost left with no further assistance in maintaining and sustaining all that was created.

RESULT

The end result will be an strategy proposal that enhances the host cities' global position. Of course, it is important to ensure full benefit and equal distribution of the benefits of the legacy of the FIFA World Cup. This will regard a strategy model which is made of policy recommendations and attention points.

1.7 CASE STUDY

The research will take the form of a case study. A characteristic of a case study is that it is a phenomenon that is studied in the 'real life' context. It is therefore not a 'snap shot' which is confined to, for example, a point in

time. The changes in time that are considered relevant for the study are identified and analyzed. A case study is a research method that is needed due to an empirical gap in the research topic or subject. Although a case study is unable to meet a systematic verification requirement, conducting a case study is indispensable in the attempt to understand the specific research subject. It is therefore a qualitative research. Which is, according to Yin, an “empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used” (Yin, 1989).

A characteristic of the case-study is to maintain the unity and create insight in the complexity of the combination of the different factors that determine the processes and the events. The case study has to concentrate only on a selection of factors and developments that can be brought in relation to processes.

To create a balance between the theoretical and empirical research is a difficult research process. There is an enormous amount of information, and this provides the risk of drowning. Though, an important note is that during the research process the research question becomes more concrete. There needs to be a focus, but the significance of data can only be determined in the process of the research. In addition there should be a time span in order to compare developments.

As much can be learned from this global experience in an African it is important to choose one case study. It is important to see what this global intervention has done to the locality of a city.

As the research requires a case study which is experiences a global intervention, the FIFA World Cup, in a developing country. The choice therefore goes to South Africa as it is the first African Country to host a global event of such magnitude. There were three important South African players; Johannesburg, Durban, and Cape Town. The city needs to be dealing with the symptoms of a developing city and an economic uncertainty



Figure 4: World map and location of South Africa

in order to test the effect of a global intervention on the city. The mega event has not yet proven that it is beneficial for the economic and development growth of the city. The high contrast of the global event and the local reality needs to be evident.

The research has two sides to it. First of all, the fact that a mega event, the FIFA World Cup, was hosted in South Africa. In this perspective it is interesting to see what the effects were on the urban strategy of the host cities/region. And the second side of the research is the interesting belief that the mega event can help a city get into the global market. And the question is, if a city does want to enter the global market, what is the effect on the local culture.

1.7.1 CAPE TOWN

Criteria should be determined in order to choose a case study.

- The city should have just experienced a mega event.
- The city should be in a developing country
- The city should be struggling with finding the balance between global and local
- The city should have information and material available to be researched (feasibility)
- The city should be growing rapidly and have the potential of becoming a global player.

The term 'developed' describes countries or cities that have a high level of development according to some criteria. Though exact criteria are still disputable as it is a broad concept. Kofi Anan (2000), former Secretary General of the United Nations, defined a developed country as follows; "A developed country is one that allows all its citizens to enjoy a free and healthy life in a safe environment." Though the UN also states that the terms "developed" and "developing" are intended for statistical convenience and do not necessarily express a judgement about the stage reached by a particular country or area in the development process. According to the Merriam Webster Dictionary; "Having a relatively high level of industrialization and standard of living" (Dictionary, 2010). We can conclude that the development of a country or city might be relative according and compared to others. In this paper we will be looking at global recognition, economic, urban, cultural, and social development. Cape Town is a rapidly growing city though not yet a global player.

In South Africa, global interventions started hundreds of years ago. It started in the 17th century when the Dutch East India Company used the location as a supply station for ships sailing to East Africa, India, and the Far East. Jan van Riebeeck's established the first permanent European settlement in South Africa in 1652. Cape Town quickly outgrew its original purpose as the first European outpost, becoming the economic and cultural hub of the colony. Until the Witwatersrand Gold Rush and the development of Johannesburg, Cape Town was the largest city in South Africa.

Cape Town is now the provincial capital and of the Western Cape, as well as the legislative capital of South Africa, where the National Parliament and the government offices are located. The city has important landmarks, Table Mountain, Cape Point, and the Waterfront (the harbor).

How did this global intervention from outside, as the case of the mega event, affect two cities in their development context? And is it possible to give a developing city an economic, urban, and social boost which helps it one step closer to the global network?

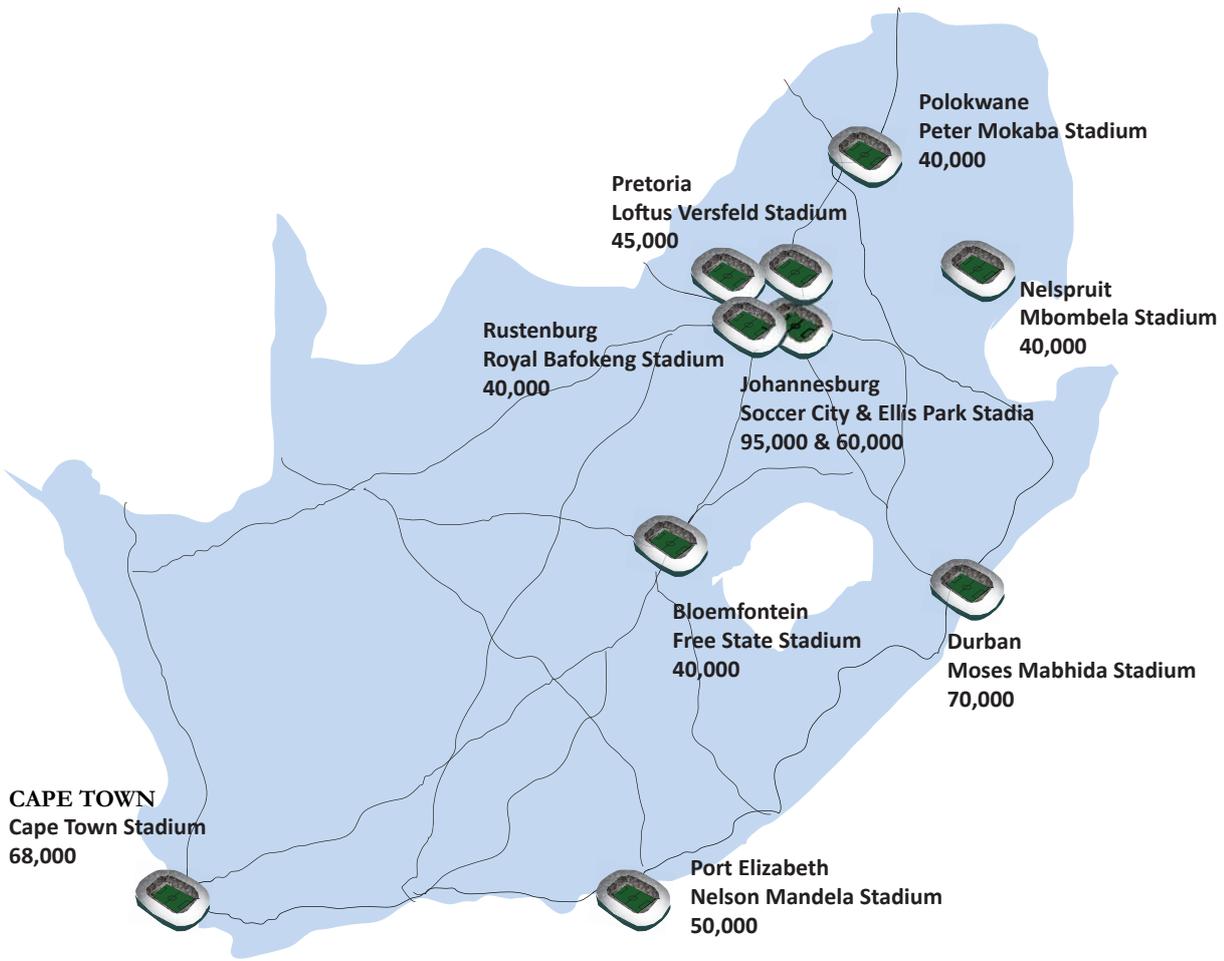


Figure 5: Host cities and capacity of stadiums (South Africa Bid Book 2010 sd)

“Please tell the world that we don’t walk around with lions anymore”

- “Capability”, Provincial Government of the Western Cape 2011

2. RULES OF THE GAME

THEORETICAL FRAMEWORK



Theoretical Framework is the literature research that contains the theory of the research. It also creates the base of the empirical research. In this chapter the theoretical framework is made up of four components; globalization, strategies, legacy, and assessment methods. At the end of each elaboration of the component a brief reflection connects the theory to the case study. This is done to link theory to reality and to illustrate a context of the case study.

2.1 THE THEORETICAL FRAMEWORK

“The theoretical framework of the study is a structure that can hold or support a theory of a research work. It presents the theory which explains why the problem under study exists. Thus, the theoretical framework is but a theory that serves as a basis for conducting research”, according to R.E. Khan (2007).

Below the theoretical framework is shown. The research framework is split into two main parts. The first part of the research framework explores the context of the research. It investigates the global and local systems and the difference between these two concepts in Section 2.2 Global and Local. It then looks at the concept of strategies and puts it in the urban and globalizing context in Section 2.3 Strategies. It defines strategies and urban regeneration strategies, specifically looking at mega event strategies as a tool for urban regeneration. The research framework which is the base of the empirical framework is the product of the first part of the theoretical framework.

The second part of the theoretical framework explores how the different elements that make up the research framework can be measured. It start off by determining the possible legacies left by mega events. The possible legacies are categorized according 4 major aspects. The next part of the theoretical framework discusses the assessment methods for the different elements in the research framework with the final aim to assess the legacy of the FIFA World Cup and how the city changed. These concepts of global city, local city network, legacy and quality of place are all investigated.

With these concepts variables are determined and assessment methods are applied to the case study.

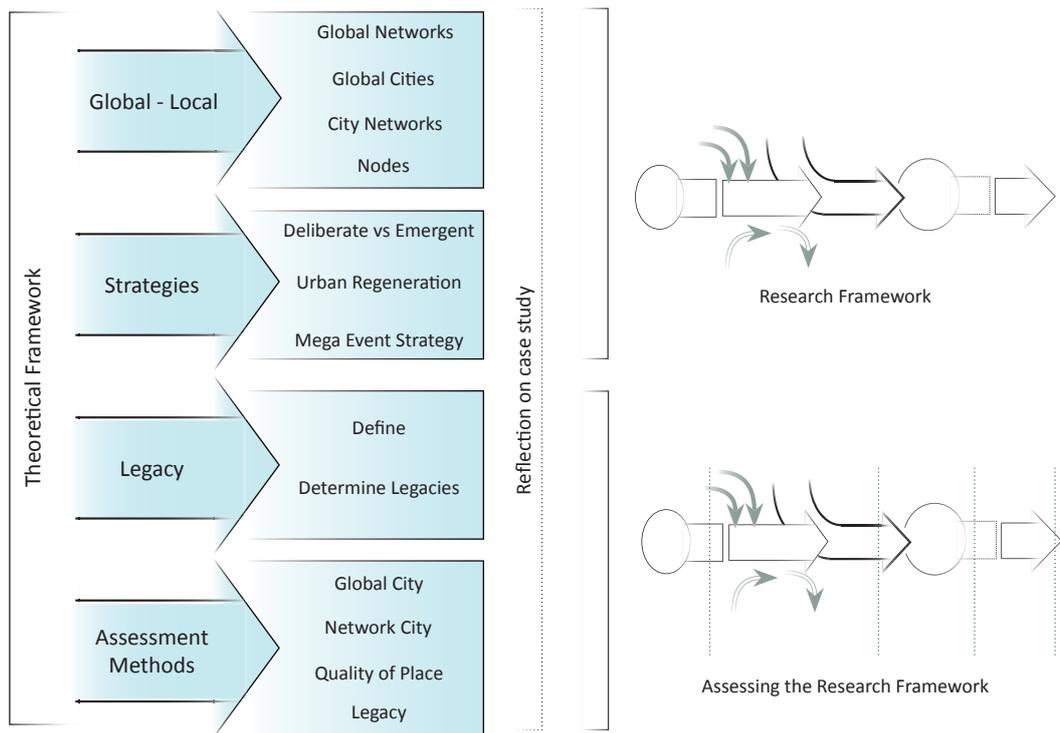


Figure 6: Theoretical Framework: strategy

2.2 GLOBAL AND LOCAL

The first part of the theoretical framework will focus on the context of this research, which is globalization. Globalization forms the context of the theoretical framework. The abstract overlaying question of this research is what the effect of globalization is on developing countries and how these countries cope with the global network and the penetration of it. Globalization is the initial reason that mega events exist and (vice versa) the reason that countries desire to host a mega event.

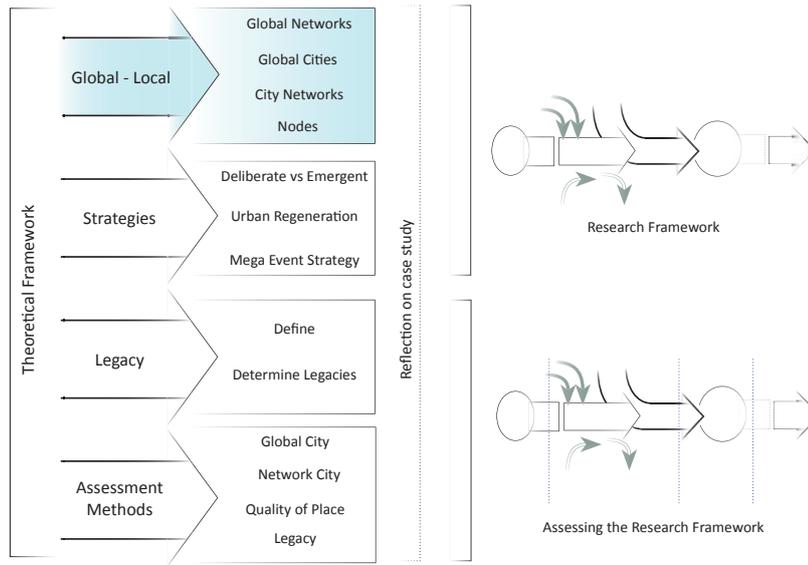


Figure 7: Theoretical Framework: Global - Local

2.2.1 GLOBAL NETWORKS

Globalization started hundreds of years ago, when people started discovering other parts of the world to begin new forms of trade and build new knowledge to increase the innovation of their own society. There has always been an interesting relationship between global and local societies. Globalizing can bring positive and negative influences and tensions to the local scale.

NETWORK SOCIETIES

But looking at our recent history, starting in the 20th century, cities started to experience mass migrations. In the 1920s a great immigration of Europeans to the USA took place (Schoonraad 2004). Additionally, the process of globalization triggered a movement from rural areas to the urban cities, causing a huge urbanisation trend. But also over the past two decades a significant transformation has taken place on a global scale as the world has been in a process of multidimensional transformation. According to Manuel Castells and Gustavo Cardoso (2005) the emergence of a new technological, based on information and communication technologies, took shape in the 1970s and diffused unevenly around the world.

Marcus and van Kempen (1999) state that globalization in its present configuration is a combination of new technology, increased trade and mobility, increased concentration of control and reduced welfare-orientated regulatory power of nation states. In this era of globalization, there is a continuous formation of global networks, or “highly specialized cross-border circuits corresponding to specific industries” (Sassen, 2001). These networks connect different cities as they run through them, making them part of the circuit and thus ‘global cities’.

“The global city represents a strategic space where global processes materialize in national territories and global dynamics run through national institutional arrangements” according to Saskia Sassen (2001). Examples of these are financial sectors, advertising, engineering, architecture, and telecommunications. The important notion is that a global circuit for oil is different than the circuit of gold. The leading global cities contain a large range of these circuits.

Therefore, the concepts of a capital city and global city are different. There is not one global city, as there can only be one capital. There is also the difference between a global city and a world city. The concept of a world city has a timelessness linked to it whereas the global city concept “marks a specific socio-spatial historical phase”. Sassen (2001) differentiates her theory with that of Castells’ (1996). Castells argues that a global city is not a place but network, while Sassen argues that it is also a place. Sassen explains that capital is merely hyper-mobile, and that trade and information flows are not solely flows. “Global cities are places but they are so in terms of their functions in specific, often highly specialized networks”.

The last distinction that should be made is between global city-regions and global cities. Sassen (2001) emphasizes on the difference between the global city model and the larger urban entity. Every city has its own larger materiality, polity, or sociality. The main difference is the issue of scale. Examples used are New York, Paris, or Tokyo. The global city will have more economic and spatial segregation due to the great difference between low and high income jobs. The global city-region has more middle class households and firms, and therefore a more equal distribution of economic benefits.

Infrastructure is an important variable in terms of competitiveness of global cities. The regional scale brings out the issue of public transport and highway constructions. These constructions will also be likely to concentrate on the middle class needs.

Cities develop globally as important production sites emerge for key inputs for firms in all industries. It is a misinterpretation that the employment market needs to be internationally orientated. It is more important for a city to have a range of specialized services and professionals that can handle the needs of the global market (Sassen, 2001).

2.2.2 LOCAL NETWORKS

On global level the networks are forming and changing. This idea of a large global network, or a network society, consists of global cities which are connected to each other through different kinds of circuits can also be projected on a smaller scale. However, on a local scale networks are also forming and changing. Networks are found on a local scale, or on a city scale, and are often referred to urban networks, or city networks. Though these networks are very different, they have metaphoric similarities.

A city of today is not a matter of concentrating buildings around a core, as was done in previous traditional cities. In the past decades, often cities grew not only due to the rapid urbanisation but also due to the development of new nodes and the mergence of neighbouring towns or cities. Therefore several nodes merged with or next to the historic core of the city. Network cities, also known as urban networks, are cities that emerge as a concept, an empirical concept, a theoretical model or a metaphor. However, the Dutch Fifth National Policy Document on Spatial Planning (Ministry of Housing, Spatial Planning & Environment, 2001) defines urban networks as ‘... strongly urbanized zones that consists of a network of larger and smaller compact cities that each have an own character and profile within this network...’ The main political aim in the Dutch urban planning is to manage processes of the urban networks in such a way the urbanized areas develop into highly connected, yet clearly distinguishable, urban nodes with open spaces in between. (Rutten, 2010)

This can be seen similar to a global network which consists of global cities which are connected to each other as circuits run through them. A network city is a urban system where nodes are connected creating the urban network.

In developed countries often the new nodes can combine excellent public and private transport. For example, the main node in Amsterdam, next to the historic core, is Schiphol airport. It integrates intercontinental air links and direct connections to regional and national motorways and railway networks. The airport area has concentrated a rich range of activities requiring spaces for offices, conferences, hotels, retail, and logistics. Besides the airport area, other transportation interchanges have also specialized functionally. The warehouses in the other nodes benefit more, not only from space availability, but also from better access to the regional labor market and the facilities.

A variety of interactions between lifestyles and cultures service the city. It does not mean that each location must be organized in terms of a mixed formula; but rather that should be a mosaic of different cultures at the scale of the city. Diversity in accessibility features of locations can contribute to the development of such a variety of living environments. In Amsterdam, residential choices seem increasingly influenced by differences between more and less accessible (Jabobs, 2000).

Though this is a concept developed for the Dutch urban planning, it is something that is very applicable to the South African cities. The City of Cape Town in fact is a merge of different smaller cities.

The elements are that a city on local scale and node scale should have are defined later on in the theoretical framework in section 2.6 Assessment Methods. In this section the assessment methods to measure parts of the research framework will be explored.

2.2.3 THE DOWN SIDES OF GLOBAL ON LOCAL

Today, the term 'globalization' seems to be integrated in our daily lives as often seems to be national and sometime even a personal goal. Globalization brings numerous benefits on local level such as economic growth and innovation, but can also cause many problems.

In *The Global City* (2001), Saskia Sassen described the local influences of the trend of globalization. On city scale, cities that were once major manufacturing centers suffer inordinate declines; the downtowns of cities and business centers in metropolitan areas receive massive investments in real estate and telecommunications while low income urban and metropolitan areas are starved for resources. Thereby, highly educated workers in the corporate sector see their incomes rise to unusually high levels while low- or medium-skilled workers see theirs sink. Formerly important manufacturing centers and port cities have lost functions and are in decline, not only in the less developed countries but also in the most advanced economies (Sassen 2001).

But one of the main issues starts when cities cannot participate in the global network. The increase of flows of people, capital, energy, information and goods have expanded networks and changed spatial patterns. But the developing world have two challenges; getting themselves to up to an economical and social standard, but also conforming to the world wide trends of the 'network societies' (Bertolini, 2005). Cities need to find their contribution to a global network, to become a global city. Cities have to start adopting a city-region approach in order to strengthen their global positioning, and support their development. Across the world, new spatial patterns are emerging; the 'urbanization of suburbia' (decentralized centers, commercial/office parks and limited-access developments) and the 're-urbanization' inner-city areas. In addition, cities are confronted with rising threats of environmental changes (City Space 2011).

Moreover, the mass immigration in the early 1920s triggering the concept of segregation was also one of the consequences of the first forms of globalization of the 20th century. This intensified the socio-spatial segregation. Today the issue persists due to the increase of international migration of ethnic minorities and due to the influx of rural poor to the periphery of cities (Schoonraad 2004). The opportunities for lower incomes have been largely dependent on the preferences of those with higher incomes and it is not easy to counteract this kind of dependency (Herlyn et al 1989).

The most powerful shift has been the post industrial of the economy due to the development of technology and ICT. This has affected the traditional economic backbone of the cities, the goods- processing industries. This change has caused job losses in manufacturing, routine office work and government administration. High income jobs in the business service sector grow, and an increasing number of workers have to resort to the informal sector of the economy for employment. This might create employment opportunities for marginalized communities, but causes the disappearance of the career ladder and creating 'junk jobs' (Weiss, 1983). Sassen (1991) refers to this the 'jobless growth'.

Areas of spatial segregation, ghettos, enclaves, fortresses, concentration areas, and slums, have always existed. However, a city of the last half of the 20th century is dominated by a continuous shift to the urban ring instead of the urban core, or the processes of suburbanisation. HUD (2000) points out that business suburbanises is spread throughout the metropolis and residential growth that spread to the outer suburbs and exurbs. Regarding the middle to high income residents, the movement started in the 1950s because of the negative factors affecting the inner city (such as congestion) and the positive factors of the suburbs (space and environment). (HUD 2000) Not long after residencies started moving, retail and offices followed. Carter (1995) states a few spatial requirements of firms, thus reasons for the trends described above.

- *Good accessibility, especially for private transport*
- *High visibility, especially for inner city mobility routes*
- *Away from crime*
- *Away from grime, urban dilapidation and degeneration*
- *Towards park like environments and natural settings*
- *In proximity to ports*
- *Into controlled managed environment*
- *Away from CBD*

This led to increased flow of traffic in a greater region, which led to infrastructure investment, which in turn influenced changes in urban spatial patterns entrenching new decentralised forms.

This continuous process of suburbanisation has been described by Pacione as;

- Dis-urbanisation or counter urbanisation (population loss of the core exceeds the population gain of the suburbs)
- Re-urbanisation (population loss of the core tapers off or turns around)

The three main challenges the many cities in Africa are dealing with due to globalization is the population growth, natural environment and resource capacity, and the growing, but still problematic economy (City Space 2011). Due to the shift to the services sector the labour market does not provide the appropriate skills to facilitate this shift. Because Cape Town is still a city in a developing country dealing with rapid urbanization, high unemployment, high poverty rate, and inadequate infrastructure and services can be especially challenging.

2.3 STRATEGIES

As in the previous chapter the context of the research is explicated as we are given the fact that the world is globalizing, but countries that cannot participate face many risks. The next section will describe the conception of strategies, in particular in the context of globalization. Urban regeneration strategies have become an important aspect of city planning as cities are trying the change and adapt to the new global environment. Mega event strategy fit in both these statements as it is often seen as a tool for urban regeneration and a tool to enter the global society.

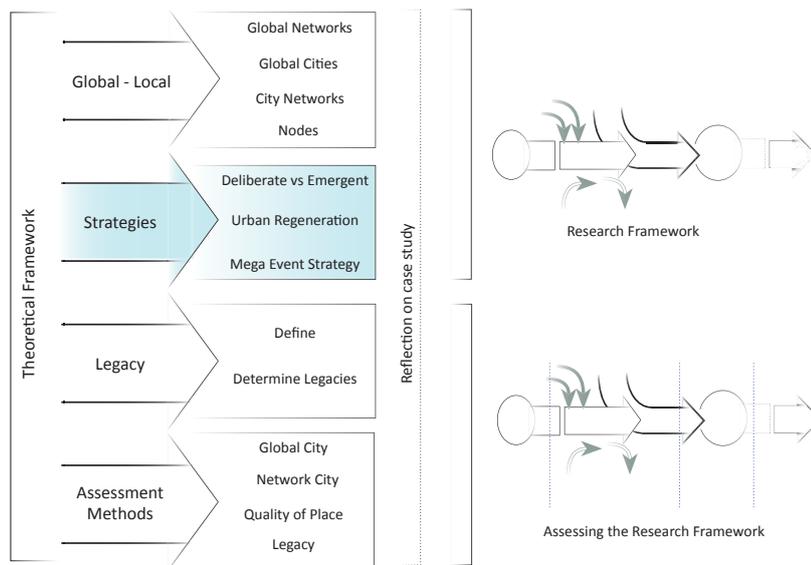


Figure 8: Theoretical Framework: Strategy

2.3.1 DELIBERATE VS EMERGENT

Before getting to urban regeneration strategies, the abstract concept of strategy is investigated. Strategies are common methods used to achieve a desirable situation or to fulfil certain goals. According to Mintzberg (1985) strategy formation is seen as an analytical plan to achieve long-term goals thought up by the leaders. Although the definition of the word 'strategy' is less common and multifaceted. As the concept of a strategy is more abstract and complex than generally conceived. For this thesis, it is important to clearly define and set the departure points that form for a clear and successful strategy.

Mintzberg (1985) argues that the definition of a strategy has more sides. Mintzberg sets out the complexity and variety of strategy formation processes. A common definition for 'strategy' is a pattern in a stream of decisions. However, there is often a difference between the strategic intentions of the leaders and what the organizations actually did. Therefore, the concept of strategy has two sides; intended and realized.

A perfectly deliberate strategy is difficult to realize. Mintzberg (1985) discusses in his paper what it means for an entire organization (collection of people joined together to pursue some mission in common) to act deliberately compared to what it means for a strategy to emerge in an organization, not guided by intentions (Mintzberg en Waters 1985).

A perfectly deliberate strategy means that something was intended and realized exactly as intended. To achieve this at least three conditions have to be satisfied. First of all, there needs to be clear detailed intentions in the organization, so that there is no uncertainty about what was desired before any actions took place. Secondly, organizational means collective, this means that the intentions must have been clear to all the actors. Thirdly, these collective intentions must have been realized exactly as intended, which means that no external force

(market, technological, political, etc.) could have interfered with them. In other words, the environment must have been either perfectly predictable, or else under the full control of the organization. These three conditions constitute a tall order, so that we are unlikely to find any perfectly deliberate strategies in organizations.

For a strategy to be perfectly emergent, “there must be order-consistency in action over time-in the absence of intention about it.” It is difficult to imagine action in the total absence of intention. “A purely emergent strategy is as rare as the purely deliberate one” (Mintzberg and Waters 1985). Mintzberg and Waters (1985) introduce variety of types of strategies that fall within this spectrum, beginning with those closest to the deliberate pole and ending with those most reflective of the characteristics of emergent strategy.

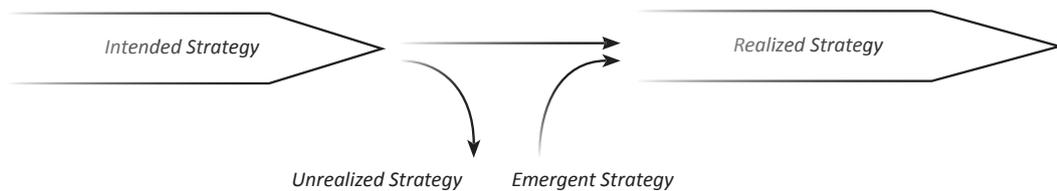


Figure 9: Concept of intended and realized strategies (Mintzberg and Waters 1985)

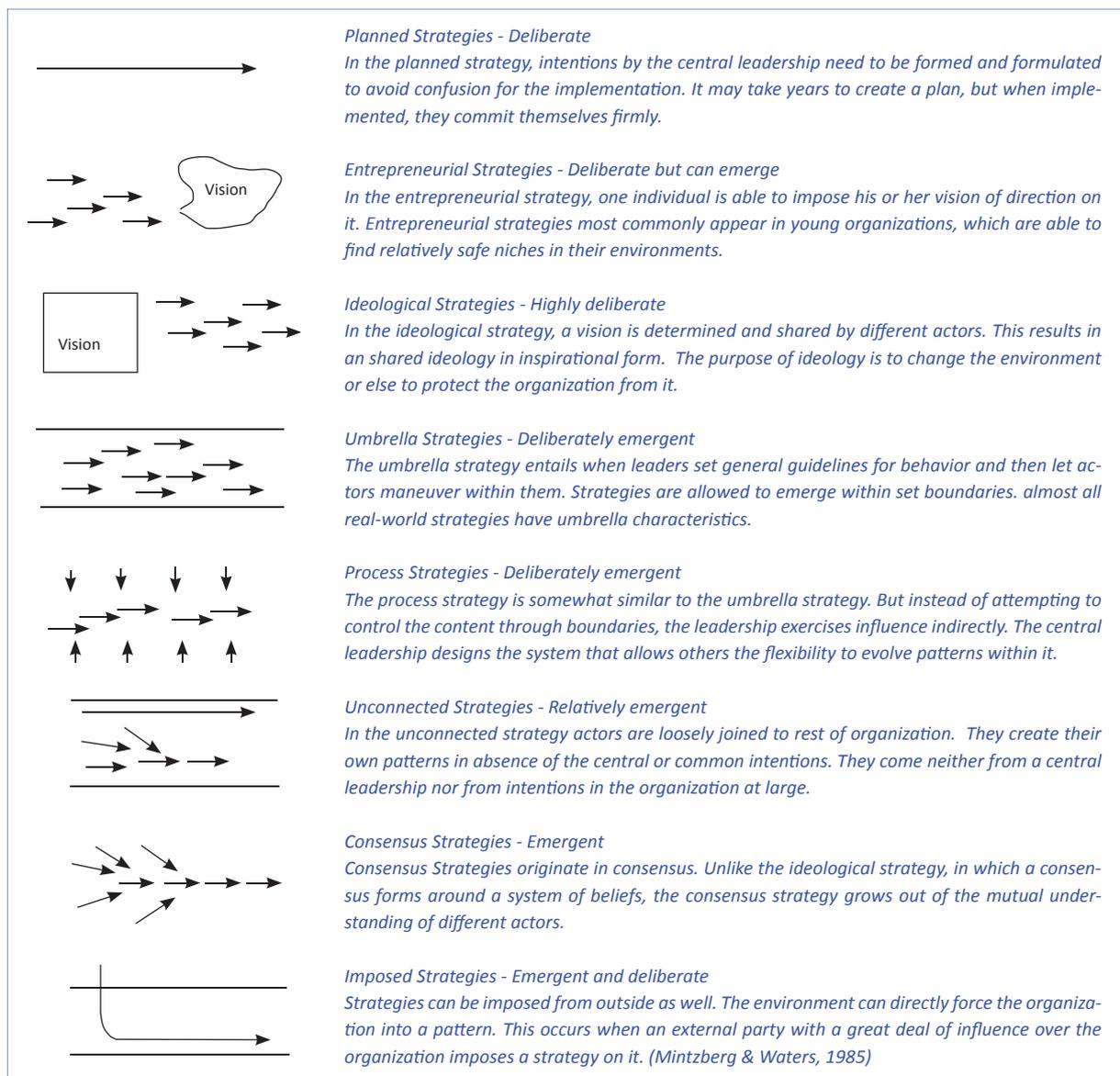


Figure 10: Strategies (Mintzberg and Waters 1985)

2.3.2 URBAN REGENERATION STRATEGIES

This global transformations have caused cities to have to change on a local scale as well. Cities have to transform in order to conform to the new global network otherwise they face seclusion from the global network. The global network therefore also has implication on local scale. Cities have been looking for new strategies in order to position themselves in the global network. A mega event strategies is one such strategy. Strategic urban planning and mega event strategies both relate to concepts of place promotion (Qu & Spaans, 2009). This section will first explore urban regeneration strategies in a wider context and then it will look at a specific urban regeneration strategy; mega event strategy.

The purpose of planning a city strategically is becoming much more important these days, as stakeholders become more aware of the importance of quality of place in the global and regional economic competition. In the 1980 when the emphasis of spatial planning shifted towards large renewal and transformation projects. Healey (2004) defines this new form of strategic spatial planning as "self-conscious collective efforts to re-imagine a city, an urban region or a wider territory and translate the result into priorities for area investment, conservation measures, strategic infrastructure investments and principles of land use regulation."

Roberts and Sykes (2000) explain that as an urban area is at constantly influenced, these influences are caused by both external changes and internal pressures. Urban regeneration is an outcome of the interaction of different influences and a response to the opportunities and challenges which are presented at a specific moment in time. The definition of urban regeneration strategy they gave is as follows;

"The comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social, and environmental condition of an area that has been subject to change."

Period Policy type	1950s Reconstruction	1960 Revitalisation	1970s Renewal	1980s Redevelopment	1990s Regeneration
Major strategy and orientation	Reconstruction and extension of older areas of towns and cities often based on a master plan, suburban growth	Continuation of 1950s them; suburban and peripheral growth; some early attempts at rehabilitation	Focus on insitu renewal and neighbourhood schemes; still development at periphery	Many major schemes of development and redevelopment; flagship projects; out of town projects	Move towards a more comprehensive form of policy and practice; more emphasis on integrated treatments
Key actors and stakeholders	National and local government; private sector developers and contractors	Move towards a greater balance between public and private sectors	Growing role of private sectors and decentralisation in local government	Emphasis on private sector and special agencies; growth of partnerships	Partnership the dominant approach
Spatial level of activity	Emphasis on local and site levels	Regional level of activity emerged	Regional and local levels initially; later more local emphasis	In early 1980s focus on site; later emphasis on local level	Reintroduction of strategic perspective; growth of regional activity
Economic focus	Public sector investment with some private sector involvement	Continuing from 1950s with growing influence of private investment	Resource constraints in public sector and growth of private investment	Private sector dominant with selective public funds	Greater balance between public, private and voluntary funding
Social content	Improvement of housing and living standards	Social and welfare improvement	Community based action and greater empowerment	Community self help with very selective state support	Emphasis on the role of community
Physical emphasis	Replacement of inner areas and peripheral development	Some continuation from the 1950s with parallel rehabilitation of existing areas	More extensive renewal of older urban areas	Major schemes of replacement and new development 'flagship schemes'	More modest than 1980s ; heritage and retention
Environmental approach	Landscaping and some greening	Selective improvements	Environmental improvement with some innovations	Growth of concern for wider approach to environment	Introduction of broader idea of environmental sustainability

Figure 11: The evolution of urban regeneration (Roberts and Sykes, 2000)

Robert and Sykes (2000) furthermore summarize the characteristics of urban regeneration strategies:

- An interventionist activity*
- An activity which straddles the public, private, and community sectors*
- An activity which is likely to experience considerable changes in its institutional structures over time in response to changing economic, social, environmental, and political circumstances*
- A means of mobilizing collective effort and providing the basis for the negotiation of appropriate solution*
- A means of determining policies and actions designed to improve the condition of urban areas and developing the institutional structures necessary to support the preparation of specific proposals.*

To understand urban regeneration it is interesting to look at its trends throughout the past. It becomes clear that how urban regeneration is applicable for different situations and dependent on the time and situation. Additionally, one can see the different aspects from economic focus to physical emphasis (Figure 11).

The major element of the urban regeneration theory is that the urban system needs to function as a whole; the economic, social, physical, and environmental processes determine the content of urban regeneration. Regeneration is needed for an area to stay in balance as it needs to cope with the external and internal influences.

Healey (1997) adds that it is no longer possible to approach urban regeneration through the promotion of solely urban transformation process. Instead, she states that the focus should be on creating the condition for economic, social, environmental regeneration. The nature of urban regeneration is therefore multidimensional and complex which requires multifaceted strategies involving a wide range of actors. Partnerships are perceived to be the most effective vehicle for achieving these goals according to Healey (1997). They offer greater involvement by all sectors in the decision making process, they are seen to be an inherently more efficient and equitable way of allocating public funds.

2.3.3 MEGA EVENT STRATEGIES

A very specific form of urban regeneration strategy is a mega event strategy. A mega event strategy is an strategy that uses the mega event as an engine for urban development. It is regarded as a tool of urban governance and usually accommodates large urban programs. Cities started to make enormous efforts to try to fit event related projects in the long term strategic plan. Especially in this era of globalization, it is important to create landmarks to attract global investment and promote new urban image through place marketing. Mega events have started to be considered as a tool in area development in recent decades and are increasingly integrated into spatial planning frameworks. It is important to look at the specific motives of the host in order to implement a successful strategy regarding the mega event (Qu & Spaans, 2009).

Mega event strategies have become part of a deliberate urban policy strategy to promote local economic growth and put the host city on the world agenda (Chen & Spaans, 2009). It is believed that mega events “fast track urban regeneration, a stimulus to economic growth, improved transportation and cultural facilities, and enhanced global recognition and prestige” (Chalkley and Essex 1999). According to Francesco Muñoz (2006) mega events even extend cities historically.

According to Preuss (2006) there are six different aspects, or “structures”, which are important when developing a strategy for the legacy of a mega event; infrastructure, knowledge, image, emotions, networks, culture. These are structures which are left behind after the event and contribute to the urban regeneration.

Infrastructure

The infrastructure developed is the infrastructure for the event, but there is also the infrastructure of the city such as airports, roads, parks, telecommunication, hotels, accommodation, entertainment facilities, and fair grounds. Therefore, all the infrastructure developed for the event should also fit into the city's plans for development or temporary (to avoid negative legacies of unused or oversized facilities).

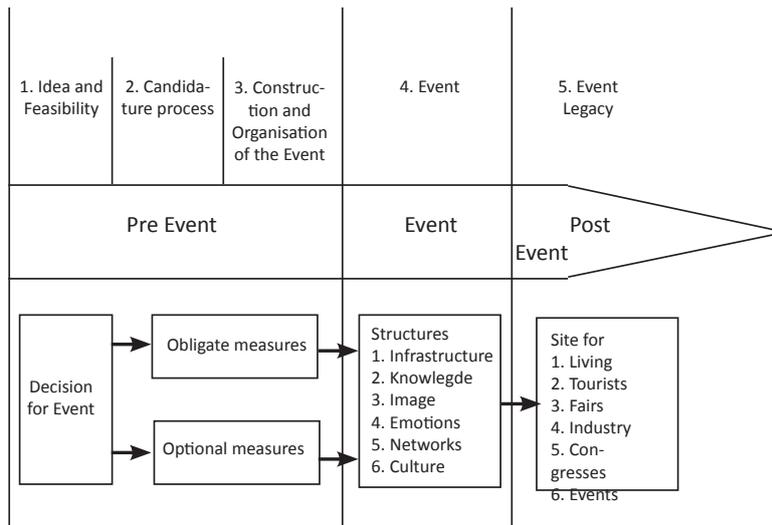


Figure 12: Process of Building up Planned Event Legacy (Preuss, 2006)

1. The tourism site - infrastructure (touristic attraction, hotels, transport), image (attraction), knowledge, and culture.
2. A congress site - infrastructure (congress centre, hotels), image, knowledge, and culture.
3. The fair site - infrastructure (fair grounds, hotels, transport), image, knowledge (event organization, bidding), and lobby networks.
4. The better living site - infrastructure (transport, entertainment, parks), emotions and cultures.
5. The business site - general infrastructure, knowledge (organization, service, security), skilled labor, image, networks.
6. The sport event site - general infrastructure, sport infrastructure, knowledge, event skilled work force, image, emotions and networks.

Image

Major sporting events have tremendous symbolic values. Usually events create a positive imagery and worldwide exposure of the event. Here place promotion is an important tool to use in the strategy to create a legacy.

Knowledge, Skill-development and Education

The population of the host acquires knowledge and skills from staging a major event. In addition, the employees and volunteers achieve skills in event organization, human resource management, security, hospitality, service, etc. Spectators and volunteers learn to use public transportation and are acquainted the history and culture of their city and country.

Emotions

Mega events give politicians a common vision to gain international status. As spectators and citizens are emotionally involved and private industry is inspired to welcome an extraordinary event. The pride of hosting such an event creates local identification, vision and motivation.

Networks

National and international stakeholders need to cooperate in order to stage an event successfully. This interaction creates new business and political networks.

Culture

Mega events produce cultural identity, cultural ideas and cultural products. For example, opening ceremonies is actually a condensed display of the host's culture. In addition, the cultural presentation educates the host population and forces them to address their history (Preuss 2006).

Lasting event structures which transforms a site (an asset or industry of a city) and may lead to economic growth in the long term. According to Preuss (2006), there are six sites of a city that are affected by a structures.

CASE STUDIES

When looking at past cases, however, the approaches for the implementation of urban regeneration strategies and mega event strategies are different per host city (Chen, 2009).

Chalkley and Essex (1999) explore the urban development strategies as they have experienced the transition from on constructing massive sports facilities and infrastructure, to a much broader perspective of urban regeneration programmes that regards the Olympic Games as a catalyst. Berlin (1936), Rome (1960) and Tokyo

(1964) were host cities that reconstructed and expanded existing facilities, constructed landmark buildings and generally improved existing infrastructure for urban upgrading. In the case of Montreal (1976) and Seoul (1988), Chalkley and Essex explored the role of the Olympics as a vehicle for urban change via the development of the Olympic venue.

In the case of the Olympic Games, the Olympic Village created is seen as the main contributor to this process of urban expansion in the case of this particular mega event. This is due to the fact that the Olympic urban plans are usually integrated in the general master plan of the city. In addition, this type of urbanism, Olympic urbanism, has also been able to identify new urban areas due to new specific modern images or local environmental/cultural characteristics. In some cases, Olympic urbanism was able to transform the urban profile of a city, having a strong impact on the post-Olympic evolution of the whole urban space.

Barcelona

A strong example of this is the Olympic Games in Barcelona. Barcelona is considered an example for other mega event hosts. The great success is mainly due to two guidelines. Firstly, the urban Olympic projects were based on long-term planning strategies. And secondly, there was a strong post-Olympic management of the relationships between the new urban areas and the pre-existing city. Both of these guidelines were important for the planning of future mega events.

When looking specifically at the case of Barcelona, the two guidelines are clearly evident when looking at the choice of location of the Olympic village. The Olympic Village was created at the city waterfront. The area was very close to the historic waterfront, however, the seafront was a very deprived and inaccessible area at that time. Instead of stimulating new physical extension of the urban fabric, the Olympic Village project was entirely devoted to the urban regeneration and transformation of this particular neglected waterfront.

Regarding the first guideline, the strategy, the regeneration project was not only focusing on the Village area itself. From the very beginning, there was a clear perception of the opportunity for extending the renewed area and connecting the area with other urban waterfronts of coastal metropolitan municipalities along the East and West coast. The whole idea was to have a 'metropolitan waterfront' with mixed functions – residences, infrastructures, public space, and new beaches. Looking at the situation fifteen years later, it is hard to explain the amazing success the new vibrant urban space, without considering the radical change and the urban skyline that Olympic urbanism brought in the early 1990s. Even the whole city of Barcelona cannot be seen without the Olympic waterfront.

Regarding the second guideline, the management of the relationships between the new Olympic areas and the pre-existing city, played an important role by linking the waterfront with the pre-existing neighbourhoods. In this sense, two main planning decisions were made. Firstly, there was an intensive production of public



Barcelona land mark Olympic Games

spaces that could be used by different urban populations from all over the city. Secondly, ‘centrality projects’ were located in different places and different types of locations (such as a low-income neighbourhood, a declining industrial site and a waterfront area). These locations of centrality spaces in a non central and deprived area are inspiring initiatives for the rest of the world. This kind of regeneration strategy of investing in deprived urban areas was an effective way to improve the city profile as a whole (Muñoz, 2006).

In addition, plans which had already been proposed also had the opportunity to be realised. These plans included the creation of public spaces, the improvement of public transportation, the opening of the city to the sea, and the upgrading of existing squares. Without the Games, these plans might not have been realised at all.

The Olympic Games were the perfect opportunity to provide a new image replacing the old image of an industrial city (Chalkey and Essex, 1999).

Furthermore, a flexible planning approach was introduced to stimulate mixed functional land uses and further regeneration of adjoining areas. It allowed and attracted private investments which ensured that the financial risks were shared between the public and private sectors. Due to the fact that the project fitted into the long term master plans of the city, the projects were collectively supported by both the private and public sector (Chen, Lei, & Rooij, 2009).

Sydney Olympic Games 2000

This success became known as the ‘Barcelona model’. Sydney won the bid for the Olympic Games 2000. Their motivation was, first of all, to improve Australia’s internationalisation as Australia was somewhat seen as isolated from the rest of the world. And the second motivation was to promote the city as a global city (Cashman 2002). Sydney built upon the ‘Barcelona model’, integrating Olympic facilities into a city’s urban development. However, it emphasized more on sustainable development (Chalkley and Essex 1999). Sydney did not only chose to redevelop a polluted industrial site, but also chose to apply ‘green guidelines’, regarding recycling, renewable energy sources, public transport, derelict land, and the protection of threatened environments and endangered species, for the design of the Olympic Park (Chalkley and Essex 1999; 389). Furthermore, Sydney wanted a guaranteed long term vibrancy for the area and therefore ensured a mixture of functions in its Olympic site development. In the city’s master plan, the site was divided into four distinct precincts: an urban core with sporting, entertainment, exhibition and commercial facilities; an Olympic Village which would become a residential suburb for some 5,000 people; a major metropolitan park; and a waterfront development which would provide public access to the shores of Homebush Bay (Official report of the XXVII Olympiad, 2001)

Sydney also made use of place promotion in order to seek maximum long-term benefits by attracting business and investment. Sydney made great investments in the regeneration and construction of landmarks and beautification plans in order to promote Sydney (and Australia) as an attractive destination for tourism and business investment. Furthermore, the opening and closing ceremonies had extensive media coverage that projected a particular and desired image of Australia and Sydney to the global audience.

However, in the case of Sydney, no social impact study was done during the bidding process. After the bid was won, a comprehensive housing and social impact study was carried out by Cox et al. (1994). However, the low-income housing recommended in Cox’s study did not interest the Government or the Sydney Olympic organisation. They were interested in higher-income housing, benefiting commercial interests and local revenues. This has led to harsh results concerning the vulnerable members of the community as revealed by Lenskyj (2002) which contradicts the IOC president who named it the ‘best-ever Olympic Games’ (Chen & Spaans, 2009).

London Olympic Games 2012

The Olympic Games in London 2012 is focused upon East London and aims on urban regeneration and renewal. The area suffers social deprivation and sites that were once the scene of manufacturing industries, docks and railroads. Today, the area belongs to Europe’s most ambitious regional regeneration programme. It

is named the 'Thames Gateway scheme'. Thames Gateway consists of 81,000 hectares of land (about 3,800 hectares of which are designated as brownfield) and contains a population of about 3.3 million people.

In the 1980s, part of this regenerated area, the Canary Wharf, was the ambitious expansion plan to extend the city's financial centre eastwards, trying to capture the success of the Manhattan in New York. The 'market driven' pro-business attitude eventually attracted major companies to relocate to Canary Wharf but would not move until the financial crises was resolved.

The rail route (Channel Tunnel Rail Link) provided an important catalyst for improvements in road and rail infrastructure and by 1995 the Thames Gateway Task Force drew up plans for 30,000 new homes and 50,000 new jobs for 2021. The staging of the 2012 Olympics in East London was seen as a great opportunity, though it needed to be placed within the context of these regeneration plans. The Gateway had received relatively little public recognition because of its lack of identity as a region with which the public could identify. But due to the success of the bid and its connection with the Thames Gateway development plan a great interest from the public has been generated (Poynter, 2006).

"London's bid was built on a special Olympic vision. That vision of an Olympic games that would not only be a celebration of sport but a force for regeneration. The games will transform one of the poorest and most deprived areas of London. They will create thousands of jobs and homes. They will offer new opportunities for business in the immediate area and throughout London....One of the things that made the bid successful is the way in which it reaches out to all young people in two important respects: it will encourage many more to get fit and to be involved in sport and, whatever their physical prowess, to offer their services as volunteers for the Olympic cause." - Jack Straw, Secretary of State, Foreign and Commonwealth Office, 2005, London (Poynter, 2006).

South Korea & Japan FIFA World Cup 2002

According to Hobkinson the FIFA World Cup 2001 would not have a significant long-term regeneration impact on the host cities. The 2002 tournament was spread widely between two nations and over 20 host cities – the largest number of different locations ever used for the World Cup. For this reason, the host cities generally had three or four matches, these matches were often seen as day visits from the major cities. Therefore there was no concentrated impact on any one city for the month of the World Cup and at the end of the tournament there is no specific real estate legacy other than the actual stadium. This is a contrast to the Olympic Games where the impact on one location.

A notable exception to this is the Saitama Stadium in Japan which formed part of a new urban development project called the Saitama New Urban Centre. The aim of the project was to create a new urban zone with a surface area of 1.8 m² providing potential employment for around 60,000 people. This new development played an important role in the reorganisation of the Greater Tokyo metropolitan area as it aimed to relieve some problems caused by the excessive concentration of urban facilities in the central district. A new ex-



(<http://calciotv.info/wide-images/fifa-worldcup-image-2010/gp2010staddec08ajpg>)

press highway and a brand new railway station were built to provide efficient access to the new urban centre (Hobkinson, 2002).

France FIFA World Cup 1998

The Stade de France helped to breath new life into a traditional industrial and increasingly rundown suburb of northern Paris. The Stade de France is now the home of French football and rugby teams and also provides one of Europe’s largest athletics venues. In addition, a variety of one off events combined with ancillary leisure, retail and business facilities have added to the vitality of the area. In tandem with the development of metro and RER rail links, the Stade de France has helped to reposition St Denis, an area of Paris, for the 21st century (Hobkinson, 2002).

2.3.4 STRATEGIES AND THE CASE OF CAPE TOWN

Cities continuously formulate strategies, goals, and implementation plans. Cities starts off with an intended strategy according to a vision. This vision has various aspects (e.g. economical, social, and physical). Subsequently, different influences affect the city which can come from the local community as well as the global society. For this reason the eventual realized strategy is different from the intended strategy.

For urban strategies in developing states, both deliberate and emergent strategies are needed to deal with the existing and emerging challenges of area development. According to Yawei Chen (2007) the feeling of a need to guide cities’ development has become even stronger in this new global era, making deliberate strategies useful. However, a developmental state is quite vulnerable to changes from the other countries and pressures imposed by globalization. Therefore the urban development process needs to be willing to formulate emergent strategies to be able to respond to changes rapidly (Chen, 2007).

This also applies for South Africa; deliberate strategies should be used, though it is important that there is room for emergent strategies as the cities are sensitive to inside and outside pressures. However, for Mega Event strategy (as we will see later in this paper) a vision is created and the strategy is then formulated. This is similar to the ideological strategy.

For Cape Town, the FIFA World Cup was a unique opportunity to improve its infrastructure and market itself to the world by receiving new facilities such as a new stadium and better transport. The City of Cape Town wanted to become a more desirable destination for leisure, business traveller, foreign investors, but also of course its residents. In terms of infrastructure, significant investments were made to improve pedestrian environments, public spaces and bicycle routes. The major project was the upgraded rail network and the Integrated Rapid Transit (IRT) system which received a connection with the airport. Key interchanges on the highways connecting to the Central City were also upgraded (Boraine, 2010). For an efficient management the Cape Town Partnership was set up, a collaboration between the public and private sectors.

It was Cape Town’s desire to construct a stadium in Athlone, a low income part of the city, since it was thought that the most developmental impact would be there. It would also be symbolic place as it is where communities have been disadvantaged. In addition to the construction of a stadium, the development impact would also affect the transportation improvements, economic development due to constructions, and urban upgrading. However, the FIFA dismissed the Athlone option. Though Cape Town already had a suitable stadium, the Newlands Stadium, yet wanted to construct a new one. FIFA strong-armed the government to construct a stadium which demonstrated the city to its best advantage, located between the ocean and the mountain and adjacent to the up market Victoria and Alfred Waterfront development (Pillay, Tomlinson en Bass 2009). Finally, the location was decided on Green Point. The stadium already existed, but entirely reconstructed and altered to comply with the requirements of the mega event.

Furthermore, Cape Town made sure that the plans of the City of Cape Town regarding the FIFA and other urban plans complied with the provincial plans. To the left a diagram is shown of how the organisation structure was structured (Cape Town and Wester Cape business plan, 2006)

“The more diversified a city is – both in economic and social terms, the more complex and attractive it has to appear to global capital and other investments that can theoretically be located in a multiplicity of places” Francesc Muñoz (Muñoz, 2006, pg 182). Ernst Jan van Prooye (2010) quotes in his thesis the British Property Federation and the Urban Land Institute. This concerns the attempt to avoid negative legacies for the London Olympic Games.

- A master plan for the future must be put in place first, with the mega event plan fitting into this.
- A private sector-led body should be created to consider the legacy of the Games, ensuring that legacy plans are commercially viable.
- The formation of business plans for the future of the main Olympic venues.
- There should be a focus on using existing and temporary buildings to house events, minimising unnecessary development whilst promoting development that is environmentally sustainable.
- The public realm should be considered a vitally important aspect of the regeneration to oversee the management of the Olympic public realm.
- Fixed percentages for affordable housing should not be stringently adhered to if the creation of mixed communities is to be achieved.
- Jobs and training for the local community should be established to underpin the development (van Prooye, 2010).

Cape Town carries the legacy of the apartheid era, and the FIFA World Cup was seen as an opportunity to disrupt this urban pattern. The nation saw the urgency of the collaboration of the national development framework (South Africa’s urban master plans) and the LOC’s plans for the FIFA World Cup. Furthermore, it was seen as important that cities aligned their development strategies with the infrastructural and other development imperatives outlined in the bid.

“We want, on behalf of our continent, to stage an event that will send ripples of confidence from the Cape to Cairo – an event that will create social and economic opportunities throughout Africa. We want to ensure that one day, historians will reflect upon the 2010 World Cup as a moment when Africa stood tall and resolutely turned the tide on centuries of poverty and conflict. We want to show that Africa’s time has come.”

– Mr Thabo Mbeki – former President of South Africa

2.4 THE RESEARCH FRAMEWORK

The research framework is developed on the basis of the concepts described in the previous section. As shown in the figure below, global - local and strategy, from the basis of the research framework. In the following section the research framework, its connection with the theory and the research design will be explained.

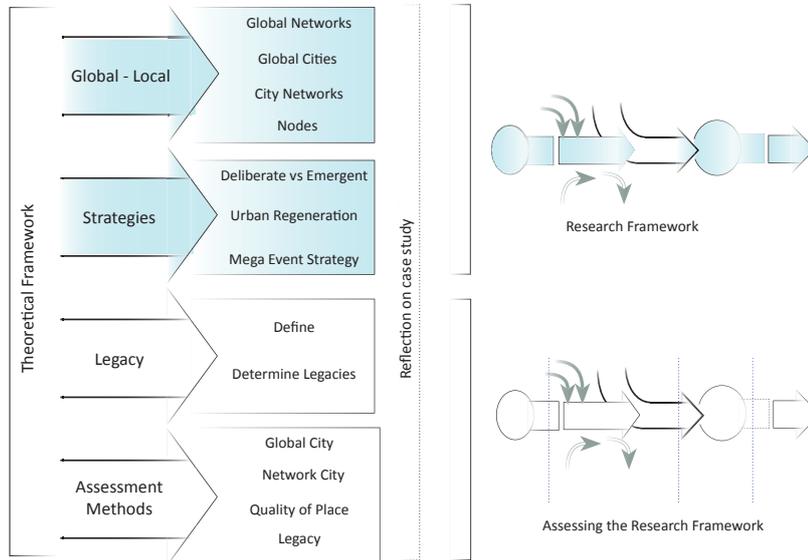


Figure 13: Theoretical Framework: Research Framework

This research framework will be used to perform the empirical research. The main concept of the research framework is based on the strategies literature of Mintzberg and Waters (1985). The research framework forms a time frame based on figure 6. Due to changing situations through time, strategy emerges or is unrealized. The realized strategy is therefore different than the intended strategy. More specifically, the framework most similar to the ideological strategy; a vision is firstly determined and shared by different actors (Mintzberg and Waters 1985). A strategy is created that can accomplish the vision.

The research framework is not only related to the theory but also to the research design. In the following paragraphs the research framework will be split and related to the sub research questions defined in Chapter 1. The concepts of theory will then also be applied to the different parts.

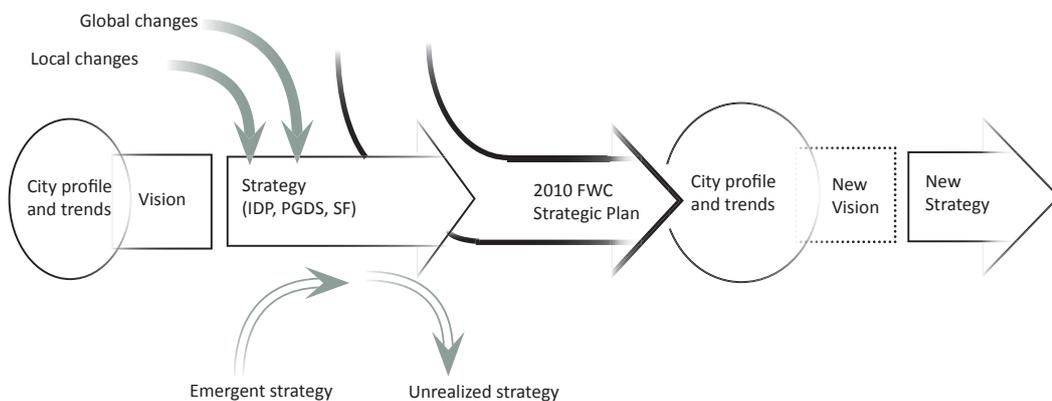


Figure 14: Research Framework

1. What was the vision and intended strategy for the host city?

The framework starts off by describing the past situation and trends. After investigating the past city profile and trends, the desired profile of the city is investigated; the vision. The strategies developed by the City and the Province are explored. Documents such as the Integrated Development Plans (IDP), Provincial Growth and Development Strategies (PGDS), and Spatial Frameworks (SF) will be used. The city, however, is constantly influenced by global and local changes and tensions. This is due to the ever changing networks and attempts to position itself in the network as described in Section 2.1 Global and Local. These constant influences and changes also cause the strategy to alter as the situation changes. This causes new strategies to emerge or other strategies to be unrealized. These alterations of strategies will also be elaborated on and the changing strategies through time will be compared in Chapter 3.

The position of the mega event strategy, 2010 FWC Strategic Plan, in the research framework altered slightly during the process as more information was made available. At the start of the research process the FIFA strategy was seen as tool for the city wide strategy. However, during the process it became clear that the 2010 FWC Strategic Plan took over as a strategy, this was also due to the local and global pressures. It almost seems to be an imposed strategy, though it was derived from previous city strategic plan. This process is also described in Chapter 3.

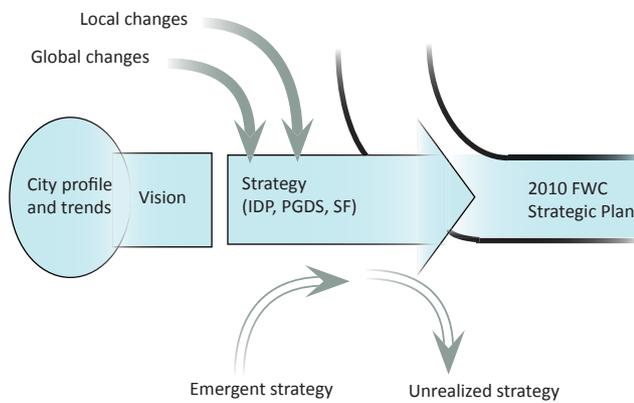


Figure 15: Research Framework 1

2. What was actually realized in 2010?

As the status and development trends of Cape Town are explained, the 2010 FWC strategy will be elaborated on more in detail and specifically on the case. The ever changing strategies had an impact and changed the original situation. The interesting comparison is between what was realized in reality and what the desired vision and intended strategy was. To determine what was actually realized, the impact of the strategies and legacies need to be measured. What to measure and how to measure this impact and the legacy of the event left behind will be described in the following sections. Chapter 4 is devoted to this part of the research framework

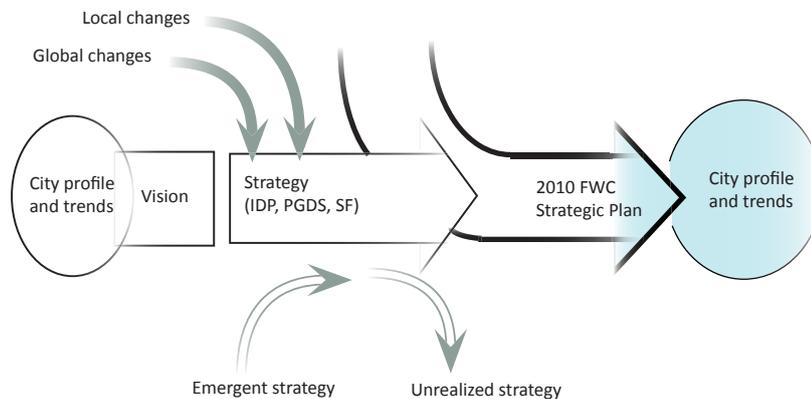


Figure 16: Research Framework 2

3. What is the future vision of the city and its goals?

The third research question refers to the new vision. This new vision should be developed using the conclusions from the previous phases (Chapter 3 and 4). This will be one of the products of the research paper. The new vision is described in Chapter 5.

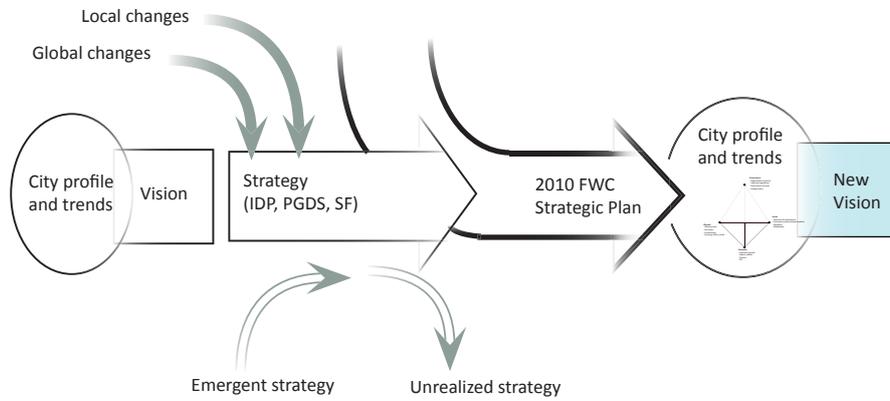


Figure 17: Research Model Phase 3

4. What should the strategy be to achieve the vision and goals?

With the new vision in mind, a new intended strategy should be developed. This is the second product of the thesis paper. The final strategy is also subject to global and local influences. Therefore the threats of the implementation of the strategy will also have to be taken into account. The new strategy will be described in Chapter 6.

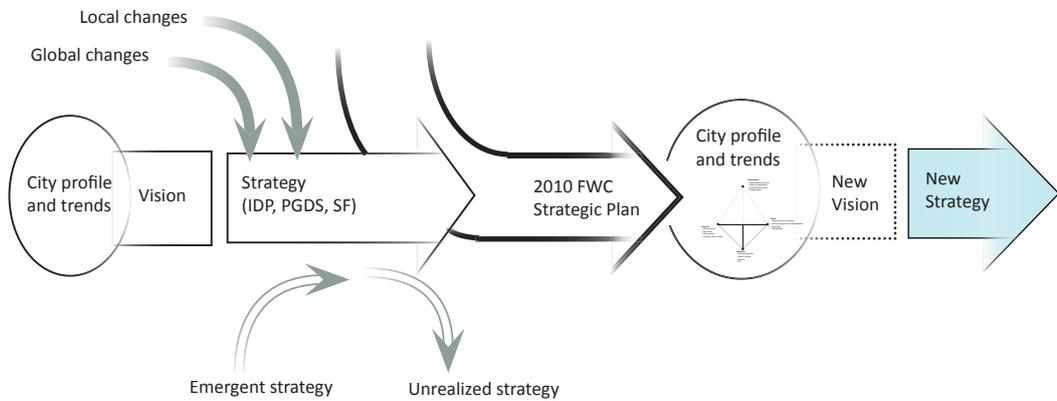


Figure 18: Research Model Phase 4

2.5 LEGACY

The research model has been developed using the first two concepts of the Theoretical Framework. The second aim is to determine how to explore, assess, and conclude on the individual elements of the research framework. The next section concentrates on the legacy part of the theoretical framework. The aim is to define what legacy is and explore what the possible legacies are.

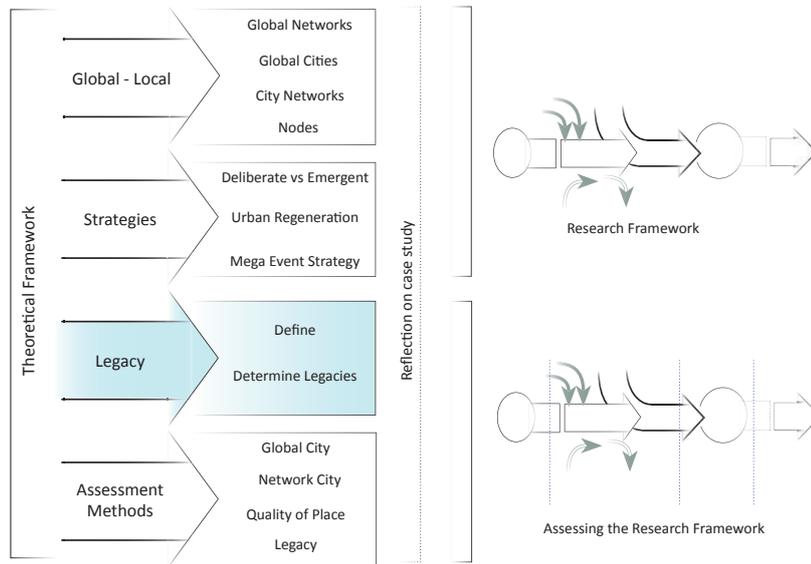


Figure 19: Theoretical Framework: Legacy

A mega event has a great influence on the host and leaves a great deal behind for the host. The influence on the host city is called the impact, while what is actually left in the long term is the 'legacy'. An example of this is that the event gives an economic boost, but it does not ensure an economic growth. The boost is the impact, while a long lasting economic growth is the legacy. According to the Merriam Webster dictionary the definition of impact is; "to affect of influence, especially in a significant or undesirable manner as, budget cuts impact the entire research program, the fish population were adversely impacted by pollution" (Merriam Webster, 2010).

However, the exact definition of the word legacy is, according to sources, is disputable. There are many interpretations of 'legacy'. Cashman (2005) states the following:

"The word legacy is elusive, problematic and even a dangerous word for a number of reasons. When the term is used by organizing committees, it is assumed to be entirely positive, there being no such thing as negative legacy when used in this context. Secondly, it is usually believed that legacy benefits flow to a community at the end of the Games as a matter of course. Thirdly, legacy is often assumed to be self-evident, so that there is no need to define precisely what it is (p. 15)"

Cashman identified six fields of legacies: economics, infrastructure, information and education, public life, politics and culture, sport, symbols, memory and history.

Preuss comes to a conclusion and defines the term as follows: "legacy is planned and unplanned, positive and negative, intangible and tangible structure that were/will be created through a sport event and remain after the event". (Preuss, 2006)

Its Bakker (2009), in his graduation thesis, concludes that there are three pillars; social-cultural, financial-economic and physical-environmental pillar. These three pillars make up the legacy.

The economic legacy entails the long term economic benefits which would not have happened without the Games (Preuss, 2004). As described in the previous section, this pillar is often the primary motivation of hosting a mega event. The social-cultural pillar is the legacy that is to be created on social and cultural aspects. This includes public facilities, social housing, community cohesion, experience and know-how (IOC Legacy Symposium, 2002), urban renewal and cultural inclusion. The physical-environmental pillar is more of a tangible form of legacy; improved urban spaces, accommodations, infrastructure (Bakker, 2009).

As already stated, there are different kinds of legacies; short term, long term, tangible, and intangible. The aim of this section is to study at the available literature and identify the major impact variables and explicate their importance. When conducting the research and identifying the impacts, it became evident that the legacies fit in the following categories:

- The Economical Legacy
- The Social Legacy
- The Physical Legacy
- The Governance Legacy

When looking at the goals above found in the bid book, image and economic improvements are the most prominent goals. Though it is important to realize that these goals are prioritized by only a certain group of people, the organizing committee, making the goals somewhat biased. It is important to note that in the developing countries the unequal distribution of welfare and opportunities is a common issue. This is especially true in the case of South Africa, a country which has been coping with a history of inequality.

For this reason a priority has been set. The image factor remains at the dominant, because this is a departure point for the economic and social culture in this case study. Economy is an important category as it is still a developing country and needs to strengthen its economy in order to provide for its population. Image and economic prosperity should trickle down into the social system and create and improve the social network where possible. Though it is important to realize that all these fields are entirely intertwined and trigger each other in development. The image will not only influence the social culture, but the social culture can also influence the image. For that reason, one should always strive a harmonious balance between different factors.

Within these categories, the impacts will be prioritized according to relevance and importance for South Africa. This importance is somewhat of an hypothesis and should be verified during the empirical research.

Important is that every positive impact usually has a negative side effect. Today, most of the debate regarding this are about the distribution and the long term effect of the economic benefits, urban rejuvenation, social impacts, and economic regeneration, before, during and after the event (Horne & Manzenreiter, An introduction to the sociology of sports mega events, 2006).

It is also important to note that all the legacies described below are interconnected. Though, in the is chapter they are all torn apart.

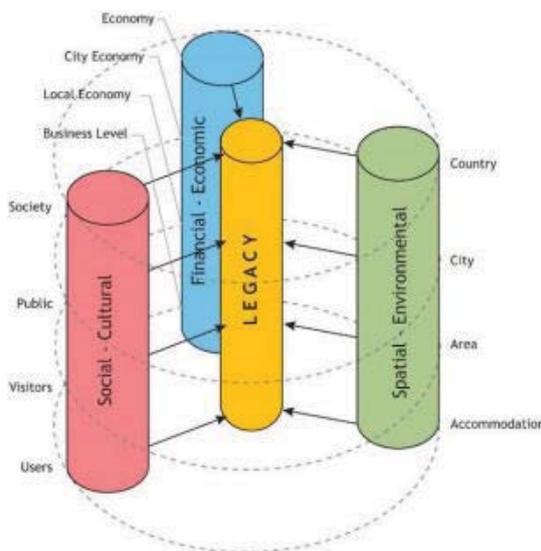


Figure 20: Legacy according the I.O. Bakker (2009)

2.5.1 THE PHYSICAL LEGACY

To host the mega event more is needed than just a venue for the core activity. Potential urban transformations relate not simply to the sporting venues, but to transport, hotel accommodation, urban services, telecommunications and general environmental improvement (Reyes, 2005). This makes the preparation of the event to be complex. Not only does it have to look at all the physical assets that are needed, but also how it will fit in the future functioning of the city.

POSITIVE LEGACY

Tool for urban regeneration

On a very wide scale, mega events are used as a trigger to promote more substantial programmes or urban renewal and re-design. More and more events have been used as tools to implement urban strategies. They have also been used as a planning instrument for clearing congested areas, re-organizing transport systems and for promoting parks, re-landscaping and other forms of environmental improvement (Chalkley & Essex, 1999). How these events are used as a tool for urban regeneration specifically is elaborated on in the following sub sections. (See also Disregard of original urban strategies)

Fast-tracking urban development

Mega event have involved large-scale urban transformations, which have acted as tools of regional development as stated previously. If the mega event strategy is synchronized with the urban strategy of the host, it will not only be used as a tool to implement urban strategy, but it can also substantially fast track various strategies. This fast-tracking is mainly caused by two characteristics. Firstly due to the extra funding possibilities from public and private stakeholders for the event. Secondly, a mega event has a very strict short term deadline; delaying development is therefore not an option. This fast-track possibility is a valuable reason for cities to want to host a mega event. However, fast tracking also has negative side effects (see also Time and cost overrun). Due to the 'hurry' that is linked to the preparation phase no risk can be taken that will cause a time overrun. This can cause a necessity to make more investments to ensure that the projects will keep to the deadline. Due to the importance of the deadline, projects that were also intended for the city in the future can be somewhat different than described in the city's long term strategy.

Improvements of infrastructure

Due to an enormous increase of visitors during an event the city needs to prepare its infrastructure and be able to facilitate a great amount of people. For this reason, roads networks need to be improved but also expanded. Public transport systems needs to be upgraded and optimised. The efficiency and the accessibility of the city and within the city needs to be sustained for the visitors and residents. All these improvements that are needed for the event can also hugely benefit the local residents after the event. It is also a chance to clean up certain infrastructural systems. In Tokyo, the Olympic preparations included improvements to the water supply system, three sewage disposal plants, and higher public health standards for refuse collection, street cleaning, public toilets and food hygiene. In Seoul, too, new programs were introduced for dealing with waste management, water quality and air pollution. (See also Tool for urban regeneration)

Creation and improvements of facilities

First of all, a city undergoes changes due to the rise of numerous new facilities. The type and magnitude of the new facilities is largely depending on the specific event. The aim to create these facilities in such a manner that they can be used by the city in the future avoiding the creation of 'white elephants'. Secondly, as most facilities are used more extensively during the event, all these facilities are usually upgraded or transformed. Facilities for tourists are upgraded to welcome more tourists. Public facilities such as squares, parks, museums usually also undergo transformations (see also enhance attractiveness) to attract visitors and improve the quality for the future. (See also Tool for urban regeneration)

Creation of landmarks

Throughout the centuries, mega events have proved to 'create' great places through marketing and new state

of the art landmarks designed to symbolize the city and a period in time. The first world fair or exposition was in London in 1851, 'Great Exhibition of the Works of Industry of All Nations'. From around the world more than 14,000 exhibitors gathered to display examples of the latest technology developed in the Industrial Revolution. The exhibition also had to aim to showcase the global importance of Britain. The Crystal Palace was constructed especially for the event. Though alter destroyed in a fire, it was an important world famous landmark (see also Place branding). Another example of a world famous landmark is the Eiffel Tower, a legacy of the Paris Exhibition in 1889. This event attracted over 30 million visitors. The Eiffel Tower today is not only a touristic attraction, but it is also a landmark known around the world as 'Paris'. It is a trademark and helped put Paris on the international map. The old Wembley Stadium in London is another legacy project of the British Empire Exhibition held in 1924. Originally called the Empire Stadium, it became one of the world's most famous football stadiums until its demolition in 2003. (Chalkley & Essex, 1999)

Enhance attractiveness

Another impact is on the physical image of host-region. The host needs to have a representative and attractive appearance. Due to physical upgrades, the physical image of the host changes along with the event. This impact is also quite positive on the local community as they can often enjoy the better infrastructure, and aesthetical improvements, and better public facilities. Local community can feel a source of satisfaction and pride (see also Section Social legacy). Subsequently, visitors receive a pleasant impression of the city, and a pleasant place is a reason for visitors to return.

Enhance Sustainability

Both Tokyo and Seoul used the Olympics as a stimulus to reduce pollution, improve sanitation standards and to modernize waste disposal systems (Chalkley & Essex, 1999). The prominence of sustainable development in the Lillehammer and Sydney Games has heightened awareness of environmental considerations in urban development and planning (Reyes, 2005). General programs of landscape and environmental improvement throughout the urban area can help to present a memorable image of the city for its visitors. As this is important, the city will receive aesthetical quality to enhance the attractiveness for visitors. Developers will also profit from this urban investment in the host.

Place branding

Many of the factors above (see also Creation of landmarks, Enhance attractiveness) are related to place branding. But also due to the huge amount of media attention, increase of tourist and increase of investment (see also economic legacy), a mega event is the supreme instrument for a host-region to become well known around the globe. An mega events can be an extremely valuable tool for place promotion, or place branding. By hosting a mega event an image of a city can, in principal, be created and altered to how the host would want to be perceived by the outside world. For example, it would enhance its image and identity to attract/increase population, tourism, investment and trade.

NEGATIVE IMPACTS

Inappropriate scale physically

After the event, the city is left with infrastructure built to transport thousands of travellers, a venue built to host thousands of spectators, and accommodations meant to house thousands of visitors. They can even be constructed in open public spaces that should have been kept for socially useful projects or as free, green spaces (Reyes, 2005). This can cause the root of the problem because the new developments often do not attract the same crowds causing them to be under utilized. These appearances are called 'white elephants', large venues and facilities that cost more money than they provide, which inevitably leads to high debts (van Prooye, 2010). This can also be the case for public areas, tourist facilities, transport infrastructure, or newly build accommodation facilities. Infrastructure legacy left by smaller event, is more likely to be of an appropriate scale (Jones, 2001). (See also Inappropriate scale economically)

Under utilization

Hosts attempt to develop the event in coordination with the broader urban strategy. Though due to amongst

other time constraints, budget constraints, or major stakeholder participation (see economic and governance legacy) this is not always possible. According to Reyes (2005), there are also often infrastructure developments undertaken outside the usual strategic planning process of a region. In the particular in the case of great venues which are neither needed for the normal life nor for sporting needs of the city (Reyes, 2005). This causes doubts about the effectiveness of event facilities in providing long term services for the local community. The urban transformations are of such a scale that future utilization in the long term is difficult to realize (Jones, 2001). This can also lead to the structures build to eventually become 'white elephants'. (See also Inappropriate scale physically, Inappropriate scale economically, disregard of original urban strategies)

Disregard of original urban strategies

Another disadvantaged possibility when implementing the mega event projects is that the original urban strategy is disregarded. Due to the risk related to the lack of time and budget, choices are sometimes made where the event developments receive priority of the original city's developments. This means that before the host city won the bid for the event it already had a city vision, objective, and strategy. During the preparation phase, the city can undergo problems related to decision making, stakeholders, budget, feasibility or time that can jeopardize the original city strategies. This would also have a long term disadvantage depending on the severity of the impact on the original urban strategy. (See also Inappropriate scale physically, Inappropriate scale economically)

Thereby, a displacement of original budget also often occurs. Investments would have initially been allocated for hospitals or school but instead were put in the budget for the mega event. Money spent on the Olympics could have been used for other important projects, such as health care or education.

Anti place branding

A risk associated with using the event as a tool for place branding is that the event itself is allied with risks due to time constraints and the immense organisational requirements (see also governance legacy). In addition, there is no control over the media. As seen in the case of South Africa, the media was very negative about the FIFA World Cup 2010 in the preparation phase of the event. Not only did the media claim South Africa did not have the organisational capability, but also the crime figures were put more in the spotlight than ever before. During the events, another focus of the is on the culture, beliefs and attitudes of the host population. The identities of the local people are meant to match with the positive stereotypes contained in pre-event publicity. This can produce a mismatch between expectancies of visitors and new identity of a culture. This shows that the media can also cause an anti promotion of the place and the event.

2.5.2 THE ECONOMICAL LEGACY

The economical aspect of hosting a Mega Event is a major motive for entering the bidding process. As already stated, it is commonly believed that weighty economic benefits are allied with a mega event. However, what are the economical benefits precisely and how do these benefits impact the host-region? In addition, it would be biased to only assume there are only benefits on the economical level. This section aims to give an insight in positive and negative impacts a mega event has on the economy of the host.

POSITIVE LEGACY

Increase tourism

There is an increase of amount of tourists due to the increase of media and global attention an mega event causes. The increase of tourism usually does not only occur during the event, but also before and after due to an improved image and a great marketing opportunity. It therefore is a worthwhile legacy if the host succeeds to continue to attract tourists. Going down to the core reason for the desire in expand its tourism sector is due to the related increase of expenditure. Thereby a mega event is an event that attracts all nationalities in a competitive way or a cultural way. People want to support their nations by going to the country and to also experience other cultures. This causes an increase in expenditure (see increase expenditure).

Increase short term employment

In addition, urban transformations are needed due to the necessity of venues, infrastructure, sporting facilities, cultural facilities, public spaces and hotels. These urban redevelopments allow the host-region to facilitate the event. The urban redevelopments and extended organizational tasks allow increase in amount of jobs available and therefore it has a positive impact on the employment.

Public-private partnerships

Generally, mega events are funded by both the public and the private sector. It is believed that such a partnership will guarantee financial sustainability. Countries and city's learn how to create new partnerships and contract structures. They learn the benefits of working together instead of excluding parties which also have an interest in the event. It thereby helps with the funding of the expensive event, and also helps to spread the risks. It has been suggested that the growing influence of business interests in urban regeneration organizations may have reinforced a general policy shift from social welfare concerns to making cities more attractive for commerce. Though this is often the objective, many critics are wary about giving businesses influence on the decision and policies made (Bramwell, 1997). (See also New alliances, Increase Foreign Direct Investment)

New alliances

Another economic benefit of a mega event is new forms of economic alliances, an example is the formation of a sport-media-business alliance. Through the concept of sponsorship rights, exclusive broadcasting rights and merchandizing new partnerships arise. Mega events are very attractive for businesses due to the relationship of sports or culture, and the vast global audience exposure that the events achieve. The sports mega events have led the way since the 1980s in developing the transnational sport-media-business alliance worth considerable millions of dollars. (Horne & Manzenreiter, 2006)

Increase Foreign Direct Investment

The marketing of the event is an important aspect for the event to be successful. Without the media, mega events would not be able to attract the visitors and sponsors needed to financially support the event and the host. Therefore the image and portrayal of the event and of the host is an important aspect to attract the desired interest. Not only is there more positive publicity directed at foreign investors, but during an event there is usually also more investment possibility. If the experience is positive this will trigger and attract more investors. However, the downside of many foreign investors is that it leads to an increase of competition for the local businesses (see also Extra competition for small local businesses).

Increase local business opportunities

An event creates an enormous opportunity for the local people to start up small businesses for new investors and tourists. Local merchants usually use the opportunity to sell souvenirs and set up guiding tours. Though there is also a negative side effect when sponsoring rights prevent the local people from gaining business advantages (see also extra competition for small local businesses)

Increase expenditure

In theory, it will cause an increase of expenditure and business opportunities for the local population. Due to the factors described above, increase of tourism, increase of investments, increase of alliances, opportunities for new businesses and decrease of employment, the expenditure in the country will increase. This will cause more capital to flow in the system, creating an upwards economic spiral (see also Increase tourism, Public-private partnership, new alliances, increase short term employment)

NEGATIVE LEGACY

Time and cost overrun

Regarding this issue, one can conclude that the problematic character of a mega event, as described previously, is the time constraint for mega projects. The vast majority of mega projects are not delivered anywhere nearly on time or within their estimated costs (Flyvbjerg 2005). Often it is seen that the mega projects are difficult to complete within the given time frame from the start and along the way more and more unforeseen problems or costs occur. The Guggenheim Bilbao Museum, the Pompidou Centre, Empire State Building and

the Eiffel Tower are examples of this (Flyvberg, 2005). One of the persistent public concerns is whether Mega Event monuments will turn into ‘white elephants’ and end up costing considerably more than they are worth to maintain (Horne & Manzenreiter, 2006).

Job displacement

It has already been noted that there is a positive impact on the employment (see also increase short term employment), though this needs to be treated cautiously. The key question to be asked is what kind of jobs are created? Are they part-time or full-time, temporary or permanent, and for whom? For example, the Winter Olympics 1994 did induce long-term effects for the host-region, Lillehammer. Tourism and hotels sector felt the increase of business, and the infrastructure improvement left a satisfactory basis for further urban growth. However, many of the extra long term jobs were merely displaced from other Norwegian locals (Jones, 2001). Increase of employment was the important positive effect, job displacement is its direct downside.

Extra competition for small local businesses

It is also important to point out the other side of the transnational alliances, it is important to see this from another perspective. These transnational alliances influence the small local businesses of the host greatly. These businesses also face eviction due to the imbalanced competition. This is caused by the exclusiveness of rights which are given to only a few major parties (Jones, 2001).

Visitor displacement

Another positive impact that was stated was the attraction of tourists to the host-region would increase as such an event is an ultimate recreational destination. Though, a risk exist that that tourists are dissuaded on going to the event location due to the overcrowding and inflation (Jones, 2001). Also what happens is that the non-event tourists defer their visit to another region or an entire different location.

The substitution effect

The substitution effect occurs when local consumers spend money at a mega-event rather than on other goods and services in the local economy. Therefore, the consumer’s spending on a sporting event is not new economic activity, rather a reshuffling of local spending. For this reason, most economists advocate that spending by local residents be excluded from any economic impact estimates. (Matheson, 2006)

Inappropriate scale economically

The inappropriate scale a huge impact from an economic perspective. The kind of infrastructure legacy left by smaller event, if any, is more likely to be of an appropriate scale (Jones, 2001). Infrastructure developments are, more often than not, undertaken outside the usual strategic planning process of a region. In the particular case of sporting Mega Events, venues are not needed for the normal life and sporting needs of the city. This creates a risk that the facilities will not be used enough after the event making it difficult for the host to maintain and sustain the facilities, making them ‘white elephants’ (see also *inappropriate scale physical level*).

Location	Bid document estimates 2003 ^a	Status	Requested budget August 2006 ^b	Status	Approved budget October 2006 ^c
Durban	53 750 000	Existing	1 893 607 000	New	1 800 000 000
Cape Town	14 375 000	Existing	2 961 473 000	New	1 930 000 000
Mbombela	300 000 000	New	904 452 970	New	855 000 000
Nelson Mandela Bay	250 000 000	New	963 040 125	New	895 034 525
Polokwane	150 000 000	Existing	699 637 572	Existing	696 776 897
Johannesburg (Soccer City)	195 000 000	Existing	1 565 752 100	New	1 530 000 000
Johannesburg (Ellis Park Stadium)	34 375 000	Existing	267 052 632	Existing	229 000 000
Rustenburg	11 250 000	Existing	141 700 000	Existing	147 431 064
Mangaung	37 500 000	Existing	283 408 896	Existing	219 066 285
Pretoria	15 000 000	Existing	89 047 612	Existing	97 691 229
Total	1 061 250 000		9 769 171 907		8 400 000 000

Figure 21: Cost escalation for 2010 stadiums, amount in rands: 1.00 EUR = 9.13571 ZAR - jan 2011 (Pillay, Tomlinson en Bass 2009)

Long term utilization

There are debates as to the effectiveness of such facilities in providing long term services to the local community. The urban transformations are of such a scale that future utilization in the long term is difficult to realize (Jones, 2001).

2.5.3 THE SOCIAL LEGACY

There are various ways in which the social impact can be experienced. To the local population Mega Events are often looked at as an outside infiltration, though an event offers opportunities to solve local inequalities. The concept of ‘social’ is broad and for that reason it is important to define what is meant by social impact in this paper.

POSITIVE LEGACY

Pride and tolerance

A mega Event can hugely contribute to the people’s sense of self worth. Hosting high-profile sport events can encourage wider participation in sport due to the demonstration effect and due to the improved facilities. Tolerance is also increased as an event is not only an opportunity to show the host culture to the world, but also the host to see the world creating more know how and tolerance for each other. (Hall, 2006).

Community Participation

Mega events give the possibility to set up certain social programs for different population groups. These programs do not only improve the awareness of the event among residents, but can also encourage the sport or improve the interaction among residents. As a result of the increase of participation, individuals and groups who rarely interact are brought together as a sport creates a common goal. This increases social interaction and involvement of all age groups, families, even non-regular participants in sport. Eventually the ultimate goal is community involvement and an increased of importance of sports. Due to this involvement local pride and regional identity arise. A sense of ownership can be established and therefore a sense of social participation can be established by giving responsibility over various facilities (Brown & Massey, 2001). All these positive opportunities that come along with hosting a mega event, are in fact ways to combat social exclusion.

Education and know-how

The population of the host knowledge and skills from staging a major event. In addition the employees and volunteers achieve skills in event organization, human resource management, security, hospitality, service, etc. Spectators and volunteers learn to use public transportation and are acquainted the history and culture of their city and country (Preuss, 2006).

Physical and economical benefit

The inhabitants of the host can also greatly benefit on a social level through the new and improved developments such as public squares, public facilities and infrastructure. This can give all layers of the host city accessibility to facilities creating more social equity, tolerance and efficiency. (See also *Creation and improvements of facilities and Improvement of infrastructure*)

NEGATIVE LEGACY

Disruption of lifestyle

While the economic benefits of tourism are substantial, it is also recognized that there may be both economic and social costs (see also *Economic legacy*). Inflation, demonstration effects, traffic congestion, and disruption of lifestyle and increased crime are some of the potential negative impacts (Hiller, 1995).

Forced evictions

Another weighted impact is felt particularly by the housing tenants. The occurrence of forced evictions as a

result of the acceleration of the urban development and reconstruction are not unusual happenings. In recent decades it has become more common to hear of large scale forced evictions related to the mega events even in the 'first world'. Following the event, long term displacement impacts often occur due to the reoccurrence of redevelopment of the city as such a mega event often acts as a catalyst for urban planning (Olds, 1998).

Loss of identity

During the events, another focus is on the culture, beliefs and attitudes of the host population. The identities of the local people are meant to match with the stereotypes contained in pre-event publicity. In addition they will be watched, not only by the foreign visitors, but also by their own government. This produces a risk of loss of local identity.

Uneven distribution

Horne & Manzenreiter (2006) argue that local politicians and media often focus on the interests and enthusiasms of the developers, property owners and middle-class consumers as 'synonymous with the well-being of the city' (Horne & Manzenreiter, 2006) (see also *Place branding*). Mega events raise questions about the general social distribution of the economic benefits. Which social groups actually benefit, which are excluded, and what is the scope of these developments. It is common that investments are made in places where there is a return on investment, this is often in already affluent areas. Though this does not always have to be the best for the city, it is difficult to counteract.

It is important to note that these impacts stated above, are most heavily experienced by those on the bottom of the socio economic scale or the already socially excluded population. This part of the population are often removed from their usual haunts and sometimes arrested as it avoids the negative image of the city. The events sometimes establish attendance costs which prohibits the majority of local residents, even if they wish, to participate (Olds, 1998).

2.5.4 THE GOVERNANCE

There is a huge organizational plot behind planning such a Mega Event; this organization involves two main steering organizations; the Organizing Committee (e.g. FIFA or the OIC) and the government of the host. Mega Events are usually subject to a bidding process where nations submit themselves in the race to becoming the host. The independent Organizing Committee decides who will become the winner. Below the impacts on political and organizational level will be clarified.

POSITIVE IMPACTS

Expansion of network

New relationships develop through the immense organization of the event. New links and connections arise between different stakeholders internationally and nationally (see also *public private partnerships, Increase Foreign Direct Investment, and New alliance*).

Legal reform

The government policies are increasingly affected by the process of globalization and triggers the trend to liberalize economically. This also affects the policies concerning regulation, consumer protection and sports promotion (Horne & Manzenreiter, 2006). This has caused a development of particular relationship between mega events and state, and regional en local governments. Houlihan (2002) notes the 'willingness of governments to humble themselves before the IOC and FIFA through lavish hospitality and the strategic deployment of presidents, prime ministers, royalty and supermodels is a reflection of the value that governments now place on international event. This is an important aspect as this trickles down to the economical impact, something that is high on the priority list (Houlihan, 2002).

Tool to realize vision and strategies

The government policies are increasingly affected by the process of globalization and triggers the trend to

liberalize economically. This also affects the policies concerning regulation, consumer protection and sports promotion (Horne & Manzenreiter, 2006). This has caused a development of particular relationship between mega events and state. Different states use the event for different non-event ends such as economic development, social development, nation building, branding campaigns, and economic and political liberalization (Black & van der Westhuizen, 2004). (See also *Tool for urban regeneration*)

Innovation

Cities and regions continuously seek to development new strategies to attract flows of capital which can trigger redevelopment processes. The events are also increasingly associated with the emergence of new forms of entrepreneurial governance at the local and regional level. This way innovation is encouraged and as well as the entrepreneurs of a nation. (Horne & Manzenreiter, 2006)

Relaxation of laws and requirements

To ‘fast-track’ development (See also *Fast-tracking development*), often there is an relaxation of laws and requirements as the major event projects need to be built in a limited amount of time. This accelerated speed at which a host develops is a leap of urban progress, due to the high competition race and the urge to become and international player. This makes the host flexible, and also creates opportunities for entrepreneurs, developers and foreign investors. It may be disputable if the ‘relaxation of laws and requirements’ is an entire positive impact. This can also turn into a negative impact as projects may be approved to easily causing misjudgment leading to unsuccessful development.

NEGATIVE IMPACTS

Over dominant economic motives

The trend of economic liberalization can also provide negative effects on the organization and political level of the host (see also *economic legacy*). This brings the risks that (particularly sports) mega events can be developed by independent organizations, with anarchic decision-making, and lack of transparency. These organizations are often interested in the global flows rather than local communities. In this respect they represent a shift of public funds to private interests. This way of managing has drawn benefit away from host economies and sport organizations towards the sponsors and some individuals (Jones, 2001).

Undemocratic decision making

To prepare for a Mega Events, major projects are planned such as major infrastructure, public transport schemes, venues, new neighborhoods and prestige buildings. Though governments are sometimes misled causing multi-billion dollar mega projects to be wrongfully approved (Horne & Manzenreiter, An introduction to the sociology of sports mega events, 2006). Thereby there are many parties involved which causes the decision making process to become complex. The stakeholders have different influences and therefore some stakeholders might experience less influence on the decision making process than other. In extreme situations this can lead to parties being disadvantages due to decisions made.

Unexperienced decision making

To prepare for a mega events, major projects are planned such as major infrastructure, public transport schemes, venues, new neighbourhoods and prestige buildings. Though governments are sometimes misled causing multi-billion dollar mega projects to be wrongfully approved due to lack of information or experience (Horne & Manzenreiter, An introduction to the sociology of sports mega events, 2006). A negative legacy is also caused by bias research. Skeptical researchers doubt if host-regions conduct thorough economic impact study which assesses the economic benefits of hosting the event. Kasimati (2003) analyzed impact studies of the summer Olympics Games from 1984 to 2004 and found that the studies were done prior to the Games, were not based on primary data and were often conducted by proponents of the Games. He found that the economic impacts were likely to be overstated because the studies did not take into account supply-side problems such as investment crowding out, price increases due to resource scarcity, and the displacement of tourists who would have been in the host had the Olympics not been held there.

This is the most negative effect regarding the economic impact as it is a problem which starts at the initial

phase of organizing the event. It is a great problem because the analysis makes the basis of the plans not completely correct.

Possible Corruption

The risk on the political and organisational level can also be seen in the bidding process. This process serves the personal interests within the organization more than the interests of the sporting teams or potential host cities. For that reason, the bidding process is also susceptible to corruption (Jones, 2001). Such a situation has occurred as Manchester considered suing the International Olympics Committee (IOC) as it found out that the IOC had received irregular payments from the Australian Olympic Committee (Horne & Manzenreiter, 2006).

2.5.5 LEGACY AND THE CASE OF CAPE TOWN

We can conclude that there are many different impacts that a mega event inflicts on a host city or host region. In addition, a positive aspect can also have its negative side effects. The occurrence and magnitude of the impact also depends on the location, culture, political system, image, local mentality, and developmental status of the host. Therefore, to make priorities looking only at the case study and the impacts is difficult.

For instance, Kasimati describes the potential long-term benefits, the legacies, to a city of hosting the summer Olympics are newly constructed event facilities and infrastructure, urban revival, enhanced international reputation, increased tourism, improved public welfare, additional employment, and increased inward investment. In practice, however, there is also a downside to hosting the event including such as high construction costs of sporting venues and other related investments, in particular in transport infrastructure; temporary congestion problems; displacement of other tourists due to the event; and under utilized elite sporting facilities after the event which are of little use to the local population.

In addition it is also dependent on the type of mega event and the concentration of the impact. Every event has a different core activity and therefore has a different affect on the host and the locals. For example the Olympic Games are concentrated in one city, whereas the FIFA World Cup is spread over a country or sometimes even two countries. These events are based on countries competing in the sport, whereas the World Expo has the goal to exhibit different cultures. Different urban developments are needed. These different factors will lead to different urban structures and economic developments. Mega Events can also attract different types of tourists which lead to different impacts on the local community.

For a developing city D.S. Bhardwaj (Kurukshetra University, India) described that the hosting of events can act as a stimulus to infrastructural and human development and a drawing factor for tourists to an area with a weak tourism image. However, this global intervention has a greater impact on the local culture in a developing country than in a developed country. This is due to the high contrast of cultures and classes (Fayos-Sola, 1997).

Because the impact study of the FIFA World Cup 2010 needs close examination and can help in determining the future strategy this will not yet be enlightened in this paper as there are too many sources which are bias and incomplete. To give somewhat of an indication, the Preuss impact matrix is shown of the Olympic Games in Sydney below. These impacts are similar for more mega events, but the magnitudes can differ. This matrix does not put the positive and negative impacts next to each other to compare or relate them. The diagram shows the possible long and short term affects which are visible or invisible (Preuss H. , 2004). Though he really did try to visualize, categorize, and give insight in the intensity over the axes.

In addition, the 'timetable of economic impacts of the Olympic Games' is shown. This table shows that the impacts do not only occur during and after the event, but also before the event.

2.6 ASSESSMENT METHODS

The next section will first look the components of four different issues. It will first briefly look at what makes a global city and a network city. These are the two concepts discussed in Section 2.2 Global and Local. Then, the basic components of a city will be explored in the sub section Quality of Place. These will form the basis of the variables. And lastly, methods are discussed to assess how the mega event, a global influence, impacted the city and what the leaving legacy is.

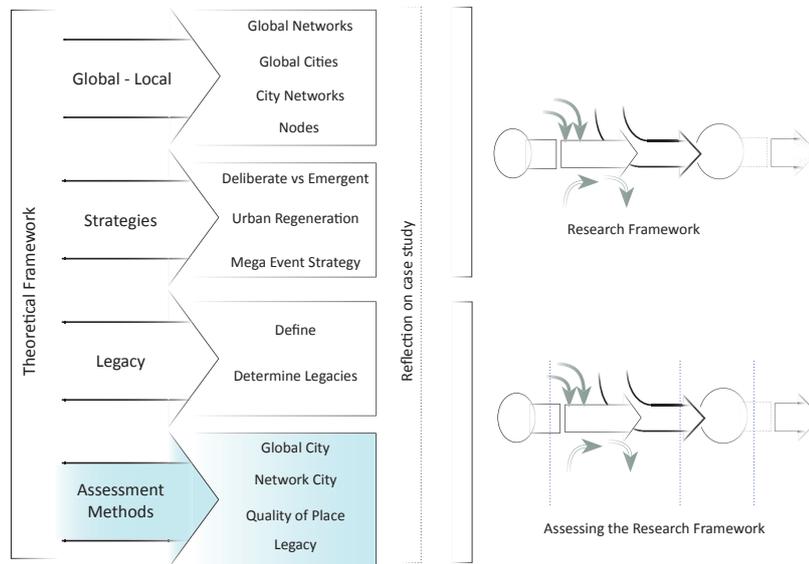


Figure 22: Theoretical Framework: Assessment methods

There are two important issues that are impacted by the mega event. One issue is that of global cities as it is the context in which the research is done. This leads to the question of how the mega event affected the global position of the case study. The second issue is that of the numerous different features, or elements, of a city that are impacted uniquely by the mega event. This leads to the question of how the city and its elements are impacted and affect the quality of the city. This is also referred to quality of place. This two issues also lead to the question of which aspects should be measured in the context of the research. These elements are divided into variables, which are again subdivided in to parameters

2.6.1 ASSESSING A GLOBAL CITY

In Section 2.2 Global and Local, the concept of global city is defined. As this is the context in which the research is done. This section attempts to define the essence of a global city. Determining what variables should be considered when trying to assess the state of a city in the global network is a challenge. To understand what makes a city a global city is also difficult to understand. This is partly due to the fact that existing categories, data sets, and research techniques are usually based on certain notions of “closure and scale”. Global city functions are a specific set of processes which take place in a city, but they are not the whole urban economy. A city is a difficult to scale at which to have precise empirical measures.

The key indicator of global city status is whether a city contains the capabilities for servicing, managing, and financing the global operation of the firms and markets. The questions Sassen states are: do the firms in the various specialized producer services have global networks of affiliates, does the city in question have significant exports or producer services, are foreign firm locating significant headquarter function in the city in question, does the city have institution that can finance cross border operations, does it have global markets, is it part of the global property market.

2.6.2 ASSESSING A NETWORK CITY

In section 2.2 Global and Local, the difference between a global network and a network city was defined. They are two different scales, and therefore different concepts. The network city is a urban network that connects nodes. The definition of nodes is based on two levels. First of all, they are transport nodes, or nodes that are vital in the mobility system of the city. This means that the nodes have accessibility to the other nodes. Secondly, they are an urban zone and have certain urban qualities that contribute to the larger network, or in this case Cape Town. This also correlates to Bertolini who stated that whose node-place model focuses on the combination of transportation and urban activities. Nanet Rutten (2010) accumulated in her literature review the vital characteristics that a node should be compiled of. The characteristics are described below.

Accessibility

Accessibility in node is very important as accessibility keep a node lively and keeps the activities going. Therefore, nodes must be able to have access to and be accessed from other places in the network with different kinds of transport modes. Rutten (2010) states in her thesis plan that the different theories explicate that the boundaries of city should be formed by the commuting time of roughly 45 minutes (Jacobs, 2000, Bertolini 1999). This approximate travel time indicates comfort for the passenger without only taking distance into account.

Connections and flows

Within the network city, the inter connectivity between the nodes is vital (Babarasi, 2002). According to Salingaros a hierarchy must be developed that organizes the connections on different scales. A node should be connected. Every node should have an alternative path to another node with different modes of transport. If this does not function well, congestion would be the result as too many scales make use of the same connection path. (Salingaros, 2005)

Mix of functions

An urban node not only needs to be accessible, but needs a reason to be accessible. It needs to be able to attract people. According to Salingaros (2005), different element of the urban fabric need to interact such as streets, shops, houses, offices, green areas, and pedestrian zones. The connections between the different elements are more important than the connection between the same elements. A mix of function also creates a flow of people within the node (Bertolini L. , 1999).

Liveliness

The activity in the node is a very important aspect. As Salingaros states 'a node is often just a carrier for collective activities, often around a public transport stop.' There exist distinct types of activity that can take place in nodes. These activities play their part in homes, at work, in churches, in museums, or in restaurants (Salingaros, 2005). This means that a successful node is also a plays where different people can do different things and has a quality of place.

Complementary nodes

If nodes have the same functional characteristics there is no reason to connect them. Therefore, complementary nodes can form links and connections. (Salingaros, 2005)

Density

As the theory of Salingaros (2005) states, sufficient density is needed to create functional paths. New paths that are drawn should be paths which are already used. The node needs to be in balance with human activity and transport. If there is much human activity and no transport or vice versa, the node is unbalanced. In denser areas more people can use infrastructure, services, and facilities provided. Density also provides a better opportunity to have a mixture of people in the area (Bertolini L. , 1999).

2.6.3 ASSESSING QUALITY OF PLACE

Evidently, individuals always care about the quality of their lives. Quality of living is highly correlated with time and place. Quality of place is therefore a very important factor which can determine the quality of life. There are a few theorists who tried to define and derived ways to grasp the quality of a place.

Myers (1989) illustrates that quality of place is not only dependent on the characteristics of a place, but also on the time. During bad times the focus of most people is on principles such as the availability of jobs, food, shelter, and security. During good times quality expands to include access to amenities, recreational opportunities, pleasant communities, environment, and a satisfying personal and professional life. Since the era of globalization, the definition of quality of place has also experienced a change in priority in local and global aspects (Myers, 1989). According the Andrews (2000) quality of place can be defined as: “An aggregate measure of the factors in the external environment that contribute to quality of life, which in turn define as a feeling of well being, fulfilment, or satisfaction on the part of residents or visitors of that place”.

There are many factors that determine pleasantness and attractiveness of a place. There are many factors which can be measured, but also many factors which are hard to categorize or measure as they are subjective. Quality comes from the experience of cultures and opinions of individual people (Trip, 2007). Dowell Myers (Myers, 1989) illustrates the quality of place contains two components: the range of qualities and the scale that are of interest. Qualities may include economic, social, political, environmental, human health, public safety, and other concerns. Scales may include census tracts, neighbourhoods, municipalities, watersheds, market areas, counties, states, nations, and other spatially distinct units.

Richard Florida (Florida, 2002) argues that advanced service economies are driven by a specific category of creative knowledge workers, “problem solvers”. The creative knowledge workers, or “Creative Class”, are the economists, legal, financial and ICT advisors, engineers, physicians, scientists, journalists, artists and managers. Their “economic function is to create new ideas, new technology and/or new creative content” (Florida, 2002a, p. 8). The Creative Class tends to concentrate in locations with specific urban qualities. When members of the creative class choose a place to live, they look for attractive living conditions rather than the distance to their job. Florida argues that in advanced urban economies, it is more important to focus on attracting and holding talented people than businesses and firms (Florida, 2002a, p. 293). It is in this sense crucial to create a “quality of place”; an attractive, diverse and tolerant urban environment is being increasingly recognized as a key factor in urban competitiveness (Florida, 2000).

The issue is not so much whether quality of a place exists, but the real question is how to measure it. There are a tangible and intangible factors which makes it difficult to retrieve quantifiable data. Both should not be ignored because if we only look at the tangible we might “miss the point of what quality of place is really about”.

Quality	Indicators
<i>Diversity</i>	<i>Functional diversity, distinctive neighbourhoods, sufficient density</i>
<i>Specific amenities</i>	<i>Sports facilities, recreation areas and restaurants: (semi)-public spaces for informal meetings</i>
<i>Liveliness; culture</i>	<i>Cultural and musical events; live performance venues per capita</i>
<i>Technology; innovativeness</i>	<i>Patents per capita; relative percentage of high tech output</i>
<i>Talent</i>	<i>Percentage of people with a bachelors degree and above</i>
<i>Creativity, bohemia</i>	<i>Percentage of artistically creative people</i>
<i>Tolerance; openness</i>	<i>Relative percentage of foreign born people; idem gays</i>
<i>Aesthetics</i>	<i>Architecture; parks; urban heritage</i>
<i>Environment; sustainability</i>	<i>Natural environmental assets; environmental quality; reuse of older industrial sites</i>
<i>Safety</i>	<i>Crime figures</i>

Figure 23: Indicators that determine quality of place (Florida, 2002)

The main elements of Quality of Place and Indicators suggested by Florida and Related Literature (Florida, 2002):

J.J. Trip (2007) continued and build upon what Florida had developed in 2002. He searched for the criteria that would capture the essence of quality of place:

1. Creativity and talent: the size of the creative class, human capital and employment in technology and cultural industries

Creative class (% of workforce), Human capital (% of workforce with higher vocational or university education), ICT and high-tech (% of workforce), Employment in selected cultural industries (% of total):

Publishers, Architectural services, Advertising, Movie and video production, Radio and television program production, Performing arts, News agencies and journalists, Libraries, museums, nature protection

2. Diversity, tolerance and safety: the relative importance of bohemian and gay scenes, the percentage of foreign-born people, crime rates and perceived safety.

Bohemian scene (% of population), Gay scene (index), Foreign-born (% of population), Perceived safety (% of population feeling safe at all times while in the city), Registered violations of the criminal code in 2002, per 100,000 inh. between 12 and 79

3. Specific amenities: the relative number of cultural and leisure amenities and access to nature and recreational areas.

Access to nature areas (index), Access to inland water (index), Access to coastal areas (index), Image, "coolness", Catering and nightlife (amenities per 100,000 inh.):

Restaurants, Cafes, Discos, Nightclubs

Culture and education (amenities per 100,000 inh.):

Theatres and concert halls, Museums, Cinemas, Institutions for higher (vocational) education

Sports (amenities per 100,000 inh.):

Keep-fit centers, Tennis courts, Swimming pools

Recreation areas (ha. per 100.000 inh.):

Parks, Sport fields, Allotments and other recreational facilities

To acquire data, Trip used Amsterdam and Rotterdam as the case studies and focused on municipal level as that was where most data was available. Urban space can be divided into built and not-built area. The built area is the real estate and the not-built area it known as the public space. The way urban spaces are organized has an effect on how the area and its real estate will perform. An urban space which is used intensively is likely to have a good effect on the real estate performance. The qualities of a place can measure the livability of an area and indirectly the success of the area and real estate.

2.6.4 ASSESSING LEGACY

Often an impact assessment of an event is done before the event. The problem with these studies is that they are usually made by proponents of the event. This causes a bias study or a very opportunistic study. A typical predictive for the economical impact is the number of visitors an event is expected to draw, the number of days each spectator is expected to stay, and the amount each visitor will spend each day. Combining these figures, an estimate of the "direct economic impact" is obtained. This direct impact is then subjected to a multiplier, usually around two, to account for the initial round of spending recirculating through the economy. This additional spending is known as "indirect economic impact." Thus, the total economic impact is double the size of the initial spending. (Matheson, 2006) However, this is all before the event and therefore it is and stays an estimation.

The challenging issue is assessing the actual impact after the event. The following section will described various methods of determining the real legacy of the event and the challenges regarding these studies.

Phase	Benefits	Costs
Pre-event	Tourism Construction activity	Investment expenditure Preparatory operational costs (bid costs) Lost benefits from displaced projects
Event	Tourism Stadium & infrastructure associated with Games Olympic jobs Revenues from Games (e.g. tickets, TV rights, sponsorship)	Operational expenditure Congestion Lost benefits from displaced projects
Post-event	Tourism Stadiums & infrastructure Human capital Urban regeneration projects International Reputation	Maintenance of stadiums Lost benefits from displaced projects

Figure 24: Impact phases (Owen 2005)

IMPACT PHASES

The success of the event itself is important. However, as described before, the motives for hosting an event are greatly related to the after effects, the legacy. Therefore, in literature and general perception, an event is successful if it leaves positive lasting legacy fulfilling the objections, or motives, making the investments (money, time, manpower) worthwhile.

A host city is affected by the event in different phases. Jeffrey G Owen (2005) identifies three specific phases; pre-event phase, event phase, and post event phase). An impact can therefore become a legacy if it remains after the event.

The Post event phase is what is most likely to result in a legacy. Although, things that occur in the other phases can also result in long term benefits or costs. However, to determine what factors actually brought on the success of a legacy, the pre event phase and the event phase must be taken into account.

Preuss demonstrates the different impact phases of the Olympic Games. The sizes of the economic impacts differ per Game or event because the conditions and the aims of each host city vary. Also, the impact of a Mega Event starts already in the bidding phase. Nations who placed a bid and did not 'win' are still impacted by a Mega Event. This is shown in the table below. In addition, there is also the difference between a short term legacy and a long term legacy. A short term legacy is something that has a short term impact. For exam-

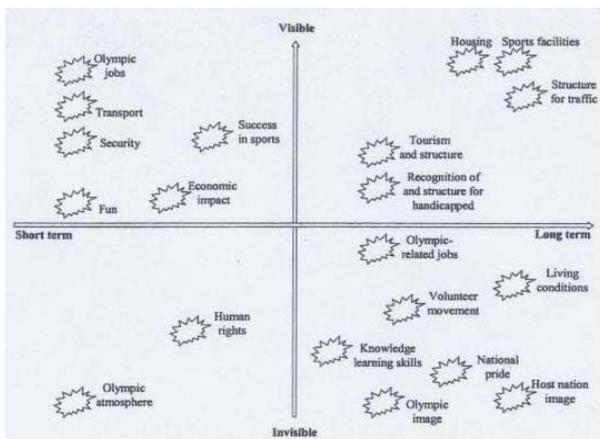


Figure 25: Impact Matrix (Preuss 2002)

Year n= Olympic Year	Situation
n-11	Idea to bid – NOC decision First a bid city does feasibility studies. On the one hand money is spent for the studies, on the other hand urgent projects are started due to the fact that the studies show deficits in the structure. In some countries such as USA or Germany many cities are planning to bid for 2012. In 2003 (n-9) one city gets nominated by the NOC to candidate internationally (IOC 2003, §37, 2).
n-9	NOC decision – IOC decision The bid city has to prove that it can reach Olympic standards. Therefore, they do cost-benefit-analyses and finally write the bid-book. Other activities are the start of construction projects, the support of Olympic family and to pull in international events in order to prove highest motivation to stage the Olympic Games and to reach political consents.
n-7	Winning the bid
N	IOC decision – Olympic Games Construction of sport facilities and infrastructure as well as preparation for the Games.
n+?	Olympic Games – ? Use of structure and initiation of follow up impacts, pulling in new industry, leverage tourism effects.

Figure 26: Timetable of economic impacts (Preuss 2002)

ple, the creation of jobs can be a short term legacy. However, it is key to transform this employment increase to a long term legacy. This is where the success of an event relies on; receiving the impacts and creating a legacy. (Preuss 2002)

TOP DOWN VERSUS BOTTOM UP APPROACHES

Preuss developed two methods to measure the legacy of an event. We can argue how precise the outcome of these methods would be, but they give a good grasp of legacy impact and its meaning.

The Top-Down Approach to measure event legacy

One method of measuring the event legacy is to collect data of cities which are composed the same way and have the same economic situation at that period of time. The average of the cities make up the "reference case". The difficulty of this method is the selection of the reference cases without systematic differences. Because of the unique and complex evolution of cities, it is likely that even similar cities develop very differently.

Another method according to Preuss (2006) looks at the development of the city/region would have had without the event, the "control case". To calculate the "control case" one has to look at the growth path of a city. This can be predicted by calculating the trends. The legacy would be the difference between the "control case (trend)" and the "event case". The problem is that the data of such a "control case" is not available, because the future of the regional economy in the absence of the sport event is unknown (Preuss, 2006).

The Bottom-Up Approach to measure event legacy

To a certain extent, the top down approaches do not measure event legacy satisfactorily. The bottom-up approach looks at all that is left by the event, specifically looking the structures. Preuss identifies six structures; infrastructure, knowledge, image, emotions, networks, and culture. It looks at the difference between the "event case" and the "without event case". This approach considers the development of a city without the event, but does not look at the alternative development of the city in the absence of the event ("control case")

Most of the time, the events should fit in initial development plans of host cities. What is created for the event affect the city development in 4 ways:

1. There exists a risk that scarce resources get re-distributed to help construct the event. This is potentially a negative event legacy, as it can slow down the development of a city.
2. Continuously parts of the city change, which makes it questionable if these changes or new developments are caused by the event. In any which way, this development causes the city to develop faster, a consensus of politicians help to budget money from the public sector, and parts of the development will be financed by independent resources.
3. The developments needed for the event, but not for the long-term have to be built as temporarily. For example, oversized infrastructure avoids transport problems, which than causes negative effects on transportation after the event.
4. By analyzing the trends, the opportunities and risks for the long term development become visible. This is a positive legacy. Shortcomings and gaps in the city can be picked up in the development strategy. (Preuss, 2006)

CAUSE- EFFECT APPROACH

Harry Hiller (1998) attempted to provide a framework for a more comprehensive analysis of mega-event impacts. It attempts to combine views about mega events not as an isolated unique occurrences but as part of a chain of relationships which is expressed through backward, forward, and parallel linkages. These three types of linkage help to clarify the different impacts which mega events may have.

The concept of forward linkages is based on the concept of cause and effect. An example is that an event increase tourism and enhance the tourism infrastructure. This may have created short term or long term employment and improved the public transport system. The event has, therefore, had a direct effect on the host society. Not all forward linkages are provable, but the hard evidence of legacy is there, such as infrastructural improvement. When an event is not considered financially successful, it is the infrastructural contribution that

has been identified as positive and lasting.

Backward linkages looks at the context of the event and the objectives that support it. An example given is that politicians may support the event because they are looking for diversions from policy failures or difficulties. The event may symbolize a new policy initiative. Therefore, hosting the event makes little sense without the knowledge and understanding of the background factors.

Parallel linkages occur as side effects of events which were not necessarily anticipated. These linkages are largely indirect to the event itself and not directly under the control of event organisers. Therefore they are seldom part of any official final report and their outcomes, if controversial, are largely minimised or ignored.

These three linkages should not be seen as neat compartments and they may overlap. In addition, Hiller notes that the event should not be seen as a point in time, an event is made of three phases. Firstly, the pre-event phase analysis should focus on the situations and conditions before the event. This makes clear what the role of the event was on the conditions prior to the event. The second point in time is the event itself. Here the focus should be on what short term impacts can be isolated from the long term impacts. The third point in time is the post-event phase. According to Hiller, legacy should not only be interpreted as permanent effects, but the adaptation to the changes.

The unintended, unanticipated, and even publicly unrecognized consequences are just as important because they help to understand all aspects of the event. This way a more generically picture is portrayed on the dynamics of support and opposition to these events. Organisers and promoters often assume that the event is a self-evident good. This causes the negative impacts to be (regarded as) non-existent or minor, making the dream a reality. By taking the event apart and looking at these three linkages, a clearer conceptualization of the impacts becomes possible. (Hiller 1998)

BALANCED SCORECARD APPROACH

More specifically P. Sekhonyana (2009) attempted to develop a framework to be able to determine the legacy of the FIFA World Cup. The figure below contextualizes the legacy framework in terms of its chronological sequence and its linkage to the key developmental issues and to the cities’ key planning and strategic documents. Sekhonyana identified a gap between the indicators used to measure the legacy, and how this legacy would be used to demonstrate how the cities exploit this event to achieve their developmental objectives. The aim was to find the indicators that could be used to determine the legacy. (Sekhonyana 2009)

The aim was to develop an Indicator Framework as a mechanism to assess legacy and developmental impacts of the World Cup in South Africa. This framework would include city development strategies. Key areas of intervention would be identified and tracked. This would be based on the Balanced Scorecard approach. The balanced scorecard approach is understood as a strategic indicator and management system extending beyond purely financial measurement parameters. The balanced scorecard takes all the processes into consideration and integrates the behavioural, knowledge, development and behavioural aspects for all those involved in the

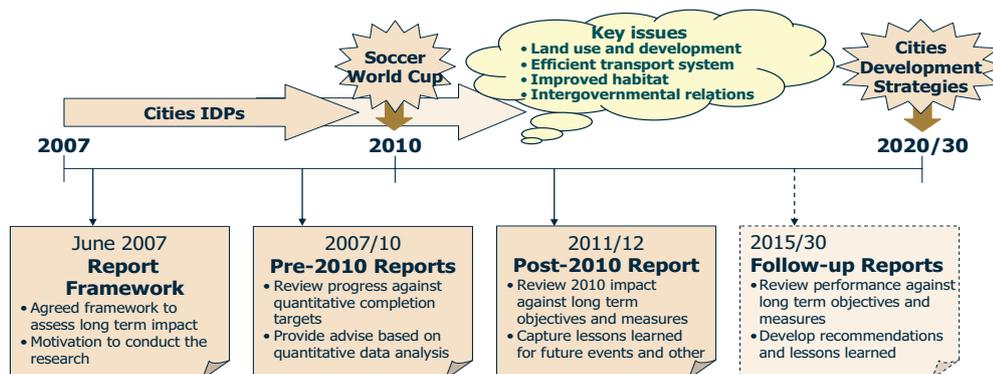


Figure 27: Contextualization and chronology of the Legacy Framework (Sekhonyana, 2009)

process. (Sekhonyana 2009)

The development of the framework was based on the following key considerations:

1. Four quadrants important for a city; productivity, inclusivity, well-governance, and sustainability.
2. The framework would include the National Government's 2010 objectives and the 5-year Local Government Strategic agenda key performance areas which are:
 - Municipal transformation and organisational development;
 - Basic service delivery and infrastructure;
 - Local economic development;
 - Municipal financial viability and management;
 - Social development;
 - Good governance and public participation;
 - Safety and security and disaster management; and
 - African legacy.

Therefore, based on this need for a multiple focus, the assessment format has been developed using a scorecard approach (shown in figure 28: 2010 Indicator Framework). When the scorecard was processed Legacy Focus Areas were determined to assess the effect of the event on the year 2020 (longer term impacts and trends).

The framework concentrated on assessing two types of impacts that the 2010 FIFA World Cup could have on city development:

1. Direct impact – specific cities initiatives / projects that have been identified and are being implemented as part of the 2010 event preparation
 - The long-term impact of these specific projects / initiatives on cities development;
 - How these specific projects / initiatives will improve the quality of life and satisfaction of citizens.
2. Catalytic effects – 2010 is a catalyst for development and not just an event in itself. This forces cities to think hard about their issues and speed up initiatives
 - How cities initiatives / projects are being expanded and / or accelerated as a result of 2010
 - New cities projects / initiatives that have been identified and will be implemented as a result of 2010.

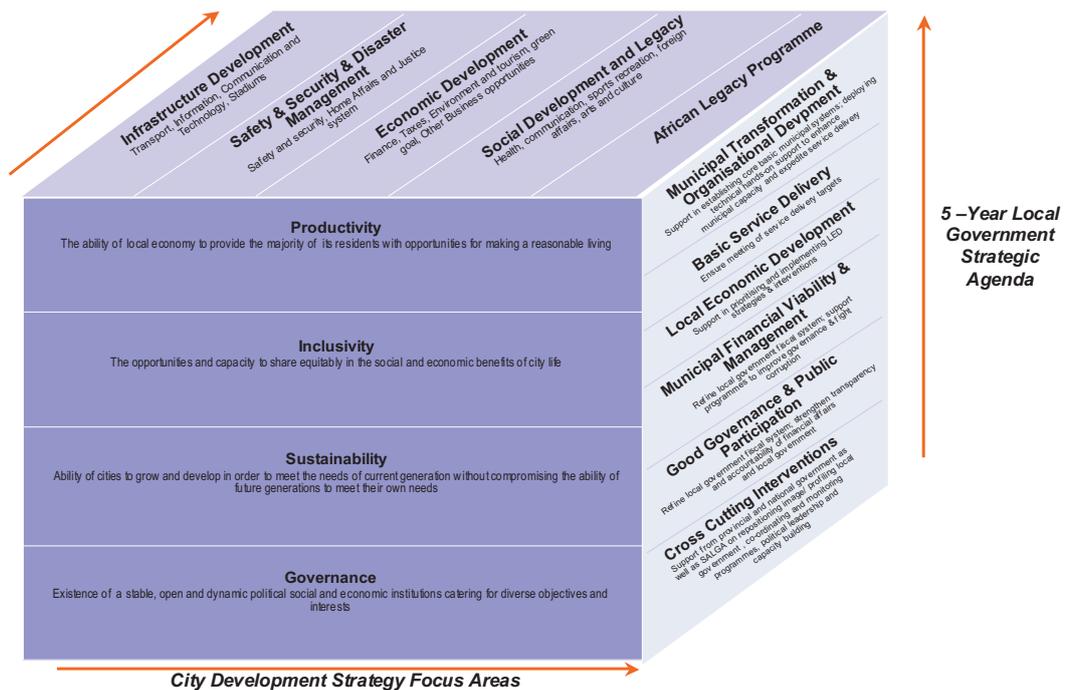


Figure 28: 2010 Indicator Framework (Sekhonyana, 2009)



Figure 29: Assessment of the scorecard (Sekhonyana, 2009)

This fields would therefore be analysed and therefore a focussed analysis of the legacy fields would be the outcome (Sekhonyana 2009) as shown in the figure above.

WHY MEASURING LEGACY IS SUBJECT TO SUBJECTIVITY

The methods of identifying legacy are better than estimating, but they are still highly error prone. Regarding the top-down approach it is never certain that the growth pattern will continue as the control case determined. This is linked to many factors such as local political changes to global or environmental influences. This is also for the reference case as they will never show the exact figures and therefore will give imprecise or unreliable results.

What makes the bottom up approach complex is that one structure can serve different contrasting goals. The example given by Preuss (2006) is to improve the attractiveness of a city to increase post event tourism requires media coverage, good organization, and impressive sport facilities. But some facilities might not be needed in the long-term, while the improvement of the image can be long-term goals. (Preuss, 2006)

The next aspect which is often measured but also unexpectedly subject to subjectivity is one of the main motives to host such an event (determined in Chapter 1), the economic benefits. A positive economic impact is often considered as a likely side effect of the Olympic Games. However, critics are assured that impact studies before and after the event are usually made by proponents and can therefore lack objectivity. According to Jeffrey G. Owen in "Estimating the Cost and Benefit of Hosting Olympic Games: What Can Beijing Expect from Its 2008 Games?", there are numerous mistakes made in economic impact studies; treating costs as benefits, ignoring opportunity costs, using gross spending instead of net changes, and using multipliers that are too large. (Owen, 2005)

An example of this is the fact that in most cases the cost of constructing stadiums is regarded as a benefit to the local economy. This is arguably the most repeated error in economic impact studies. It is backward-looking in that it looks at the production aspect of the project and ignores the effect of the actual consumption of the product. The following quote shows the bizarre logic of this type of accounting:

The initial construction of a \$10 million sports facility provides an initial impact of \$10 million on the lo-

cal economy. This is the direct impact. Clearly, the construction of the facility will require concrete, steel, construction workers, and so forth. The money spent on these materials and services comprises the indirect expenditures, or the indirect impacts. (Hefner 1990, pp. 4-5)

The initial cost of the project has now been counted as a benefit not once, but twice; directly and indirectly. If the economy is at full employment, the workers needed for the stadium would have been doing something else: public investment crowds out private investment. And because this method ignores the function of the project, the same employment effects could be accomplished if the government would “simply give the money to the workers as unemployment insurance, or employ half the workers to dig a hole and the other half to fill it up” (Noll and Zimbalist 1997a, pp. 6162).

Counting construction costs as a benefit is also an example of a more general error of economic impact studies: failure to recognize opportunity costs. Alternative uses such as a hospital, education funding, or even letting taxpayers keep their money and spend it on what they want are not considered. Investments are sometimes assumed to have come out of thin air. Will the economic impact of the expenditure on the project be fundamentally different from the impact that would have occurred if local residents had spent an equal amount in the economy? According to Owen (2005) the answer is yes. The effect will be redistributive, putting money into the construction sector, and taking it away from other sectors, with the fairly safe assumption that expenditures by the general population would be more broad based and thus less obvious (Owen, 2005).

“FIFA's goal of making the world a better place through football cannot be achieved through our efforts alone – equally important is the power which every fan of the beautiful game has at their disposal.”

– Sepp Blatter, President of the FIFA

2.7 DETERMINING ASSESSMENT METHODS

In the previous section different measuring methods were investigated. For the case study a combination of these methods will be used to determine the eventual impact of the event on the city. The different elements of the research framework will be assessed in a different way. How these methods will be used will be explained in the same order as they are explained below.

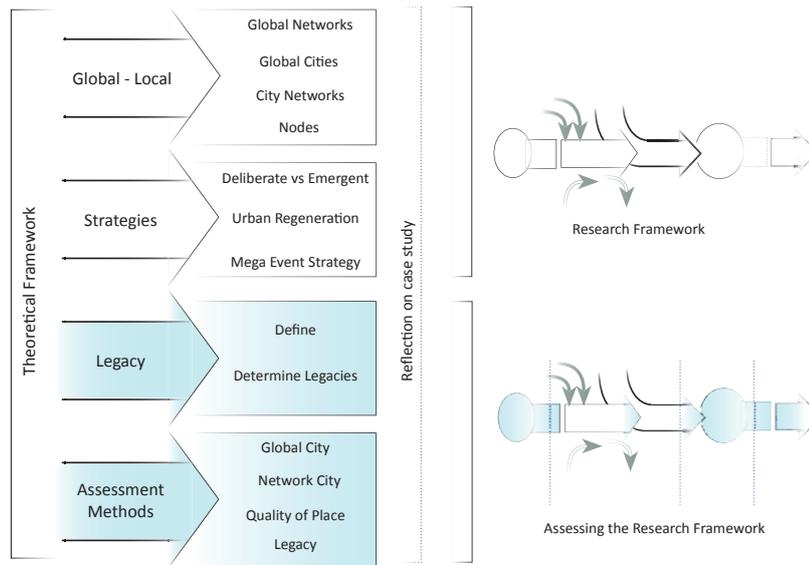


Figure 30: Theoretical Framework: Assessment methods

For the first part of the research framework, which focuses on the first sub research question, the ‘balanced scorecard approach’ is used. This approach looks at the strategies and vision created by the governance and political agenda of the host and puts this next to the actual FIFA strategies. The balanced scorecard compares the different plans and investigates how they overlap. This is done in Chapter 3 as all the visions and strategies will be put next to each other and compared to the 2010 FWC Strategic Plan.

To assess the second part of the research framework, which looks at the second research question, the ‘cause effect approach’ is used. ‘Backward linkages’ and the ‘balance scorecard approach’ seem to be similar as they both look at the principal objectives and strategies. However, ‘backward linkages’ takes into account the results and puts it next to what the desired situation was. It therefore looks at the context of the event and the objectives that support it. For example, politicians may support the event because they are looking for diversions from policy failures or difficulties. The event may symbolize a new policy initiative. In the case of South Africa, it was the societal reconstruction in the aftermath of apartheid. Therefore, the impact makes little sense without the knowledge and understanding of the background factors. The empirical analysis makes significant use of the policies and strategies behind the result. This is clear as three aspects of the event three are interrogated; what was the situation prior to 2010, what were the objectives and strategies, and what was actually realized. What was realized often receives more meaning when the objective and strategy is also known. This is shown in Chapter 4.

To use the backward linkages as described in the theoretical framework is still a broad. In order to make this approach usable, the case needs to be broken down into elements. To break down the case study the ‘top-down and bottom up approaches’ are used.

In the case of Cape Town, using the 'top-down approach' will not give an accurate enough image of the legacy left behind. The 'top-down approach' gives a broad view of the situation. The disadvantage is that the result has a risk of being too general as it does not take into account other external factors that may influence the figures. Additionally, Cape Town is a city which is very unique due to its development state, African culture, strong western influences, racial make-up and intense history. There are not many cities that are much alike and therefore a reference case would not give an accurate result.

However, the 'bottom-up approach' can give a more detailed picture of the event. According to the theory of Preuss (2002), the 'bottom-up approach' of measuring legacy looks at the individual structures by the event. The structures can vary from constructions to image, and looks at the development from a perspective of these structures. However, the case study uses the 'bottom-up approach' differently. The case study will not be broken down into structures created by the event, but it will be broken down into individual aspects that are important for the global network, local network, and quality of place. The 'bottom-up approach' for this case study will look at how these specific aspects are affected by the FIFA World Cup, or if/how the legacies described in Section Legacies affected the case study. The city is therefore broken down into variables which are in turn broken down into parameters. These will be explicated in the following section.

One must not forget that all the different parameters are linked to each other. Thus, when all the different parameters are looked at individually, comparing their past and their present, they should be linked back to each other to create a complete picture. An example, an increase of tourism enhances the tourism infrastructure which in turn creates employment. This is also known as 'forward linkages' and 'parallel linkages' methods to determine the effects of the event.

To conclude, using only one of the methods used investigated would not cover all the layers of the research. For this reason the combination was used of the different methods for different aspects of the research are used to come to viable and rounded conclusions which were put in context of time, policies, trends, and impacts.

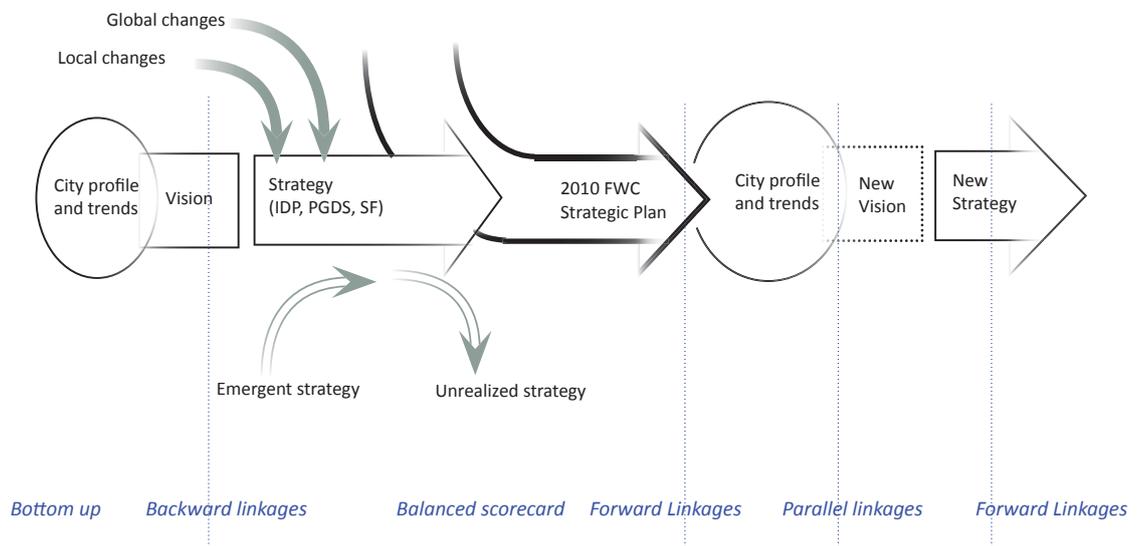


Figure 31: Theoretical Framework

2.8 THE VARIABLES AND PARAMETERS

As explicated in the previous section Determining Assessment Methods, the ‘bottom-up approach’ is used to determine the structures, as Preuss names them. Instead of using structure created by the event, individual aspects are used that are important for the case study and the research. These individual aspects are the parameters. In the empirical research the impact on these individual parameters will be assessed according to ‘cause effect approach’.

2.8.1 DETERMINING THE VARIABLES

Based on Qu Lei and Marjolein Spaans (2009) in *The mega event as a strategy in spatial planning: starting from the Olympic City of Barcelona* the four variables were used to evaluate and rationalize choices made; social, spatial and environmental, and governance. These four variables are the dimensions of a city and need to be in balance with regards to each other. They are interlinked and dependent on each other. If one of these dimensions is does not satisfy the needs of the city, the city is imbalanced. For example, if the physical variable cannot cater for the economic needs, the economical aspect of the city will also not be able to get to its full potential.

In addition, these variables also corresponded to the legacy categorization of the section Legacies. This made it possible to identify possible legacies and observe if these theoretical legacies also occurred in reality. This would provide the possibility to compare the reality with the theory and give new insights to the available literature. When looking at the network city and quality of place, most of the characteristics and the indicators can also be categorized according to these variables.

For these reasons the chosen variables are physical, economic, social, and governance shown in the figure on the next page.

2.8.2 DETERMINING THE PARAMETERS

As the variables are subdivided into several parameters. These parameters are chosen by reasoning shown in the literature research concerning global - local, quality of place and according to the relevance to the case study of Cape Town. This is therefore the ‘bottom-up approach’, but looking from the city perspective (instead of the event perspective).

Global and Local

Saskia Sassen identifies global cities and their circuits. This is significant due to the global influences of a mega event on the city, and the role of the mega event strategy in the process of positioning a city in the global network. Salingaros and Bertolini described the changes on the city scale and the creations of network cities.

Quality of Place

Florida and Trip state that quality of place can be determined by investigating the ‘creative class’ as this population group contributes for the most part to the economy. However, it seems to be a limited approach to determine the quality of place according to merely one population group. Dowell Myers (1989) states clearly that different individuals do not share identical beliefs about the relative importance of aspects that determine quality of place. Therefore, Myers (1989) suggests that quality of place can be different for different populations, whereas Florida and Trip use one population to determine quality.

Though the literature explored above looks at criteria which are very much for the a city in the western world, they do give a good conception of the concept ‘quality of place’. As Myers also illustrates that quality of place is dependent on the time. This is a vital perception for the case study as Cape Town does need the characteristics of a western world, but is experiencing another ‘time’ which focuses more on the availability of jobs, food,

shelter, and security. However, Cape Town is also experiencing the time, or influence, of the western world (due to globalization), and therefore also tries to expand its quality expands to include access to amenities, recreational opportunities, pleasant communities, environment, and a satisfying personal and professional life.

The parameters are determined according to the importance for the city to enter to global network, but also on the fundamental needs to the local culture and its resilience to adapt to the transformations.

Cape Town visions and strategies

The criteria have to be derived based on the views explored above and the status of Cape Town. This will be done based on the current economic, social, political, and physical structure, but also its historical development. Additionally, the ‘time’ will be analysed, or the state of development, the global changes and local trends.

The measuring method that lies as the principal is the ‘bottom up approach’. The principal of this approach is used, though it is altered for this case study. The “bottom up approach” looks at the individual structures created by the event. However, this methods also looks at individual structures (or parameters), but not those determined by the event. This method looks at parameters that determine the character, the goals, and the success of Cape Town on social, economical, physical and governance level. It then looks at how the city wanted these characteristics, or parameters, to be. Finally, it looks at how the 2010 FWC affected these individual parameters.

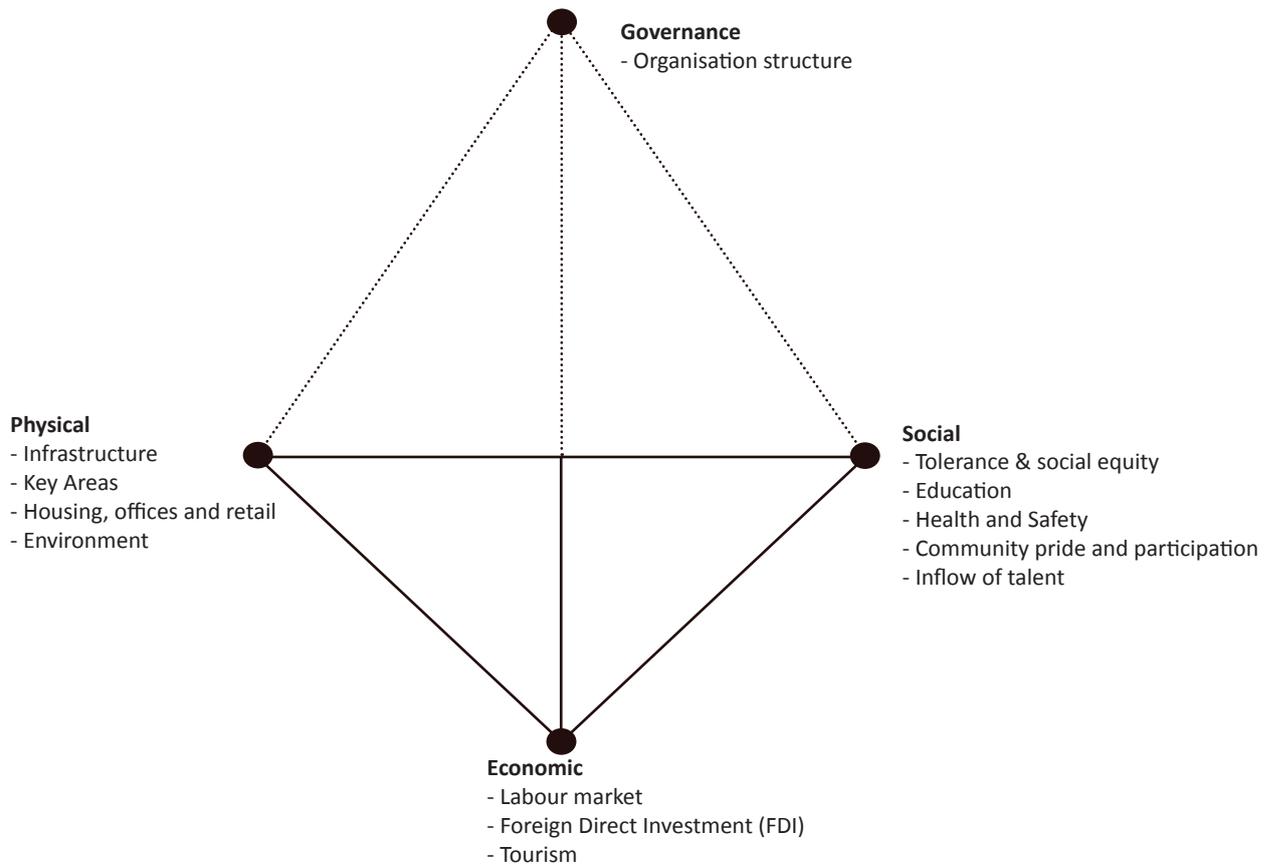


Figure 32: Variable and Parameters

PHYSICAL VARIABLE

As seen in the literature in section 2.1 regarding global cities and network cities, accessibility, liveliness, density and mix of functions were important concepts. For quality of place, the physical concepts that were important were specific amenities, diversity and aesthetics. These concepts will be measures in physical variable through the parameters infrastructure, key areas, housing retail and offices, and environment.

Infrastructure

As we have seen in the literature regarding globalization and quality of place, accessibility is an important factor of a city. This is important locally, regionally, and internationally. Locally, areas and neighbourhoods should connect and inhabitants should have access to economical opportunities, public facilities, and other services provided by the local municipality. The flow of passengers, migrants, tourists, and businesses should be efficient and comfortable. Internationally, the city should be accessible for the same reasons. Attracting foreign direct investment is thereby key. Air transport, rail transport and road transport are important on all scales. Thereby, everyone should be able to use and have access to the public transport system.

In addition, according to the FIFA Bid Book, Cape Town desired to introduce itself to the world and become a global player (South Africa Bid Book 2010 sd). In order to achieve this, accessibility is an important aspect as the city must be reached and be able to facilitate and transport its producer services. Good infrastructure and public transport increases efficiency of the city. This means that infrastructure is an important parameter.

As we have seen in accessibility is one of the key themes that comes back in most of the literature concepts and is a core problem in Cape Town. Infrastructure also comes back in the other parameters. For these reasons, infrastructure is one of the most important parameter.

Key Areas

Key areas in a city can be different kinds of areas. Key areas are distinctive areas, or nodes, of the city that are important for the city due to various reason. First of all, a key area can be an economic centre which functions as the economic backbone of the city. It can also be a highly populated area. A highly populated area is not only important because of the number of inhabitants, but it means that more services, facilities, and infrastructure need to be in areas. Other examples of key areas can be transport hubs, public spaces, and tourist destinations. Landmarks often create or show the significance of key areas. Key areas for the World Cup itself can be different than that of the city, though ideally, these key areas should create a synergy. Key areas should have a contribution the larger urban system and make this system complete on the basis of functions and liveliness that serve the entire city. This is have seen in sub section 2.2.2 Local Networks and in sub section 2.6.2 when looking at the characteristics of the key areas. Accessibility is thereby also a key characteristic, making the infrastructure parameter important around the key areas.

Housing, retail, and offices

As seen in the literature regarding network cities and a quality of place, liveliness and different functions are important that they can be accessed by all. Accessibility, the infrastructure, again plays a role in this parameter. The parameter will briefly mention retail and offices, but will concentrate on the housing as Cape Town is facing huge housing backlogs creating numerous problems for the residents and the environment.

Housing is one of the basic needs for a human being. Due to the rapid urbanisation which is affecting Cape Town creating more informal settlements and harsh living conditions in the city. Housing has a social and political importance. High housing costs and limited supply encourages illegal settlement and possibly the uncontrolled spread of the built up area. Consequently this causes high costs in the extension of municipal services. Furthermore, housing and construction are major industries in urban areas and therefore necessarily affect the generation of city income (Harris, 2007). Many of the developing countries face backlogs of housing provision and large informal settlements which do not receive the proper basic services. The problem is often worsened due to the lack of financial means and an uncontrollable growth and settlement patterns.

Environment

Over the past decades the world has become more aware of the importance of the environment. It is also

seen back in the quality of place in figure 23. The city should be sustainable, this means that it should have a low carbon footprint, have eco-friendly facilities, and should be able to adequate for future generations. On the other hand it also needs to be able to protect itself against harsher weather conditions in the future. The city of tomorrow should prepare itself for the changes of our earth. Cape Town has a very important and vulnerable natural heritage which is under pressure due to the large growing informal settlements.

But moreover, we are realizing more and more how important access to nature is for the pleasantness of a place. For the quality of place, it important as the city is attractive, clean, green, and spacious as this can also affect the social comfort of residents. This theme has also become an important aspect of Mega Events as we have seen in recent Olympic Games and in the 2006 FWC in Germany. It additionally an important theme for Cape Town as it as a vulnerable and important natural heritage in and around the city and province.

In the developed world, this is a parameter which receives most of the priority. However, as Myer stated that parameters are dependent on time. For this reason, accessibility, key areas, and functions as housing are more important to control which will in turn benefit the environment.

ECONOMIC VARIABLE

Economic health is also important for the living conditions of the inhabitants. The economical variable is important to create income and financial security for the residents. On global level the economy is causing the sectors on local level to change. In this era of globalization, economies also have to change, be resilient, and adapt.

Labour market

Cape Town deals with a very high unemployment rate, around 24%. One of the main causes of the high unemployment is because of the shifting economy to a more global oriented economy focusing on finance. This means that different skills are needed, one that most of the population cannot offer. Therefore, this parameter is highly linked to the parameter education. Secondly, the accessibility to job opportunities is not efficient, for this reason, the parameter infrastructure is also important and the link between the key areas.

A mega event can create more jobs. However, as shown in the literature, the risk exists that a mega event only creates temporary jobs or can even displace jobs creating no permanent improvement in the labour market. This parameter is therefore the most important in the economic variable due to the dependence of jobs on the quality of life for most people and the basis of a healthy economic situation.

Foreign direct investment

Foreign Direct Investment (FDI) refers to foreign ownership in productive assets, such as factories, mines and land. Increasing foreign investment can be used as one measure of growing economic globalization. Foreign direct investments have become the major economic driver of globalization, accounting for over half of all cross-border investments. The global is a unique opportunity to market a city, or country, to the global investors. It is a way of promoting itself not only as a tourist destination, but also as an investment destination.

This parameter is after the labour in the priority list because the labour market is a fundamental problem of Cape Town that is affecting many lives. However, increasing the international economic circuits in a city when enhance the city's position in the global network. Attracting international firms is thereby a helpful tool to enter the global market. Additionally, increasing FDI may also increase the labour market. A mega event can help promote the host as a place for investment and can introduce global circuits in a city.

Tourism

Tourism is one of Cape Town most important economic sector creating a great deal of employment. It is a factor for image enhancement but also increases expenditure in the economy. Regarding mega event, thousands of spectators have to be attracted who make the event profitable and can enhance the image of the place. Though, it is often mistaken that tourism is essential for a global city. As described by Saskia Sassen a global city concerns the circuits that run through a network. For this reason it is prioritized below FDI. However, all three parameters are important and are linked to each other. Tourism is a tool to market a city.

SOCIAL VARIABLE

Socially a city should be diverse, lively, cultural, creative and safe according the Richard Florida (2000) as illustrated in sub section 2.6.3 figure 23. The people and their social health is a very important aspect for the functioning of the city.

Tolerance & social equity

As a city is focussing increasingly outwards and opening its borders to position itself globally, it is increasingly important to respect and tolerate all beliefs and culture. This is important for South Africa in particular considering its history which has been dominated by racism and segregation. The mixture of groups is something that is the result of tolerance and social equity as housing and facilities become available for different social and economic classes. This history is still embedded in the spatial structure and in the social behaviour and therefore receives the priority in the social variable. According to the indicators of the quality of place in sub section 2.6.3 one of the key qualities is tolerance.

Education

As a large part of the population is uneducated due to the legacy of the apartheid era. This is also reason there is a high unemployment rate in the city. Additionally, to position itself in the global network, Cape Town is shifting to a more services orientated economy. Getting the right skills in the economy is important. Due to these reasons and the importance of that the labour market in the economical variable, education receives a priority in the social variable.

Health and Safety

Cape Town has been subject to high crime rates and high AIDS and HIV figures. Health and safety are important for quality of life. These figures also damage the reputation of the city on a global level. According to the indicators of the quality of place in sub section 2.6.3 one of the key qualities is safety.

Community pride and participation

For Africa it was not only important to change its image for the rest of the world, but also to finally become confident and proud of their cultures and capabilities. Additionally, often is seen that communities take pride in their living spaces and try to maintain their status. However, in many low income areas and particularly in developing countries this has been the opposite. It seems there is a mind-set involved that if a community or individual did not actually pay for something, they do not need to involve themselves in maintaining it.

Inflow of talent

As stated in the theoretical framework, according to Florida (2002) the advanced service economies are driven by a specific category of creative knowledge workers, “problem solvers”. The creative knowledge workers are the economists, legal, financial and ICT advisors, engineers, physicians, scientists, journalists, artists and managers. Their “economic function is to create new ideas. It is important to hold and attract this class, the inflow of talent. Cape Town is experiencing an out migration of highly educated people and an in migration of uneducated people. It is important to explore to foresee the demographics of Cape Town in the future and how to deal with it.

GOVERNANCE VARIABLE

The fourth variable is not always included when looking at urban governance. Through in this research it is a very important aspect. “Governance has been defined as the framework of social and economic systems and the legal and political structures through which humanity manages itself. The inter-relationship of these perspectives is essential to obtain robust sustainable development” (Furrer, 2002). To analyse this last variable, it is important to investigate the system and how the other three perspectives are managed.

Organisation structure

Specifically, governmental structure of the city will be looked at and how the governance structure of the mega event was projected onto the existing structure. The stakeholders need to be identified and their objectives and roles determined. How the decisions were made and the preparation phase need to be investigated.

The variables and parameters will be put through research framework. Each parameter will be investigated how it was prior to the event and after the event, or backward linkages. However, all the variables will be put together to see how they influenced each other, forward linkages and parallel linkages.

With the conclusions of the all the variables, a integrated problem outline will be made. From this problem outline a new vision and strategy can be created. In order to create the new strategy, forward linkages need to be used to predict how the new strategy will affect the city.

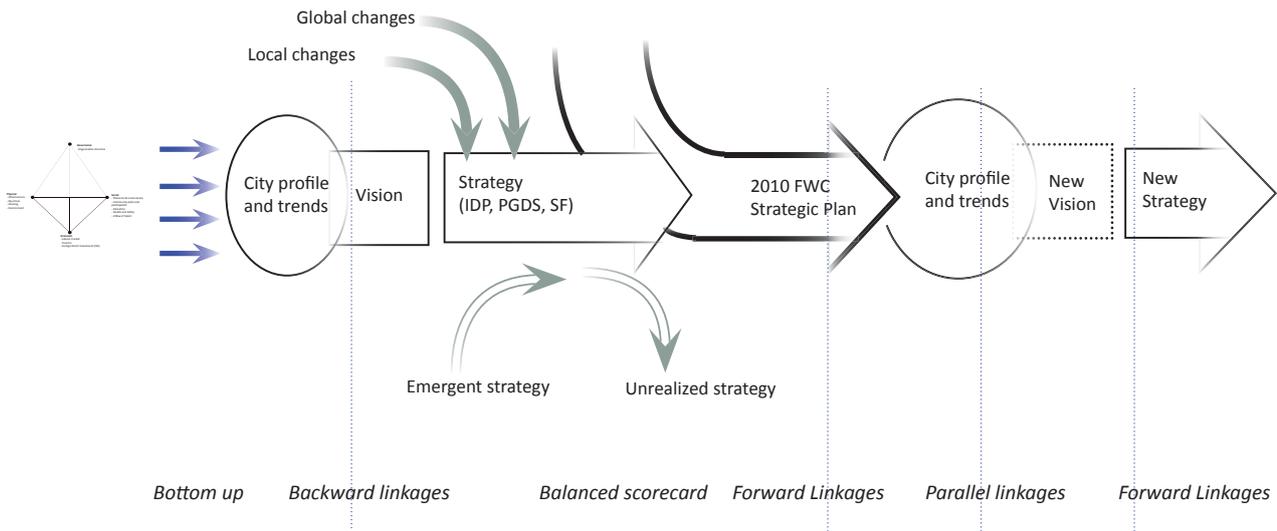


Figure 33: Variables measured throughout the research framework

“...it was here at this Cape, over three centuries ago, that there began the fate-ful convergence of the peoples of Africa, Europe and Asia on these shores.”

– Former President Nelson Mandela, during his inauguration speech on May 9, 1994.

It is clear that living in this global era brings about many changes. Cities, businesses, and people have to conform to function in the new networks that are created. Globalization has many benefits regarding the opportunities and development of cities. However, the process of globalization also has its downsides; in this paper the particular case of Africa is investigated. Saskia Sassen exemplifies the concept of global cities describing them as networks where circuits run through. These circuits can be of economical nature producing a service or a product and create highly specialized networks. Leading global cities, such as New York, London and Tokyo, contain a large range of these circuits.

Cities strive to be part of such a network to thrive in the global economy. To participate in the global networks, cities have to have something to offer the network. Conversely, cities in Africa are in a different state of development than the cities in the western World and therefore struggle to compete on this level causing them to have difficulties to enter and participate in the global economy. The threat is that they will only lag more be behind creating a vicious spiral effect.

One of the consequences of globalization is the trend of mass migration to cities causing an enormous urbanization. Because cities are growing at such rapid rates causing governments to have difficulty providing basic services, sufficient economical opportunities, educational institutions, housing and infrastructure for the inhabitants. This problem is more intensively experienced in developing countries due to the lack of means regarding financing, skills and organization. This difficult has then an effect on the spatial, social and economical segregation. Segregation and inequality are therefore continuous themes in developing countries. On top of that South Africa just came out of the Apartheid regime which was a government whose ideology was based on the separation of races.

Globalization brings new influences, new problems, but also advantages. Countries and their cities therefore have to think of new strategies to gain benefit and avoid threats caused by globalization. These are urban regeneration strategies. Mega event strategies are seen as tools for urban regeneration. A mega event is bound to leave a legacy and can help a city give a boost in the global direction either with the publicity, tourism, fame, landmarks or employment. But urban regeneration and mega events should have the main purpose of improving the living conditions of the residents. Therefore, the chapter introduced the concept of quality of place.

A mega event then leaves behind an effect on the city, changing it in some sense which can be positive or negative. This is the legacy. A legacy can be tangible or intangible, short or long term, it can be positive but it can also be very negative. Too many times analysts have been nothing but positive about their mega event strategies forgetting the enormous amounts of risks. This chapter tried to seize the positive and negative effects of a mega event. Lastly, the chapter describes methods to determine the legacy. This last part will be used in the empirical research as the aim is then to determine the legacy.

The main principals of Mintzberg and Waters (1985) are taken to form the research model. The research model uses the strategy created from the vision. This strategy experiences great influences from the global society as well as changes from the local society. These changes and trends cause strategy to emerge and be unrealized. Strategies are therefore continuously subject to influence and change. The mega event strategy is seen as a tool for the implementation or fast tracking of the urban strategy. Therefore, the strategy and the strategy created for the mega event are merged and combined. Though in the case of Cape Town, the strategic plan for the 2010 FWC was based on the Integrated Development Plan (IDP). This created a vague line of which strategy was to be followed causing the 2010 FWC strategy to eventually take over. This will be deeper investigated in the next chapter as they will clearly outline the strategies.

The realized strategy had an impact on the city. Variables and parameters derived from the literature that will assist by assessing the actual impact of the event on the city. With the new reality of the city after the event, a new vision and strategy has to be created. This will be the eventual result of this research paper.

3. THE KICK OFF

THE VISION AND STRATEGY



This chapter looks at the first phase of the research model; what was the vision and strategy? It firsts describes the profile of Cape Town at the time of planning and winning the bid. It then looks at the different visions on the city, provincial and national level investigating the strategies, priorities and developments. After that the vision for the 2020 FIFA World Cup will be explained. The vision is largely based on two visions; the City of Cape Town Integrated Development Plan 2005 – 2006 and the Western Cape Provincial Development and Growth Strategy (PGDS), these will be linked to the 2010 FIFA World Cup Strategy and elaborated on later in the chapter.

3.1 VISION AND INTENDED STRATEGY

In this chapter the empirical research is described starting with the research framework highlighted in blue below. The first part of the research model has the aim to analyse the intended vision and strategy. However, to understand this vision and intended strategy the city must be put into perspective. For this reason this chapter will start with the important part of history which has made South Africa and Cape Town what they are today. Next to the important and relevant history, the chapter will elaborate on the trends and issues that the country has faced and is facing today. Vision were created and strategies were adapted as they theory of the intended strategy declares described by Mintzberg and Waters (1985). But as the literature and experience has illustrated, due to the global and local trends, strategies change, emerge and abandoned. These different visions and strategies that have altered throughout the years will also be highlighted in this chapter. They will be put next to each other to discover the recent growth and development paths of the city. It will then explicate how the 2010 FWC strategy was developed and used.

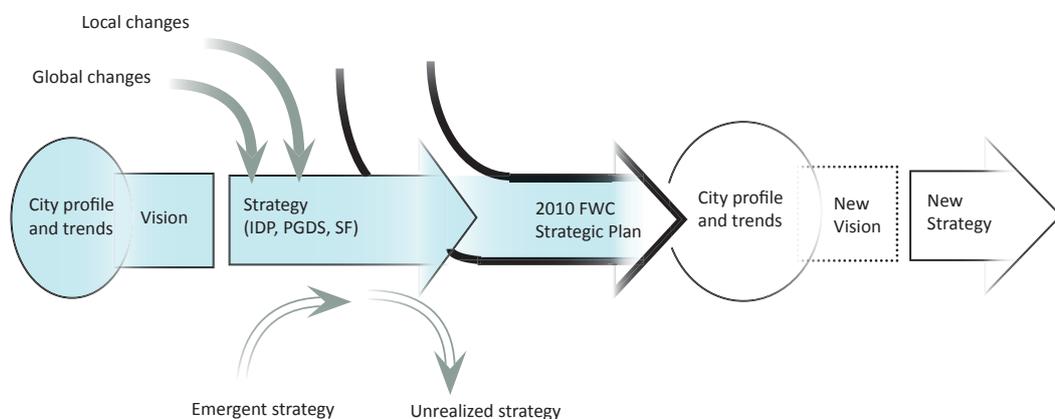


Figure 34: Research Model Phase 1

3.2 CITY PROFILE AND TRENDS BEFORE 2010

This section will look at Cape Town before 2010. It will first briefly describe the history of South Africa and Cape Town as it has determined greatly the culture, spatial structure and economic growth.

3.2.1 SEGREGATION IN SOUTH AFRICA

South Africa's development has been influenced by segregation since the Dutch started settling in the Cape in 1652. The first forms of segregation were in the form of a hedge planted between the Europeans and the native population to prevent theft and attacks. It continued to be a key feature in further development of towns and settlements, creating the idea of separating the 'Europeans' and the 'Natives'. Often barriers or buffer strips were placed between these areas (Schoonraad 2004).

In 1948, the National Party (NP) was elected and took the concept of segregation a step further and created the system of 'Apartheid'. NP leaders argued that South Africa did not comprise a single nation, but was made up of four distinct racial groups: white, black, coloured, and Indian. The new government passed laws which were centred on separating races on a large scale, by compelling people to live in separate places defined by race. That meant that the cities were restructured in line with this ideology of separateness and the perception generally was that Black population were temporary sojourners in the city. Their main purpose was to provide cheap labour (Badenhorst 1987).

In 1950, the Group Areas Act was installed. This act forced thousands of people to evict and move to areas according to their race. The Black population was often moved to the outskirts of the city in underdeveloped townships far from job opportunities and social facilities. In addition, the education was segregated. The separate education system for African students was designed to prepare black people for lives as a labouring class. In 1959 separate universities were created for black, coloured and Indian people. Existing universities were not permitted to enroll new black students.

The figure 28, 'Racial concentrations and homelands South Africa 1979', is a map showing the territorial four main races/ethnicities/colors of South Africa in 1979: Whites, Coloureds, Blacks and Indians. The grey areas indicate the Apartheid-era Bantustans, which are almost exclusively black. (Perry-Castañeda Library, 2011)

It can be concluded that the Apartheid system was a political system with highly spatial implications. In 1994, the Apartheid government collapsed and the African National Council (ANC) was elected as the first democratic government. The new government had many new urban development ideologies, urban reconstruction, integration, and equity. New policy document and acts have been drawn to restructure the urban structure based on segregation. It can be said, that urban form created by the Apartheid government was maintained at high cost due to high transport subsidies in order to get the poorest section of the population, who lived the longest distance the city, to their places of work (Schoonraad 2004).

It is important to note that segregation in South Africa occurred in a different way than in other countries. First of all, in many countries segregation was institutionalised from early on in the colonial times and therefore banded in the 1950s and 1960s. Though in South Africa, the issue of segregation was imposed in 1948 by the concept and idea of Apartheid. Due to the fact that it became the basis of governance, it caused extreme levels of segregation. In addition, in the 1980s segregation became an issue again in many European cities

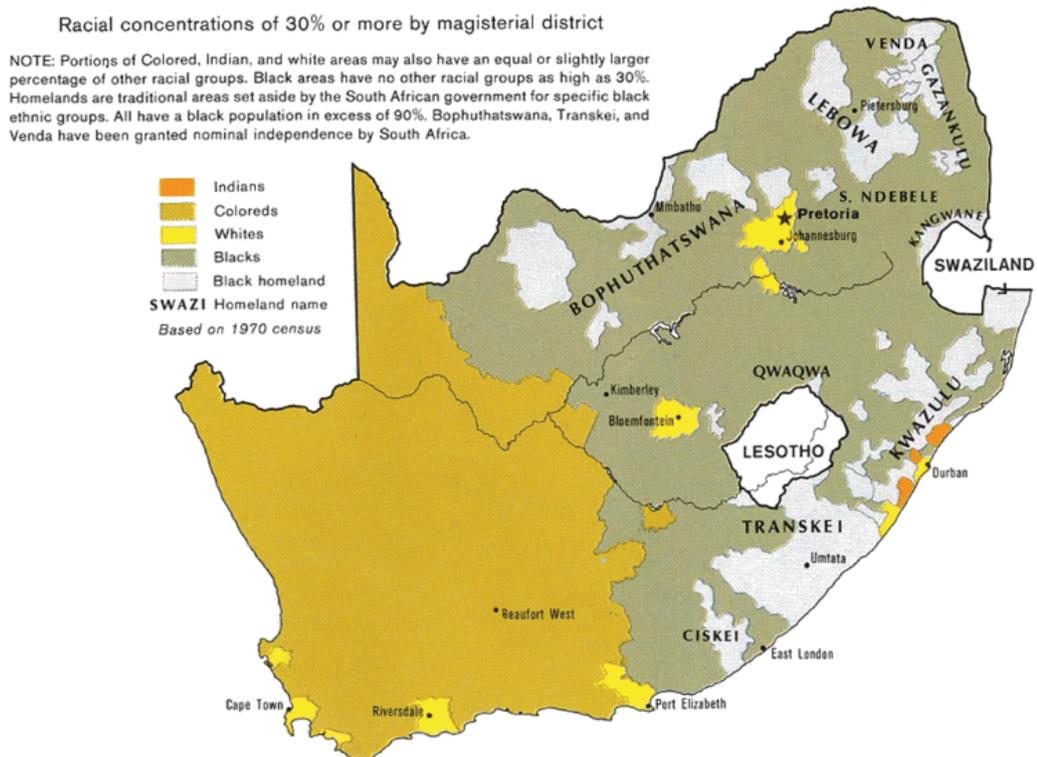


Figure 35: Racial concentrations and homelands South Africa 1979, Racial concentrations of 30% or more by magisterial district (Perry-Castañeda Library, 2011)

due to the high numbers of immigrants. In contrast, South Africa at that time was realising that institutionalised segregation was not possible and many of the related acts were scrapped. Interestingly, in the rest of the world, the minority groups would be segregated and marginalised, whereas in South Africa the majority was marginalised. In the rest of the world, segregated groups are still marginalised and on the side line of political power. However, in South Africa the marginalised and segregated group has taken political power and made ways to create more economic privileges for those who have been segregated (e.g. Black Economic Empowerment). (Schoonraad 2004)

3.2.2 SEGREGATION AFTER APARTHEID

Urban planning under the Apartheid government was characterised by different managing of 'white' and 'non-white' areas through control of development. It was non-participatory and focused on physical plans enforced through control measures, such as the Group Areas Act. Planning developers and the government agreed about the ideal city, and were effective in creating it. Since then, the manner of planning has changed dramatically.

Urban planning has moved from master planning to a strategic development planning process to integrate social, institutional, economic and physical aspects. It has also been influenced by the notion that government is not the only major role player in the process of planning. Cutting down government budgets limits the ability for government to provide in the needs of all residents. The government therefore has to take on a facilitating role, work together with the various stakeholders, emphasising on public participation.

On the other hand, Schoonraad (2004) also argues that in general there is a limited change in urban structure since the fall of the apartheid. In her thesis, she explores the complex problems that South Africa deals and attempts to determine why spatial segregation has remained a feature of South African cities despite new urban policies. Schoonraad (2004) states that South African planners suffer from the loss of faith in urban planning due to their first experience in the 1970s. There is a lack of understanding of the urban planning principles creating a lack of implementation of principles and limited means available to planners.

The implementation is guided by the private developers and less by the planners. Market forces have had a bigger impact than planners because private developers have power and initiative to build. Planners rather have the power to create limitations, e.g. powers to refuse permission for development (Taylor 1998).



Informal settlement apartheid era

The urban planning of today deviates little from the British zoning system which is based on segregation of land uses in minimum densities. This system was applied the white areas and are at present adapted in all areas. Though, Mabogunje (1990) has pointed out how inappropriate this was for African urban realities. The lack of efficiency of the system has been reinforced by the culture of lawlessness and a focus on private short-term gain which permeates South African Society.

Due to the competing urban areas, the government is forced to accommodate development in order to stimulate growth and attract investors. However, this can sometimes contradict its own plans. According to Taylor (1998), when the economy is in an upward trend, developers can be swayed to comply with government plans and provide for the public good. Though when it is weak, as in South Africa, planners cannot dictate the nature of development in the same extend.

Another common problem is that the strategic plans and policy document can be somewhat vague. The plans lack elaborate details which clearly indicate figures such as minimum density and intensity of development. This has resulted in a gap between policy and implementation.

In addition, the importance of public participation has brought the needs of individual communities to the forefront at the expense of the common good. It has also focused on short term needs as opposed to long term sustainability goals. In the degrading of integrated development plans for Pretoria, the process of public participation was executed simultaneously at three levels (metropolitan, city wide, and the planning zone) following a similar process. It became clear that people were only concerned with their own areas, and had little concern for the effects on the rest of the city.

Another issue, is that decision making powers lie mostly with politicians. This originated in an era when planning was the hand maiden of apartheid politicians (Boden 1989). During apartheid, the goals of the market and that of urban planning overlapped: on the one hand apartheid ensured concentrations of cheap clack labour, possible only because of the informality and suppression of choice and opportunity of black urban residents. The apartheid government subsidised transport costs or located black residential areas close to places of employment to reduce commuting costs. On the other hand apartheid ensured the effective working of land markets in white residential areas, protecting land ownership as well as environmental quality, thus allowing profits from land development. (Schoonraad 2004) The objective of urban planning changed dramatically after the fall of the apartheid government. The focus shifted from ‘an efficient function of the white city’ to ‘equality, integration and sustainability’.

However, now the problem is that private land development are showing patterns of segregation through processes of decentralisation, gating and walling. Schoonraad (2004) observes that investment patterns are contradicting the spatial vision developed by the local government. The irony is that despite this contradiction, most private development has been approved by the local government, thus indicating a contradiction between its real states aims. (Schoonraad 2004)

Planners believed that in order to achieve the principles of sustainability, market forces have to be controlled. Developers believe that they are shaping the city that planning and public participation only serves to slow down the process of development. Their only goal was to profit and they do not show any concern for restructuring the city. (Schoonraad 2004)

3.2.3 PHYSICAL STRUCTURE

Looking specifically at case of Cape Town, one can say that the city is unique in a number of ways. Firstly, Cape Town is regarded as the ‘Mother City’ on the southern tip of the continent, and has historically played an important role in international trade due to its location. Secondly, it is located in the Western Cape, which has no homelands, but has always had a much larger coloured population. Cape Town experiences a great influx from the rural lands, especially for the Eastern Cape as the province lacks a metropolitan city. Whereas most provinces vote the ANC as their politician party, the Western Cape is the only province that elected the old

Nationalist Party, the DA, as its governing party.

The impact of the former apartheid regime is still entrenched in the current city structure causing inequity and inefficiency. Areas have been developed without considering the socio economic integration or functionality. Public facilities are distributed unequally throughout the city, and many areas have a lack of social infrastructure. The provision of new infrastructure services to 'Greenfield areas' (medium to higher income residential development located on the periphery of the city) have taken place at the expense of the upgrades of infrastructure in the existing urban areas. (City Space, 2011)

In general, Cape Town is characterized by low density sprawl with little inner city housing and mostly single detached housing (whether in dominantly white areas or in the informal settlements). Figure 36 shows that the white areas are along the Tygerberg arm and the Southern arm. The areas to the southeast (Cape Flats, and metropolitan Southeast) are the areas of the disadvantaged populations which are less accessible to the central business district (CBD) and require long commutes. In general, public transport is low quality and expensive due to the distances needed to travel to areas with economic activity. From an urban perspective, Cape Town needed to enhance densification and compaction, improve its infrastructure in all areas, and in general work towards establishing a more equitable city (Hiller 2000). In this area, in the townships, a large portion of the population lives in informal dwellings. An informal dwelling is defined as a wood and iron structure, which does not meet basic standards of safety in building (City of Cape Town, Sustainability Report, 2005).

The townships are far from commercial and residential centres, thus residents are at an economic disadvantage. Moreover, informal settlements have a negative impact on the environment, such as pollution of the environment by wastewater and the burning of fossil fuels and other inflammable material. The environmental degradation aggravates the situation of poverty found in such settlement. People living in informal settlements are also more susceptible to disease and epidemics (City of Cape Town, Sustainability Report, 2005).

One of the problems created by the apartheid city was the peripheralization of the non white population. The public transport system, whether road or rail, marginalized non whites had as they had long and therefore expensive routes. Central access is quite efficient, though cross city access is quite burdensome as direct routes often do not exist. (Hiller 2000)

In 1996 the total estimated population was 2 563 095. In 2001 the population was 2 893 251. This is a growth of 2.6% per year. Of this population, Cape Town has a great amount of poorly housed person and the housing shortage. The shortage was estimated 170,000 to 180,000 (Hiller 2000). Most of this shortage is experienced in the low income or no income population. In addition, the shortage is constantly growing due to in-migration. Housing improvement, however, is more likely to occur for the employed due to market forces. Another issue which Cape Town deals with, when upgrading the disadvantaged areas, is that facilities brought to these areas are usually decided on by external parties. This causes a lack of sense of ownership and responsibility in the plans from the start.

3.2.4 ECONOMIC STRUCTURE

Cape Town is the economic centre of the Western Cape Province, South Africa's second main economic centre and Africa's third main economic hub city. It serves as the regional manufacturing centre in the Western Cape. It also has the primary harbour and airport in the province. The large government presence in the city, both as the capital of the Western Cape and the seat of the National Parliament, has led to increased revenue and growth in industries that serve the government.

The Western Cape contributed 14.6% to the Gross Domestic Product of South Africa in 2001. From a district perspective, the bulk of investments since 2004 have been in the City of Cape Town (52.2 %), with the Cape Wine lands attracting 36.4% of investment followed by the West Coast with 9.4% (Stats-SA, 2010).

- Integrated Development
(primarily whites)
- Cape Flats
(primarily coloured)
- South East Sector
(primarily blacks)

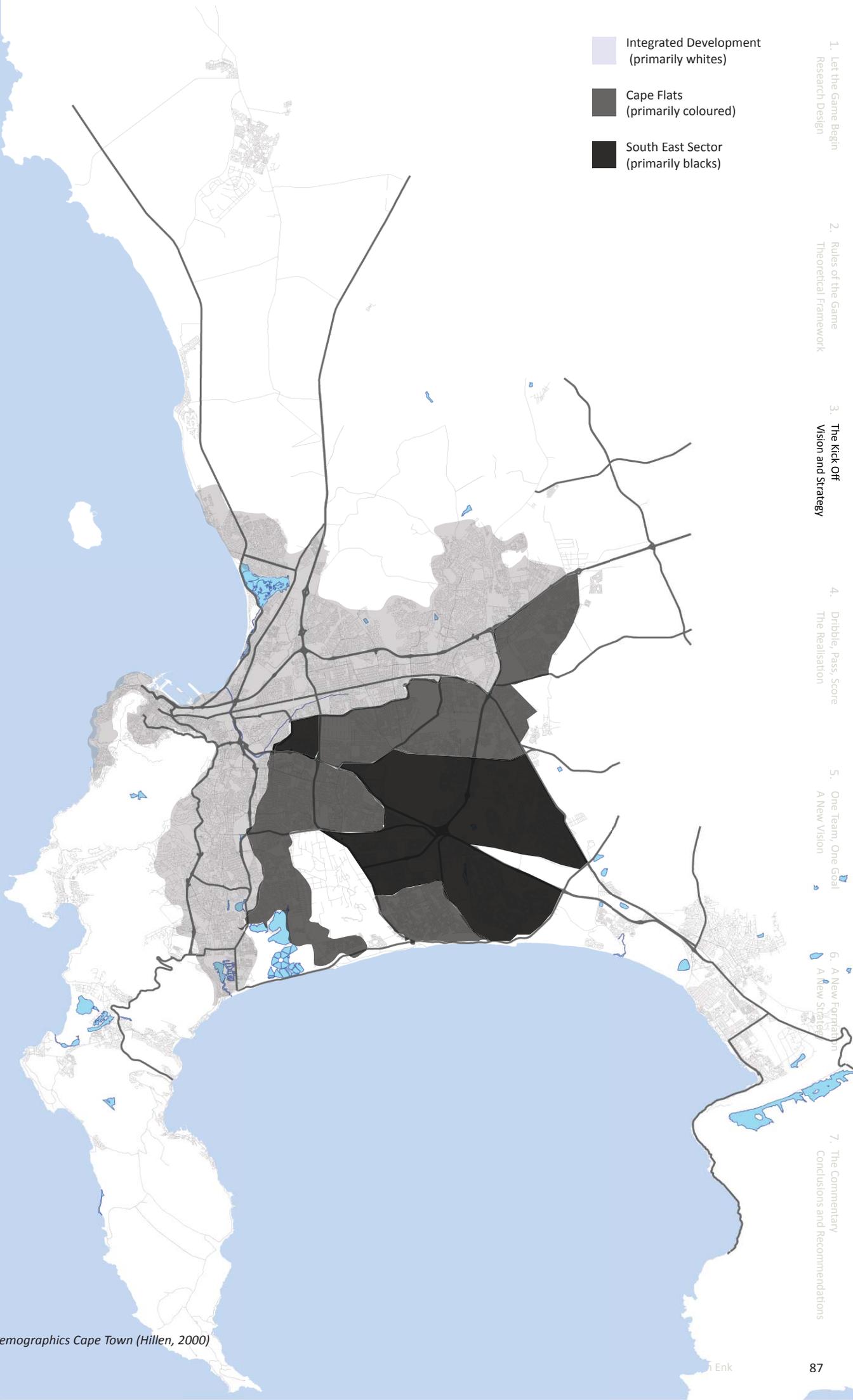


Figure 36 Racial demographics Cape Town (Hillen, 2000)

Cape Town's economy is interrelated with the province. Cape Town is the one of the country's most dynamic and powerful metropolitan areas. In 2009 the City's real GDP was R188 456 million (€ 19 000, www.xe.com July 2011). Between 2005 and 2009, the city's economy grew by an average annual growth rate of 4.06%. The province growth rate was 4.19%. This was more than the national growth rate (3.65%). Though the city has 66% of the province's population, its economic contribution is 71.1%. Nationally, Cape Town has 7% of the country's population, though its contribution is 10.58%. (City of Cape Town 2010). Due to its economic performance, it is the second richest city-region in the country in terms of GDP per capita (after Johannesburg) (City of Cape Town 2010).

At the turn of the century, industry in Cape Town clustered around the CBD and thereafter in Woodstock and Salt River (two suburbs relative close to the CBD). With the increasing scale of manufacturing plants in the mid century, a search for larger, cheaper locations led to the opening up of specialised industrial areas in Maitland, Paarden Island, then Epping and later on the eastern edge of the city in Brakenfell, Blackheath and Somerset West (mainly growing out to the periphery eastwards). Rail access was important for the locations. (City of Cape Town 2003)

The current pattern of industrial activity reflects a concentration stretching from the CBD, through Woodstock/Salt River and along the northern railway line through Epping, Parow, Bellville, Brackenfell and to Blackheath. There is a scattering of smaller industrial concentrations in the Southern Suburbs, along the Lansdowne Corridor, and in the Helderberg (see Appendix for detailed maps)

FINANCE AND INSURANCE, BUSINESS SERVICES

The performance of the Western Cape and the City is strongly dependent on the performance of the finance and insurance and business services sectors. These two sectors dominate the economy in the region, and constitutes nearly one third of the Province's economic output in 2008 (estimate) (Western Cape Provincial Treasury 2009).

In the city, the finance, insurance and business services sector accounts for more than half of all economic growth in the city. Businesses in this sector can afford high property rentals, can be located in high-rise buildings and tend to cluster in large commercial centres. This suggests an increasingly important role for large commercial centres (City of Cape Town 2010_a).

The finance, insurance and business services sector was clustered in the CBD and other large commercial

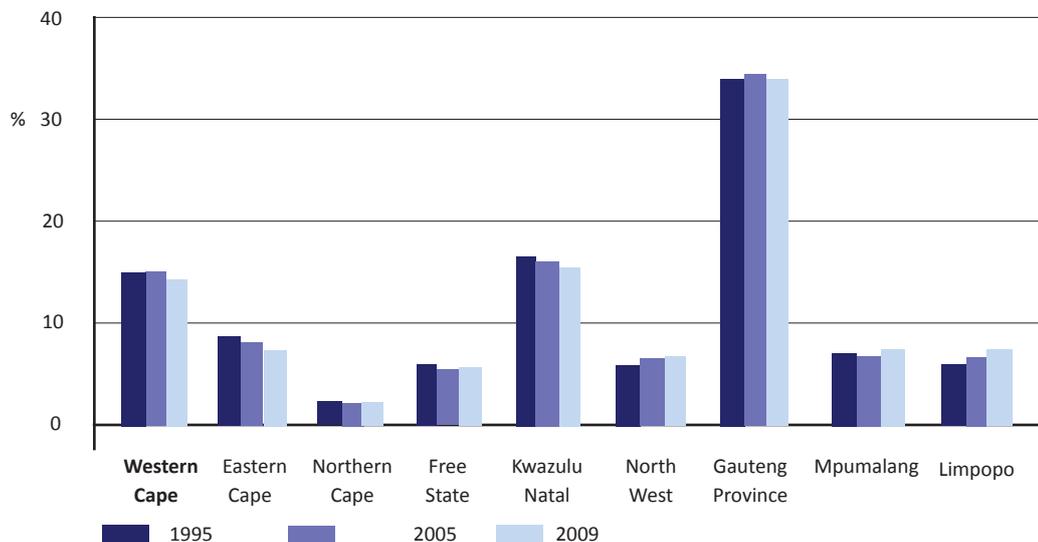


Figure 37 : % Provincial contribution to South African economy (Smith, 2005 and Stats-SA 2010)

centres, especially Bellville and to a lesser extent Claremont/Newlands. The overall growth pattern was that of further concentration in these areas. However, the spatial footprint of this sector was strongly influenced by two large companies: Old Mutual (Pinelands) and Sanlam (Bellville). Further analysis shows that insurance and financial services were strongly clustered in large centres while the business services sector was more dispersed (City of Cape Town 2010_a).

MANUFACTURING

The manufacturing sector is a key contributor to economic activity in the Western Cape and Cape Town. The sector has the capacity to absorb a significant portion of the excess supply of unskilled and semi-skilled labour in the Western Cape.

WHOLESALE AND RETAIL SECTOR

The wholesale and retail sector was more concentrated in the north of the city where the bulk of city household income is located. This pattern is being reinforced by strong growth in the Northern Suburbs, West Coast and Somerset West – all areas that have experienced significant high-value residential development. However, it should be noted that this data may be inaccurate for retail activity, which is affected by head office location to a greater extent than other sectors.

CONSTRUCTION

Since 2003, the construction sector has been an important driver of economic growth in the Western Cape. The preparations for 2010 FIFA World Cup have also given momentum to infrastructure development. The sector has achieved impressive growth rates in recent years. The projected slowdown in growth can be attributed to the sharp downturn in residential building activity resulting from tighter lending conditions, the introduction of the National Credit Act and high levels of household debt coupled with falling property prices (Western Cape Provincial Treasury 2009).

TOURISM

After the apartheid era, the South African borders opened up and sanctions from the international community ended. This caused the amount of international travellers to greatly increase. After the first democratic elections in 1994, 3.9 million foreign visitors arrived in the country. By 2004, the amount of international visitors doubled to 6.7 million. In 2005 there was a 10.3% increase, in 2006 a 13.9% increase, and in 2007 an 8.3% increase making it the fastest growing sector.

The Western Cape is an important tourist region in South Africa; the tourism industry accounts for 9.8% of

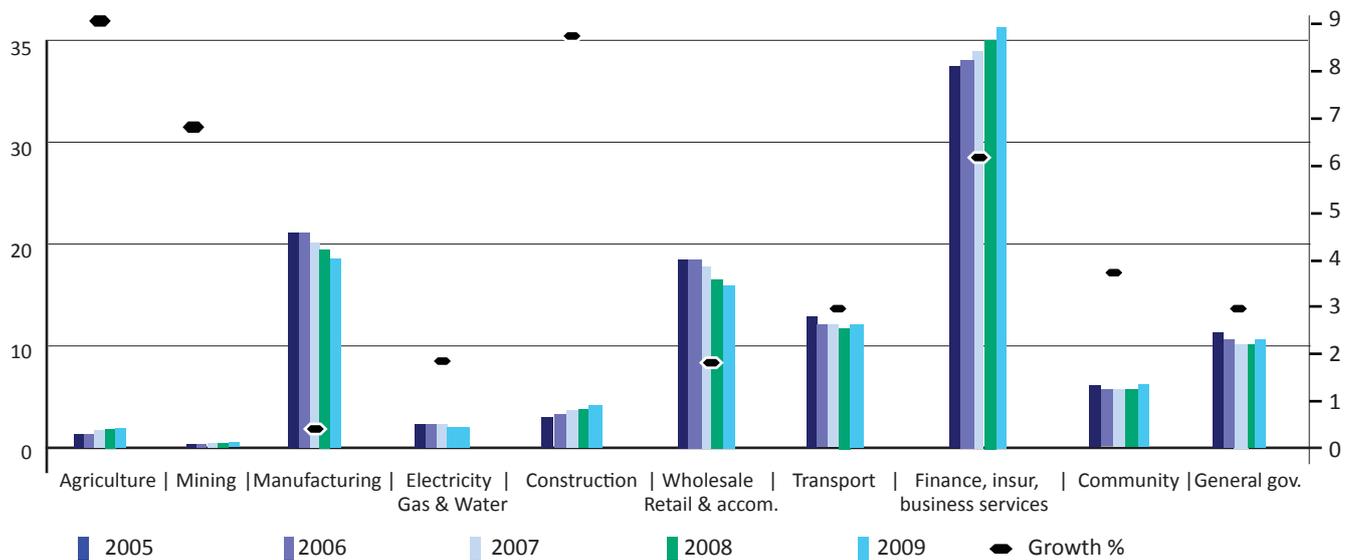


Figure 38: City of Cape Town: GDP Sector Contributions and Growth (City of Cape Town, 2010_a)

the GDP of the province and employs 9.6% of the province's workforce. In 2004, over 1.5 million international tourists visited the area. It now receives about 1 800 000 tourists on a yearly basis (City of Cape Town, Atos KPMG Consulting 2004).

SMME

The majority of the the City's economic activity is driven by the SMMEs. Approximately 75% of businesses in Cape Town are classified as SMMEs which account for 50% of the city's output. One of the city's economy weaknesses is the lack of informal economy activity. This problem is a symptom of the structural nature of the city region and the Western Cape's economy. The informal economy is involved in non-base activities and these activities are not embedded in the economy's extensive production chains. Consequently, the informal sector has a low activity compared to other middle income regions.

LABOUR MARKET

To reduce unemployment, Cape Town's economy needs to grow at a rate of 6-7% annually – the growth rate for 2002 was 3.8%. The biggest constraint to the productive potential of Cape Town and economic growth is the low skill levels of the labour force. Although trends indicate rising educational levels, more than 60% of adults do not have a matric qualification.

SPATIAL ECONOMY

Cape Town has four major commercial nodes, with Cape Town Central Business District containing the majority of job opportunities and office space. Century City, the Bellville/TygerValley strip and Claremont are well established and contain many offices and corporate headquarters. Most companies headquartered in the city are insurance companies, retail groups, publishers, design houses, fashion designers, shipping companies, petrochemical companies, architects and advertising agencies.

Cape Town has a functional and growing CBD located on the west of the city. Although a large number of businesses relocated to suburban centres, the CBD has since recovered, and currently attracts significant investment. The central city is home to more than 1000 creative and knowledge businesses. It remains the city's premier business, tourism, and cultural centre. However, the Bellville CBD is also growing due to the A grade



Figure 39: 2008 Distribution of economic activity (City of Cape Town, 2010_a)

Areas	% of City Business Annual Turnover	% of City Formal Employment	% of City Population (1996 Census)
<i>Cape Town CBD, Observatory, Camps Bay, Simon's Town</i>	33.0	29.5	10.0
<i>Parow, Bellville, Durbanville, Brackenfell</i>	18.2	17.0	11.0
<i>Maitland, Paarden Eiland, Goodwood, Epping</i>	16.0	18.0	5.0
<i>Claremont, Mowbray, Wynberg, Ottery</i>	14.0	11.7	8.0
<i>Milnerton, Melkbosstrand, Table View, Atlantis</i>	8.0	7.7	6.0
<i>Somerset West, Mitchells Plain, Khayelitsha</i>	5.8	9.0	34.0
<i>Gugulethu, Athlone, Airport Industria, Kuils River</i>	5.0	7.1	26.0

Figure 40: 2008 Distribution of economic activity (City of Cape Town, 2010_a)

office accommodation and high end retail activity in the Tygervalley (City Space 2011).

The City Centre accounts for almost 25% of all city turnovers and is the dominant economic centre. Payroll figures were even higher because of the concentration of government employment here. The Bellville / Tygervalley area was the second largest economic centre in the city, but was, less than half the size of the City Centre in terms of turnover and payroll (City of Cape Town 2010_a).

In contrast to most other South African cities, Cape Town has an attractive, vibrant and growing city centre. The CBD has excellent transport infrastructure and is the most accessible economic centre by public transport. In addition to being an attractive urban centre that attracts both tourists and locals, it is the hub of the Cape Town economy with the highest concentration of economic activity. Many economists contend that benefits derived from economic agglomeration are an important factor for the growth of the services economy. This suggests that the CBD is an important location for future economic growth. The West Coast and Southern Suburbs each accounted for a further 10% (City of Cape Town 2010_a). Most jobs in Cape Town are located in a broad band roughly stretching from the CBD to Bellville (City of Cape Town, 2010_a).

The finance, insurance and business services sector are clustered in the central business district (CBD) and other commercial centres, such as Bellville, Claremont, and Newlands. The overall growth pattern shows that there is an increase in the density of these areas (City Space 2011). The wholesale and retail sector is located mostly in the north of the city. This is where the household income is concentrated. Small businesses and retail have suffered dramatically from the growth and popularity of the large shopping malls (City Space 2011). Manufacturing is shift in from central industrial areas to more peripheral areas. This offers less congestion and cheaper land (City Space 2011).

3.2.5 SOCIAL STRUCTURE

Due to its history, race has become a very important aspect of the population. Due to the segregation, every 'colour', or race, has a strong unique culture. There are three main racial groups; white, black, and coloured. The white population is mainly made up of the Europeans who came and started settling in the Cape of Good Hope over the past three centuries. Their main language is Afrikaans or English. The black population is mainly made up of the original inhabitants of the Cape and around, the natives. Although many 'blacks' were also brought into the Cape as slaves from other African countries. Their main language is Xhosa. The coloured population are too light skinned to be considered black, but too dark to be considered white. They possess a combination of many different heritages from Europe, Indonesia, Madagascar, Malaya, India, Mauritius, or Southern Africa. They also have their own culture, referred to Cape Malay culture. Their main language is Afrikaans. Cape Town has a unique demographic composition. The Black African population group not the largest racial group as in the case in most other South African cities. In Cape Town the coloured population form the majority as can be seen in figure 32.

POPULATION GROWTH

Due to globalization and the economical shift to the services sector Cape Town is experiencing an enormous urbanization trend. The current estimated population of Cape Town is around 3.5 million (the figure varies due to the difficulty of counting people due to informal settlements and unregistered inhabitants). The population growth between 1999 and 2007 was 36.4% due to the increase in natural births and migration. This has consequences for the spatial extent of the city is rapidly growing; it grows by an estimated 650 ha per year. It is estimated that the pattern of urban development will consume most of the accessible area in 50 to 60 years will reach a population of over five million by 2030 (City Space 2011). This great urbanization process has caused a concentration of poverty in the suburbs of the city region (UN-Habitat 2001).

The percentage of the population in the potentially economically active groups (15 to 54) has increased since 1996 whereas the youth (0-14) has decreased. This means that the group of people looking for economic opportunities is increasing. The bulk of the people who migrate to the city come from the poor areas and towns. They migrate to the cities due to the expectation that the city can provide employment opportunity, basic services, infrastructure and housing (City Space 2011).

Due to the urbanization process, the informal settlements have also grown and continue to grow, as the table illustrates that the number of shacks have significantly increased. As the numbers of informal settlements have increased, the percentage of the population living in poverty has increased (City Space 2011).

In 2007 the population of Cape Town had grown by 20.9% since 2001 and 36.4% since 1996. The number of Black Africans has shown the largest increase (89.4%) since 1996 followed by 64.6% for Asians. The number of Whites has increased by 24.3% and Coloureds by 24.1%.

POVERTY

In 2004, approximately 33% of households were estimated to be earning incomes below the Household Subsistence Level (< EU 160). (City of Cape Town 2004). Most of these households live in the townships on the periphery of the city in Khayelitsha and Mitchells Plain.

HOUSING

The number of households that had access to basic services increased significantly between 1996 and 2001. However because the rapid growth in households, the pace of delivery was too slow causing service backlogs continue to grow. Areas of concern were the informal settlements, particularly those in the South East suburbs. In 2004, the housing backlog was about 245 000 and growing as the delivery was outpaced by the increased demand as a result of new household growth. Around 16 000 new households required housing per year but the delivery rate was only 11 000 per year. (City of Cape Town 2004)

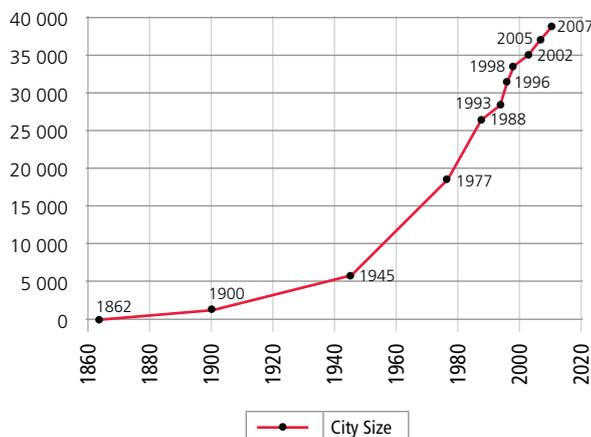


Figure 41: Population growth (City Space 2011)

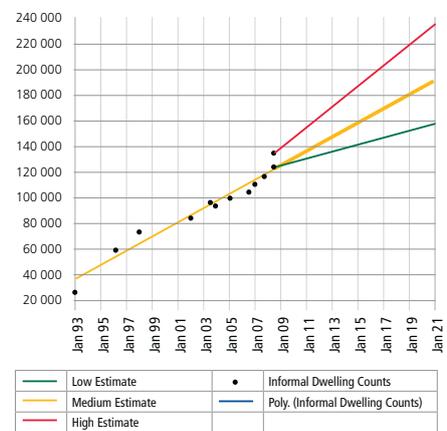


Figure 42: Number of informal dwellings in Cape Town and different growth scenarios (City Space 2011)

	1996		2001		2007	
Race	Total	%	Total	%	Total	%
Black African	644,181	25.1%	916,584	31.7%	1,219,981	34.9%
Coloured	1,239,943	48.4%	1,392,594	48.1%	1,538,315	44.0%
Asian	37,882	1.5%	41,516	1.4%	62,354	1.8%
White	543,425	21.2%	542,555	18.8%	676,447	19.3%
Unspecified	97,664	3.8%	0	0.0%	0	0.0%
Total	2,563,095	100.0%	2,893,249	100.0%	3,497,097	100.0%

Figure 43: Racial Demographic trends (Small 2008)

HEALTH

Around the 1980s the world experienced a HIV/AIDS outbreak. The disease spread to Africa killing thousands. TB and HIV/AIDS continued to dominate the health sector in the City of Cape Town for decades. In 2001, the incidence rate for TB has increased to 577 per 100 000 people (560 per 100 000 people in 2000). The incidence rates are highest in Khayelitsha (921 per 100 000 people) and Nyanga (963 per 100 000 people). The HIV prevalence in the Western Cape was 8.6% in 2001 (8.7% in 2000). It is clear that the incidence of TB and HIV have the most devastating presence in the poorer communities. (City of Cape Town 2004a)

3.2.6 GOVERNANCE STRUCTURE

Nationally, South African cities have been dismantling its apartheid state, making legislative and policy reforms. Some of these reforms were particularly aimed at steering the South African economy to compete in the global economy. One such policy reform concerns the reduction of trade barriers and privatization of state assets. There has been more public intervention in the housing delivery, basic services, extension of welfare grants, reforms in health and land restitution in order to improve the equity of the country. Progressive labor legislation and the Employment Equity Act were introduced to improve the equity in the work place and to increase the employment of the Black population. The Black Economic Empowerment, for example is a program which ensures that a certain percentage of the African population is employed (UN-Habitat 2001).

On political level, the African National Congress (ANC) is the ruler of the national legislature. The party is also the ruler in all provinces except for the Province of the Western Cape. The Western Cape is the only province

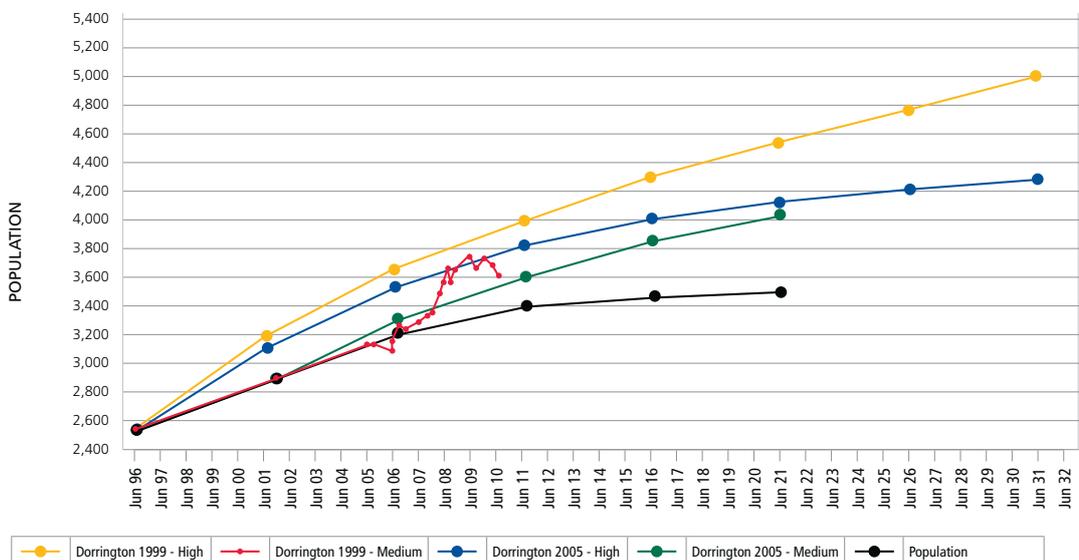


Figure 44: Cape Town population trends and projections: 1996–2031 (City Space 2011)

where the Democratic Alliance (DA) is the governing party led by Helen Zille.

Cape Town is situated in the Western Cape which occupies a unique and different position to the rest of South Africa. Its demographic structure varies ethnically and socio-economically from the other province. Unskilled labour generally receives higher wage rates and lower unemployment. It also lacks the strong mining component that dominates the economies of many other provinces. The economy has four main productive sectors; agriculture, manufacturing, financial services and tourism. The province is highly urbanized (>90%). The province attracts many different migrants nationally and internationally across all income groups.

3.2.7 PREVIOUS MEGA EVENT BIDS

By the 1930s, football was divided into numerous institutions based on race: the (White) South African Football Association, the South African Indian Football Association (SAIFA), the South African African Football Association (SAFA), the South African Bantu Football Association, and the South African Coloured Football Association (SACFA). With urban segregation being reinforced and the different laws that were passed, it was harder to play football across racial lines.

Though football was influenced by racism, it also played a role in protesting apartheid and its policies. Because teams were not allowed to mixed races, South Africa was banned from FIFA and other major international events. This created world wide publicity for South Africa. It was not until the end of the 1980s, that football associations started discussing the formation of a single, non-racial controlling body. This was in the time that the oppressive system of Apartheid was slowly collapsing and the ANC and National Party started negotiating about the end of Apartheid. In December 1991, an incorporated South African Football Association was created. On 3 July 1992, FIFA finally welcomed South Africa back into international football.

This was the start of the participation of other major events. In 2004 Cape Town participated in the bid for the Olympic Games. However unsuccessful, it was extremely important milestone and process to in policy making (Hiller 2000). The two common pillars when creating a Bid Book are Sports and Culture. Environment was added later to the Sydney Olympic Games. Cape Town bid added a 4th dimension; 'human' development. Cape Town wanted the Olympic process to 'contribute to the improvement of quality of life of the people of the city [...] we place spatial emphasis on our disadvantaged communities', according to Harry Hiller (2000). Secondly, it was also an aim to use the Olympics as a tool to restructure the city and to look at the inequalities created by apartheid.

According to Harry Hiller (2000) the evidence shows that the business community in Cape Town were behind the Olympic Bid as it was considered 'good for businesses. This would especially be the case for the sponsors of the tourism/hospitality business sector (e.g. South African Airways, Sun International or the Victoria and Alfred Waterfront). It would also be relevant for companies with an international profile or industrial and service firms involved with the development of Olympic infrastructure, such as Telkom (communications), Caltex (petrol retailer), Unifruco (global fruit distributor), Anglovaal Industries (diversified industrial portfolio) and Nedbank. (Hiller 2000)

But the politicians also saw the potential for expanding working-class opportunities and for nation-building. Both elites thought that further integration into the global capitalist economy was advantageous. This is where the entrepreneurs saw opportunities both for land transformation and broadening the consumer base. The Olympic bid would thus involve coalition- or regime-building for these two groups; and the Olympics were expected to further solidify that relationship. The lack of public funds to accomplish the economic transformation so desired in South Africa also led political elites to turn to the private sector in the global economy. (Hiller 2000)

The important key words of the bid were catalyst and acceleration. Thereby, it was important to note that the Mega Event was not considered the catalyst, but one of many catalysts for change. The Bid was linked to the existing plans and relied on the Metropolitan Spatial Development Framework. This Framework aimed at integrating the Cape Flats, a historically disadvantaged areas and home to most of the nonwhite population of Cape Town into the city structure. In addition, Cape Town wanted to use a more dispersed development approach than the centralized approach of former Olympic Games. The plan was to place the training facilities to historically disadvantaged communities. (Hiller 2000)

3.2.8 CONCLUSION

The South African history has had a great influence on the social, spatial, economic, and governance structure of recent years. Economic, spatial, and social inequity were and still are embedded in the city. Its history also created specific trends and has determined its growth path. Therefore all the visions and strategies that will be described in the next sections are greatly influenced by the effects of apartheid. A mega event was for this reason also a unique opportunity not only for urban regeneration, but specifically build tolerance and understanding. For South Africa it was important to introduce itself to the world, but also to introduce the world to South Africans.

Cape Town occupies 60% more space than Greater London. But with only 40% of the London population, in Cape Town you'll have almost twice as much space to call your own.

(All about Cape Town South Africa)

3.3 CITY VISION AND STRATEGY BEFORE 2010

In the theoretical framework, Chapter 2.2 investigated Mintzberg and Waters (1985) demonstrated that intended strategies changed through time as new strategies emerged or were unrealized. This is due changing situations influenced by global and local pressures.

In this section the vision and strategies are elaborated on. There are a few different strategies on different levels that affect the city. The strategy on city level is known as the Integrated Development Plan (IDP) which aims to set out the vision, priorities, goals and strategy. The IDPs are plans that help set budget priorities and are reviewed annually. The vision and strategies are therefore always developing. On provincial level there is the Western Cape Provincial Growth and Development Strategy (PGWS). These two plans overlap, though the Western Cape PGWS looks at the entire province, therefore, also taking other municipalities and areas into account.

The FIFA World Cup strategy plan, officially called 'the 2010 FIFA World Cup Strategic Plan for the Provincial Government of the Western Cape and the City of Cape Town' was created in 2007 by the City of Cape Town and the Provincial Government of the Western Cape. This strategic plan is, according to the plan itself, based on the IDP 2005 - 2006 and the PGWS 2006.

For this reason, the first subsection will describe the changing visions and strategies since 2001 in Cape Town. Next, the strategic plan of the FIFA World Cup will be explicated and discussed. Lastly, the two plans will be discussed, IDP 2005 - 2006 and the PGWS 2006, as they form the basis of the FIFA World Cup strategic plan.

3.3.1 CAPE TOWN'S INTEGRATED DEVELOPMENT PLAN

For this section refer to table below for detailed comparative information.

Visions created by the leaders of the Cape of Good Hope, later named the City of Cape Town, have seen extreme and drastic alterations. It started with a humble trading stop for the Dutch VOC to their defeat by the English colonials. But Cape Town today is dominated by the a vision created by the architects of the apartheid regime where different races live separately, receive race dependent education, housing, rights and facilities. After the fall of the regime in 1994, much work had to be done to undo what the apartheid system had created. Then and now, South African cities desire and envision a society where integration of the South African races is principal.

In 2001 the City of Cape Town started the Integrated Development Progress. This progress would entail five year plans called the Integrated Development Plans, or IDPs. This enabled the assessment of the city and allowed the city to set goals, establish programs and measure performances.

In 2002, the IDP was stating the vision "A smart and globally competitive city with opportunities for all its people in a safe, stable, liveable, prosperous people friendly environment. " This was the first vision created by the City of Cape Town. The IDP is therefore also brief compared to the IDP's that followed. It also does not have concrete goals, but did set priorities; safety and security, development and growth, poverty alleviation, housing). It is evident that in the IDP the difference between strategy, goals, an priorities is somewhat blurred. Due to the vague and concise character of the strategy, the strategy might not have been very effective. The IDP concentrates on aspects of the city, but does not seem to recognize the connections between them.

Nevertheless, a considerable improvement is made in the IDP 2003 – 2004. Also evident in this IDP is that there is elaborate analysis of the city and its situation. It is clear that based on this analysis the vision is created. The vision is dynamic, elaborate, made up of seven bullet points and covers more fields of concern. A critique is perhaps that there is not an 'umbrella' vision that entails the seven bullet points. A negative aspect of the IDP is that the goals created overlap the vision. The goals are therefore vague, unrealistic and even

irrelevant. The strategies are also called the 'strategy programs'. This are also many vague aspects of the city but give further more no concrete plan or direction. When looking at the content of the IDP, the document makes it clear through the vision that Cape Town needs to change its fundamental principles. The vision of the IDP therefore calls for a sustainable City, a dignified city, an accessible city, a credible city, a competent city, a safe and caring city, a prosperous city, and a city known for its leadership.

The IDP 2004 – 2005 uses IDP 2003 – 2004 as a base. In this IDP, the same vision is used, however, an umbrella vision is added, "Our vision is to build a City for all, a City in which no-one is left out." It is clear that the city still deals with the legacy of apartheid. This vision clearly demonstrates the focus of the IDP; the social equity of Cape Town. The goals of this IDP are new and more concrete, however, again very difficult to realize in the time span given. At this stage the city acknowledges the many dynamics of a city. The strategies are linked to the vision and the ongoing problems, shortcomings and opportunities of Cape Town. It is also evident that the City of Cape realizes the physical problem of the city and focuses its strategies on this aspect. The IDP also includes a City Strategy framework with four quadrants; productive city, inclusive city, well governed city, and sustainable city. The strategies are based on this framework and are more clear and worked out than in the previous IDP's. The IDP does not use priorities anymore, as they come are evident in the goals and strategies.

In the IDP 2005-2006, the same vision is adapted as the two previous IDP's. In this IDP there is an progress evaluation and reflection from the last IDP. This is very beneficial as progress is measured, the initial aim of the IDP initiative. Though the goals are still unrealistic they, again, give a good idea of the priorities and the direction the city wants to go. Another alteration is that the strategies are now named 'strategy themes'. These strategy themes are subdivided into more specific plans for implementation. Additionally, each strategy theme has a flagship program, or a priority derived from each specific strategy theme. This creates a very targeted strategy plan. This IDP is similar to IDP 2004 – 2005 on content level regarding vision, goals, and strategy. But most important about this IDP is the introduction of the spatial framework. It is more than evident than the spatial structure of Cape Town is the root of many of the development problems. The strategies are also focused on the spatial structure of the city. This IDP will be elaborated on further in the section as it formed the basis of the 2010 FIFA World Cup strategic plan.

The 2006 – 2007 IDP uses the same vision as was used in the IDP of the previous years. There is also an elaborate evaluation of the performance of the past IDPs. It also looks at the progress of Cape Town and analysis the situation and trends. The strategies are similar to the previous IDPs. However, the goals are now subdivided under the strategies. Therefore, every strategy has its own goals. This makes the goals more graspable. In addition, every strategy has its flagship programs. This is instead of the general priorities stated in the other IDPs. The FIFA World Cup is mentioned as a flagship program, yet, is not elaborately described.

IDP 2007 – 2008 has a different vision; a prosperous City, a City known for its effective and equitable service delivery, a City that distinguishes itself as a well-governed and efficiently run administration. The IDP makes a clear differentiation between the short and long term goals and strategies. In addition, the vision has a brief mention of the FIFA World Cup. Furthermore, the goals set in the IDP have a shorter 'deadline'. Where the previous IDPs look at 2020 as a time span, IDP 2007 – 2008 sets 2014 as a deadline. This can be an improvement as it can make the strategy more graspable. However, the goals set in the IDP seem to be very ambitious as difficult to realize within the given time span. Thought the 2010 FWC is mentioned and integrated in this IDP, the City hardly looks at how the 2010 FWC can help to accomplish certain strategies or objectives. But it looks at how the strategies can be turned to make the 2010 World Cup a succes.

To conclude, when we look at the strategy affecting the FIFA World Cup, it is clear from this analysis that the mega event was hardly taken into account when developing the five year plan. The 2010 FIFA World is only seen briefly in merely two IDPs. The question then is how did this affect the FIFA World Cup, and how did the FIFA World Cup affect the city's strategy. The strategy 2010 FIFA World Cup was developed in 2006 and 2007 by the Provincial Government of the Western Cape and the City of Cape Town. The mission and vision for the 2010 FIFA World Cup were aligned with the IDP 2005 / 2006 and the 2006 Provincial Growth and Development Strategy (PGDS) (City of Cape Town and Provincial Government of the Western Cape, 2007)

IDP	Vision	Mission	Goals
2002 -2003 (City of Cape Town, 2002)	<i>A smart and globally competitive city with opportunities for all its people in a safe, stable, liveable, prosperous people friendly environment.</i>	<ul style="list-style-type: none"> - Promoting job creation and economic empowerment - Providing effective basic infrastructure and services - Developing sustainable living environments - Support community and social development - Providing a minimum social safety net 	--
2003 – 2004 (City of Cape Town , 2003)	<ul style="list-style-type: none"> - A sustainable city- a city that offers a future to our children and their children - A dignified city – a tolerant, non-racist, non-sexist city -An accessible city –a city that extends the benefits of urban society to all and builds the capacity of its people - A credible city –a well governed city trusted by its people - A competent city –a city with skills, capabilities and a competitive edge - A safe and caring city, - A prosperous city known for its ability to compete in the world of the 21 st century and its commitment to the challenges facing South Africa, the Southern African Development Region and the African continent. 	<ul style="list-style-type: none"> - Responsible decision-making - Viable, affordable and sustainable city services - Dignity and meaningful engagement with City structures - Fair access to the benefits of urban society and capacity building opportunities - Trustworthy, accountable, efficient and transparent city government - The ability to contribute to global, regional, national, provincial and local economic growth and development, and - The opportunity to be part of shaping the future of the city - The opportunity to benefit from national and provincial partnerships 	<p>(By 2020)</p> <ul style="list-style-type: none"> A sustainable City A dignified city An accessible city A credible city A competent city A safe and caring city A prosperous city A city known for its Leadership
2004 – 2005 (City of Cape Town, 2004)	<p><i>Our vision is to build a City for all, a City in which no-one is left out.</i></p> <ul style="list-style-type: none"> - A sustainable city that offers a future to our children and their children. - A dignified city that is tolerant, non-racist, and non-sexist. - An accessible city that extends the benefits of urban society to all and builds the capacity of its people. - A credible city that is well governed and trusted by its people. - A competent city with skills, capabilities, and a competitive edge. - A safe and caring city that cares for its citizens and values the safety and security of all who live, work, and play in it. - A prosperous city known for its ability to compete globally in the 21st century and its commitment to tackling the challenges facing South Africa, the Southern African Development Region, and the African continent. - A city known for its leadership in Africa and the developing world. 	<ul style="list-style-type: none"> - Responsible decision-making. - Equitable, affordable, and sustainable city services. - Dignified and meaningful engagement with city structures. - Opportunities to shape the future of the City. - Fair access to the benefits of urban society and capacity-building opportunities. - Trustworthy, accountable, efficient, and transparent city government. - The ability to contribute to global, regional, national, provincial, and local economic growth and development. - The opportunity to benefit from national and provincial partnerships. 	<p>(By 2020)</p> <ul style="list-style-type: none"> An Inclusive City - 100% improvement in key human development indicators (life expectancy, literacy rate, HIV/AIDS, infant mortality rate); - Less than 5% of population in informal settlements; - Universal access to basic services; - Levels of violent crime reduced by 90%; - 90% increase in women’s access to the opportunities, resources and services within the city A Productive City - Cape Town in the Top 50 Mercer Index of Liveable Cities; - Average real per capita income is increased by 50% while reducing inequality; - Unemployment down to less than 8%; - Less than 5% of the population is illiterate. A Sustainable City - Water use and waste production down 30% per capita; - Access to safe green space within walking distance for all; - Renewable energy share equal to 10% of total energy consumed. A Well-Governed City - A Benchmark municipality (finances, service performance); - A top corporate governance city.

Figure 45: IDP Comparison

Priorities	Strategy	Brief Comments
<ul style="list-style-type: none"> - Safety and Security - Development and growth - Poverty alleviation Job creation through Tourism Lifeline services Indigent policy - Housing 	<ul style="list-style-type: none"> - Promoting job creation and economic empowerment - Providing effective basic infrastructure and services - Developing sustainable living environments - Support community and social development - Providing a minimum social safety net 	<p>It is clear in this Integrated Development Plan that the strategies, goals, and priorities are somewhat confused. This IDP is the first. This is most probably the reason that the structure are sometimes unclear. This creates a unclear strategy plan.</p>
<ul style="list-style-type: none"> -- Listening to the voice of the people (the Good Governance campaign) - Developing and agreeing a service charter - Empowering communities 	<p>Strategies programs:</p> <ul style="list-style-type: none"> - Governance - Ensuring Integrated Governance Close to the people internal - Stabilising and Gearing the Administration - Ensuring Effective Systems and Processes - Ensuring Financial Sustainability - Service Delivery - Integrated Housing and Informal Settlement Upgrade - Urban Renewal - An Integrated Safety and Security Strategy for the City of Cape Town - Promoting the Health of the City - Poverty Reduction and Achieving Equity - Creating a Growth and Development Strategy for Cape Town - A Program for Integrated Public Transport and Improved Accessibility - Improved accessibility 	<p>Goals are irrelevant as they are the same as the vision. They are therefore vague and not measurable.</p> <p>The IDP is has a more elaborate analysis of the situation of the city. This creates a clear picture of the problems and successes of Cape Town which creates the basis of the strategy.</p> <p>From this IDP we can see the continuation of the strategies as it is clear that this IDP was used as the basis for the next IDP, IDP 2004-2005.</p> <p>It is seen that some new strategies emerged</p>
--	<ul style="list-style-type: none"> - Shifting the development emphasis from the periphery to the urban core; - Upgrading all existing settlement to places of dignity and opportunity; - Building Competitive Advantage; - Facilitating Sustainable Job Creation for All; - Building Cohesive Self-Reliant Communities; - Improving access and mobility. <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> </div>	<p>The goals and vision are separated in this IDP. In addition an overall vision is created which is subdivided in sub- visions, as we can call them.</p> <p>The vision has not changed compared to the previous year.</p> <p>Although the goals are much more specific than the previous year, they seem unrealistic due to the high number of goals and the ambitious targets set.</p> <p>Furthermore a diagram is created for the strategy which clearly illustrates how the City views how Cape Town should be.</p>

	Vision	Mission	Goals
2005 – 2006 (City of Cape Town, 2005)	<ul style="list-style-type: none"> - A sustainable city that offers a future to our children and their children. - A dignified city that is tolerant, non-racist, and non-sexist. - An accessible city that extends the benefits of urban society to all and builds the capacity of its people. - A credible city that is well governed and trusted by its people. - A competent city with skills, capabilities, and a competitive edge. - A safe and caring city that cares for its citizens and values the safety and security of all who live, work, and play in it. - A prosperous city known for its ability to compete globally in the 21st century and its commitment to tackling the challenges facing South Africa, the Southern African Development Region, and the African continent. - A city known for its leadership in Africa and the developing world. 	--	<p>(By 2020)</p> <ul style="list-style-type: none"> - Substantial improvement in key human development indicators - 95% of our population living in integrated human settlements - Universal access to basic services - Levels of violent crime reduced by 90% - Water use and waste production down 30% - Access to safe green space within waling distance for all - Renewable energy share equal to 10% of energy consumed - Average real per capita doubled while reducing inequality - Reducing unemployment by 50% - Less than 5% of the population illiterate
2006 – 2007 (City of Cape Town, 2006a)	<ul style="list-style-type: none"> - A sustainable city that offers a future to our children and their children. - A dignified city that is tolerant, non-racist, and non-sexist. - An accessible city that extends the benefits of urban society to all and builds the capacity of its people. - A credible city that is well governed and trusted by its people. - A competent city with skills, capabilities, and a competitive edge. - A safe and caring city that cares for its citizens and values the safety and security of all who live, work, and play in it. - A prosperous city known for its ability to compete globally in the 21st century and its commitment to tackling the challenges facing South Africa, the Southern African Development Region, and the African continent. - A city known for its leadership in Africa and the developing world. 	--	Subdivided under each strategy (very extensive)
2007 – 2008 (City of Cape Town, 2007a)	<p>The political leadership elected for Cape Town in March 2006 envisages:</p> <ul style="list-style-type: none"> - A prosperous City in which City Government creates an enabling environment for shared growth and economic development; - A City known for its effective and equitable service delivery; - A City that distinguishes itself as a well-governed and efficiently run administration. 	<ul style="list-style-type: none"> - Actively contribute to the development of its environmental, human and social capital; - Offer high quality services to all who live in it, do business in it or visit it as tourists or holiday makers; - Be known for its efficiency, effectiveness and clean and caring government. 	<p>(By 2014)</p> <ul style="list-style-type: none"> • Shared Prosperity An average GGP growth of 6% per annum to 2014; a 50% reduction in unemployment and poverty • An Inclusive and Equitable Society A 50% improvement in the Access Index (incorporating proximity to service centres, public transport, education, health and recreation facilities and the upgrading of informal settlements); a 50% improvement in the Integration Index (which includes settlement and economic activity patterns, black economic empowerment and gender), and a 50% increase in the Skills Index (which incorporates pre-school, school and post-school learning performances) • An Ecologically Sustainable Future No increase in the per capita ecological and per capita carbon footprint

Figure 46: IDP Comparison

Priorities	Strategy	Comments
<p>Within each strategy theme, flagship programs are defined.</p> <ul style="list-style-type: none"> -The Urban Renewal Programme nodes of Khayelitsha and Mitchells Plain. - Upgrade of informal settlements. - N2 Gateway Project - Gender equality - Displaced children - Extension of the HIV/AIDS treatment. - 2010 FIFA World Cup. 	<p>Five strategy themes (based on 2004)</p> <ul style="list-style-type: none"> - Integrated human settlement - Economic growth and job creation - Access to services - Building strong communities - Equitable and effective service delivery 	<p>There is a reflection on past IDP and progress evaluation. In this IDP it is recognized that Cape Town has a fundamental problem in the spatial structure which is often the root of other development constraints. In this IDP a spatial framework is created and introduced.</p> <p>2010 FWC is mentioned as a flagship program. Not very extensive, but it is recognized as a project. Although it seems that the 2010 FIFA World Cup is seen as an independent project as it is not integrated in the strategies or goals.</p> <p>The 2010 FWC strategy is writing in 2007, but based on this IDP 2005 - 2006. This strategy is elaborated on further on in this chapter.</p>
<p>No priorities; flagship programs;</p> <ul style="list-style-type: none"> -2010 Soccer World Cup preparations. -The N2 Gateway project (now handed over to the Province). -The Urban Renewal Programme nodes of Khayelitsha and Mitchells Plain. -The Klipfontein Transport Corridor. -Upgrading informal settlements. -Using expanded public works methodology in the provision of infrastructure, creating employment opportunities and building skills levels of first-time workers. -Gender equality program -Displaced children -Extending and improving HIV/Aids treatment - Electricity restructuring -A network of contact centres and citizen service centres to enable residents to access government services -The Smart City Initiative and the City's e-government programme. -Promote economic growth by ensuring that planning approvals, rezoning and development applications take place speedily and efficiently 	<p>Strategy themes;</p> <ul style="list-style-type: none"> - Economic development and job creation - Meeting our integrated access and mobility challenge - Building integrated human settlements - Building strong communities Equitable and effective service delivery - Expanded Public Works Programme (EPWP) - Municipal entities - Environment 	<p>Goals are extensively defined under each strategy theme. This works well as they goals are therefore more focused on the strategy making them more specific and realistic.</p> <p>2010 FIFA World Cup mentioned as flagship program. It is again portrayed as an independent project as it is not integrated in the strategies or themes.</p> <p>It is important to note that the FIFA World Cup Strategic plan was created in 2007. This means that at the time of following this strategy, the 2010 FWC strategy was also discussed.</p>
<p>The political leadership elected for Cape Town in March 2006 envisages:</p> <ul style="list-style-type: none"> - A prosperous City in which City Government creates an enabling environment for shared growth and economic development; • A City known for its effective and equitable service delivery; • A City that distinguishes itself as a well-governed and efficiently run administration. 	<p>Strategic Focus Areas</p> <ul style="list-style-type: none"> - Shared economic growth and development - Sustainable urban infrastructure and services - Public transport systems - Integrated human settlements - Safety and security - Health, social and human capital development - Good governance and regulatory reform 	<p>Difference between short term and long term</p> <p>The 2010 FIFA World Cup is mentioned in the 'economic growth' and the 'safety and security' strategy. Though it is still seen as an independent project and an imposed strategy.</p> <p>In this IDP the City hardly looks at how the 2010 FWC can help to accomplish certain strategies or objectives. But it looks at how the strategies can be turned to make the 2010 World Cup a success.</p> <p>New strategies emerge</p>

IDP 2007 - 2008 is set forth and only reviewed creating an IDP REVIEW 2008 - 2009, IDP REVIEW 2010 - 2011. The vision and goals are the same. The specific goals are elaborated in each strategy. In this IDP the 2010 FWC is more integrated in the strategy as it searching for the synergy; "Preparations for hosting the 2010 FIFA World Cup™ in accordance with FIFA's requirements and the City's developmental objectives." In addition, the IDP states that the new stadium and the 2010 event form an important part of the City's strategy, but are in themselves only stepping stones in its objective of achieving longer-term social and economic targets. Cape Town seeks to capitalise on the opportunity presented by 2010 to drive long-term public benefit. (City of Cape Town, 2008)

The visions of these new forms of IDP, or reviews, do not alter significantly. The benefit of this manner of using the IDP is that the new cabinet creates the policy, and this is kept for 5 years. Each year new measurements and evaluations are done to see the progress.

In the two reviews illustrated below, the FIFA World Cup became much more dominant. It even became one of two main priorities which focuses on the sustainable infrastructure development related to the event.

	<i>Vision</i>	<i>Mission</i>	<i>Goals</i>
2007 – 2008 : Review 2008 - 2009 (City of Cape Town, 2008)	<p><i>The political leadership elected for Cape Town in March 2006 envisages:</i></p> <ul style="list-style-type: none"> - A prosperous City in which City Government creates an enabling environment for shared growth and economic development; • A City known for its effective and equitable service delivery; - A City that distinguishes itself as a well-governed and efficiently run administration. 	--	<p><i>General</i></p> <ul style="list-style-type: none"> - A prosperous City - Effective and equitable service delivery - A well governed and efficiently run administration <p><i>Clear goals elaborated in the strategies and accordance to the strategies. Too elaborate to state in this section.</i></p>
2007 – 2008 : Review 2010 - 2011 (City of Cape Town, 2010c)	<ul style="list-style-type: none"> - To be a prosperous city that creates an enabling environment for shared growth and economic development - To achieve effective and equitable service delivery - To serve the citizens of Cape Town as a well-governed and effectively run administration. <p><i>To achieve this vision, the City recognises that it must:</i></p> <ul style="list-style-type: none"> - Actively contribute to the development of its environmental, human and social capital; - Offer high-quality services to all who live in, do business in, or visit the city as tourists; - be known for its efficient, effective and caring government. 	--	<p><i>General</i></p> <ul style="list-style-type: none"> - A prosperous City - Effective and equitable service delivery - A well governed and efficiently run administration <p><i>Clear goals elaborated in the strategies and accordance to the strategies. Too elaborate to state in this section.</i></p>

Figure 47: IDP REVIEW Comparison

One can see how the vision changed there accented and brought new nuances. Strategies changed over time. Though usually the main themes of economic growth and social equity stayed the same, but strategies to create economic growth and social equity changed throughout time.

Priorities	Strategy	Comments
<p>Priorities are based on the goals and are according the strategy. Too elaborate to state in this section.</p>	<p>Strategic focus areas</p> <ol style="list-style-type: none"> 1. Shared Economic Growth and Development 2. Sustainable Urban Infrastructure and Services 3. Energy Efficiency for a Sustainable Future 4. Public Transport Systems 5. Integrated Human Settlements 6. Safety and Security 7. Health, Social and Community Development 8. Good Governance and Regulatory Reform <p>These are looked at in two way; Urban efficiency and institutional effectiveness.</p>	<p>The strategic framework is made of the goals and the strategic focus areas.</p> <p>Interesting from this IDP is that the way the iDP was set up has changed. IDP 2007 - 2008 is from now on the basis as it is the five year plan until 2012.</p> <p>The City has also begun to turn its attention to a longer term planning horizon of 30 to 40 years.</p> <p>The 2010 FIFA World Cup is recognized in the economic and infrastructure targets.</p>
<p>The main focus centred around the following two key issues:</p> <ol style="list-style-type: none"> 1. Governance: Restoring the credibility of the administration, stabilising the Council workforce, and improving efficiency. 2. Investment in infrastructure: There was a large escalation in expenditure on infrastructure throughout the city. This was also linked to sustainable infrastructure investment for the 2010 FIFA World Cup. 	<p>Strategic focus areas</p> <ol style="list-style-type: none"> 1. Shared Economic Growth and Development 2. Sustainable Urban Infrastructure and Services 3. Energy Efficiency for a Sustainable Future 4. Public Transport Systems 5. Integrated Human Settlements 6. Safety and Security 7. Health, Social and Community Development 8. Good Governance and Regulatory Reform <p>These are looked at in two way; Urban efficiency and institutional effectiveness.</p>	<p>The strategic framework is made of the goals and the strategic focus areas.</p>

3.3.2 THE 2010 FIFA WORLD CUP VISION AND STRATEGY

In this section the 2010 FIFA World Cup Strategic Plan for the Provincial Government of the Western Cape and the City of Cape Town (2007) will be explicated. The main issues and issues important for this research will be highlighted. The 2010 FIFA World Cup Strategic Plan is based on two strategic plans; the IDP 2005 - 2006 and the Western Cape PGDS 2006. These documents will for this reason also be elaborated in the next sections.

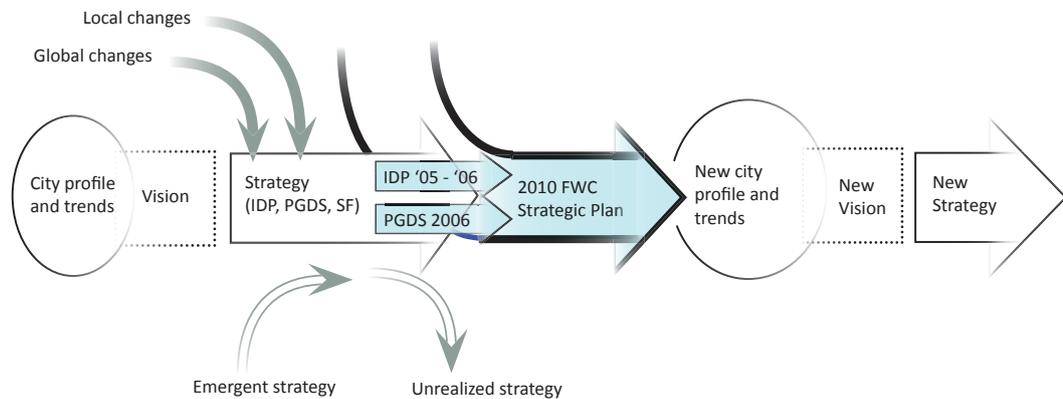


Figure 48: Research Framework IDP and PGDS make the 2010 FWC strategic plan

According to the document, it was believed that the Western Cape and Cape Town could play a more dynamic role in South Africa and Africa due to its diversity, attractiveness and richness. The approach used to create a vision for the 2010 FWC emerged from the integrated development concepts and the urgent need to build a shared economy. (City of Cape Town and Provincial Government of the Western Cape 2007).

MISSION AND VISION

According to the 2010 FIFA World Cup Strategic Plan for the Provincial Government of the Western Cape and the City of Cape Town Cape Town made the decision to bid as a host city due to the benefits that would derive from the media exposure, a boost in the visitors economy, the opportunity to access funding for infrastructure and facility developments, facilitating local benefits for people/firms/communities and to contribute to South Africa's international profile, as well as the African continent's image.

The strategic mission

To organize an excellent 2010 FIFA World Cup event with lasting benefits to the people of Cape Town and Western Cape.

The strategic vision

- Ensure that Cape Town and the Western Cape Province become the centre of attraction for participants, media and spectators of the 2010 FIFA World Cup
- Ensure that opportunities are maximized
- Build a legacy for the residents of Cape Town/Western Cape to benefit all

According to the 2010 FIFA World Cup Strategic Plan for the Provincial Government of the Western Cape and the City of Cape Town (City of Cape Town and Provincial Government of the Western Cape, 2007) mission and vision for the 2010 FWC were aligned with the overall City of Cape Town vision captured in the City of Cape Town IDP 2005 – 2006 and the 2006 Provincial Growth and Development Strategy. These documents are elaborated on in the previous sections.

The strategy consisted of three aspects. The first aspect was 'compliance'. Compliance meant to fulfil the FIFA

requirements to create the ability to host the largest sporting event in the world efficiently and effectively, while having fun. The second aspect of the strategy was 'legacy'. An important aspect was to create a lasting legacy regarding infrastructure, social development, security and health upgrades, and environmental improvements. And the last aspect is 'leverage'. It was a great opportunity to have an international focus on this part of Africa to showcase tourism, trade and investment opportunities.

Stadium

The stadium received an elaborate description in the beginning of the strategy. This showed that it is a very weighty feature of 2010 FIFA World Cup vision and strategy. This would have been partly due to the long negotiation phase as also elaborately described in the 2007 Strategic Plan.

During the bidding process the Newlands stadium was presented as the main match venue. This was approved and formed the basis of the agreement between the South African Government and the FIFA. However, in 2005, a year after winning the bid, the decision of the location was changed. At this stage it was believed Athlone stadium would give more developments benefits to the City of Cape Town. As it had to be approved by the FIFA another inspection would take place. As FIFA was shown the locations, they were also shown the Green Point location. At this time, this location was destined as a training venue rather than a match venue. For the FIFA Green Point was the ultimate location for the semi finals as they believed it was the prime location to showcase Cape Town and South Africa to the world.

According to Strategic Plan (City of Cape Town and Provincial Government of the Western Cape 2007) a cost benefit analysis was done for the three locations. The stadium would be most expensive at Green Point, although, it would offer the most short and long term benefits in the form of job creation and contribution to GDP.

Business plan

The business plan is made up of the following focus areas; event infrastructure, event services, event support, and special projects. The business plan is an in depth and practical description of all the issues that the city will implement for the World Cup.

For the business plan, the National Treasury had indicated that the following principles for the Business plan had to be addressed;

- *Vision to be simple and clear*
- *Operating and maintenance cost understood*
- *A stadium that can accommodate soccer, but not only soccer*
- *Usability 365 days with maximum revenue*
- *Best case scenarios to be developed*
- *Architecturally innovative - range of services to be offered*
- *Innovative seating solution*
- *Contextualised in African context - best effort in our context*
- *Managed to show that we are*
- *Institutional arrangements investigated and proposed*

Next to stadium, the Business Plan also covered;

- *Potential Markets*
- *Demand projections*
- *Revenue projection*
- *Operation costs*
- *Funding*
- *Institutional structure*
- *Management and operation*
- *Marketing*
- *Economic impact and social impact*
- *Environmental efficiency*

When considering budget there were two main funding streams on national level. First of all, the infrastructure funding included the upgrade and building of stadia and transport infrastructure. This would flow to the host cities from the National Treasury through national departments such as Sport and Recreation South Africa and the Department of Transport. Secondly, the LOC would cover the costs of the event. On provincial level, a sub program was created within the budget of the provincial Department of Cultural Affairs and Sport for non-infrastructure facilitation.

COMPLIANCE

This part of the strategy entailed the issue of the Host City Agreement, signed between the FIFA and the City of Cape Town, as well as the Host Stadium Agreement and the technical requirements for the stadium. Host city agreement was an agreement between the FIFA, the LOC, and the City of Cape Town. It set out the conditions for Cape Town as a host city for matches. The stadium use agreement was a rental agreement with the FIFA and detailed FIFA's Operational Requirements during the event. Although the focus was to comply with FIFA requirements, the possibilities for the stadium to accommodate other sports or sporting events would be considered in scenarios detailed in the Business Plan.

The hospitality was considered an integral part of most mainstream sports events. The FIFA had an advanced and developed concept of hospitality. MATCH, FIFA's exclusive hospitality rights holder, was appointed to deal with all hospitality and accommodation requirements. Due to the shortage of tickets, FIFA permitted Fan Parks, or Public Viewing Areas (PVA). This way member of the public could watch the matched in other parts of the city. It was the intension to solicit private sector support for the Fan Parks without impacting the FIFA sponsorships.

Training venues had to be situated at a maximum of 20 min drive by bus from the FIFA team hotels. This meant that they had to be located within the host city. The location of the base camps were the choice of the national teams themselves and could be situated anywhere in the South African Development Community (SADEC).

When looking at marketing compliance, in 2007, the plan was to have 6 to 8 international sponsor partners, and 4 to 6 national suppliers or sponsors. At the time of developing the strategy, there were already four international sponsors; Adidas, Hyundai, Coca Cola, and Sony. On national level two sponsors were contracted; MTN and FNB. The global brand purchased the Licensing and Merchandising right from the FIFA.

LEGACY

The second aspect of the strategy is legacy. As the strategy states in the beginning that the decision to bid as a host city was due to the benefits that would derive from the media exposure, a boost in the visitors economy, the opportunity to access funding for infrastructure and facility developments, facilitating local benefits for people/firms/communities and to contribute to South Africa's international profile, as well as the African continent's image.

The 2010 FIFA World Cup Strategic Plan (Provincial Government of the Western Cape and the City of Cape Town, 2007) also tried to define the legacy Cape Town and Western Cape would want to inherit. The strategic plan attempts to define the tangible and intangible benefits for infrastructure, social, sport, environmental, and financial aspects.

Urban and Rural Developmental Legacy

When determining the strategy for leaving a lasting development, the strategy looked back in time at Japan and South Korea in 2002. It took the lessons of 2002 and reflected on them. The strategy investigated literature covering issues such as crowding out, stadia investment, next best use of resources and substitution effects.

Transport

A great challenge recognized in the Strategic Plan in 2007 was to enable spectators to attend matches in the stadium in a safe and car free environment, during and after the event. This issue would benefit both the day to day lives of the Capetonian people as well as the 2010 spectators. The stadium was to be accessible for rich

and poor, black and white, family and mail, locals and visitors through affordable public and non motorized transport. During and after the event, the stadium was to be a place to meet and cheer on teams, to hear musicians, to picnic with families or to simply wander through the beautiful and safe park.

In Cape Town the improvement of public transport would be a huge benefit for the people, the economy and the natural environment through preventing urban sprawl, cutting emissions and reducing travel time and costs. Safe and well run connections within the province would also benefit the efficiency of the economy and the equity of accessibility. “Mobility brings opportunity, and opportunity brings social and economic development.” Subsequently, the transport infrastructure was important to establish an efficient city with adequate public transport. This was also derived from the Provincial Growth and Development Strategy, iKapa Elihlumayo (PGDS) and in different the City of Cape Town IDPs. Infrastructure hubs like the Cape Town International Airport were to be addressed in partnership with different spheres of government. Fast and affordable connection between the airport and the city were required.

Key projects identified during the World Cup were

- Development of 2010 Western Cape Transport guiding framework and management plan
- Development of road and rail based infrastructure in the form of the N1 Airport City Link
- Development of the Klipfontein Corridor package of plans including plan for BRT
- Development of a central city transport system including bus, taxi, pedestrian, NMT routes and concomitant facilities.
- Upgrading of long distance coach terminals at CTIA, Central City, Bellville and Philippi
- Development of a multi – modal ticketing systems for 2010 and beyond
- Development of intelligent transport systems (ITS) including CCTV, variable road message signs, and upgrading of area traffic control centers
- Development of rail infrastructure including: rolling stock upgrades, selected station upgrades, and the exploration of a possible rail link between CTIA and the CBD.
- Development of Airport infrastructure including: Domestic terminal upgrades, new aprons for Airbuses, multi storey car parks and development of a formalized bus shuttle between CTIA and key metro areas.

Maximizing visitor spending

Maximizing visitor spending was an important economic goal. As June/July were normally Cape Town’s low tourist season, in 2010 it would be a peak. Strategies were developed to ensure that visitor’s stays were maximized. One of the strategies was to bid for a maximum number of matches to extend the duration of the tournament in Cape Town. To maximize visitors spending the City and Province would work with the private sector to develop joint marketing campaigns, to inform businesses about marketing opportunities, to create free zones, maximize quality and experience the public viewing areas and give opportunities to SMME’s.

Training venues and base camps

Training venues were to be located in the host city so that they would offer opportunities for developmental impact. National teams were expected to want their accommodation within close walking distance of the training venues. Stellenbosch, George, or another bigger town with adequate training facilities would serve as base camps.

Accommodation

It was important that accommodation would be for available for all income classes. The accommodation was the responsibility of the external organization MATCH, a hospitality organization appointed by the FIFA with exclusive hospitality rights. At the time of writing the strategy MATCH had already begun gathering accommodation for in their portfolio.

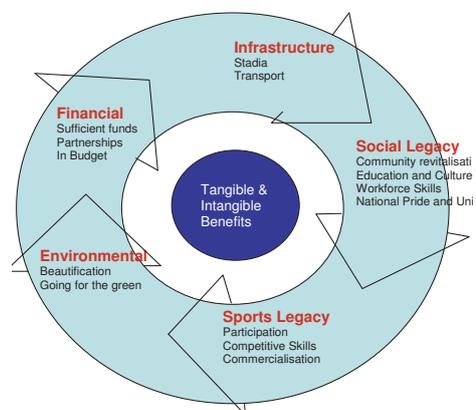


Figure 49: The levels of legacy (Provincial Government of the Western Cape and the City of Cape Town 2007)

Environmental Legacy

As part of the bid for 2006 FIFA World Cup, Germany introduced the concept of a climate neutral focus to the Games. Similar to the Sydney Olympics, Germany wanted to ensure that the global climate change would not be affected by the event. This was something that South Africa also wanted to incorporate in their strategy. When the German evaluation and recommendations were completed, South Africa could incorporate suitable criteria.

Social legacy

According to the Strategic Plan (City of Cape Town and Provincial Government of the Western Cape 2007), FIFA was concerned with the fair play and racist behaviour during the game. The FIFA World Cup in 2006 adopted a slogan 'Fair Play Fair Life' which turned into a campaign involving schools, churches, NGOs, trade unions, and municipalities on different scales. The program aimed at teaching school children and young people how to compete and cooperate, respect decisions and each other.

Further social gains looked at other initiatives such as;

- Revitalizing local communities
 - o Using an upgraded public transport system linking communities across the City*
 - o Building on cultural nodes and corridors to integrate and revitalise local areas through cultural and economic activity*
- Building social and human capital
 - o Building skills, experience, and exposure*
 - o Improving environmental understanding*
 - o Using 2010 to educate in geography*
 - o Introducing values of hard work, discipline, teamwork, fairness and respect for others.*
 - o Cape Town Tourism Framework*
- Developing critical skills in the workforce
 - o Program management, engineering, hospitality/tourism, security, marketing*
 - o Broadcast Internships with SABC/Film Industry as in Atlanta college student*
 - o Apprenticeships: women in construction industry*
 - o Ensure percentage of skills base is local (balance local vs. improved capacity*
 - o Foreign language skills program for security and hospitality*
 - o Basic tourism familiarisation in Western Cape for taxi drivers, volunteers, restaurants, airport officials, car rental staff etc*
- Inspiring national pride and unity
 - o Building racial, ethnic, gender, class understanding, tolerance, and appreciation*
 - o Media coverage to build National Pride (and mitigate negativity)*
 - o Learn from Germany and building on South Africa.*

Financial Legacy

In order to limit the financial costs of the event, a financial sustainability plan was to be addressed together with the National treasury. The Strategic Plan of 2007 stated that the national government would benefit directly from taxes on the increased consumption of goods and services. The Province and City would benefit indirectly from a higher allocation of national resources to the Western Cape in the form of improved infrastructure and construction spending. Through expanded economic activity in the region the local rates base were also believed to increase.

Maximising economic opportunities

Presenting the Western Cape as a location for base camps to the national teams would be a way to get teams to and publicity to different locations in the province. Another method seen by the Strategic Plan 2007 to maximize economic opportunities was to expand the language skills in various sectors as many visitors did not speak English. Another method mentioned in the strategy was supporting small businesses to purchase raw materials or acquire marketing skills. In addition, training and licensing vendors also benefit the economic. As the FIFA had exclusive rights regarding merchandise, these vendors would be able to set up official merchan-

dise in the informal businesses and therefore mitigate. Furthermore, the City and the Province had the plan to obtain concessionaires contracts from the Global Brands to also start small businesses. This could be extended to the existing factories which could also produce memorabilia producing an increase in jobs.

Sports Legacy

The event was seen as an opportunity to improve the sport development in schools and sport clubs. It was seen as a chance to upgrade facilities such as Swartklip and Philippi to attract more people, male and female, into soccer clubs. Improving the ‘love for the game’ amongst communities in Cape Town would be the made drive of the Western Cape Department of Cultural Affairs and Sport (WC DCAS)

LEVERAGE

In the Strategic Plan (City of Cape Town and Provincial Government of the Western Cape 2007) the City and the Province wanted to promote and position Cape Town and the Western Cape as a global city within its scenic and natural surroundings, with highly competent people and excellent service. As the increase of tourists would increase the spending and increase in exports of the local products. The 2020 FWC was seen as a catalyst to further develop tourism, trade and investment to ensure economic growth and to better position Cape Town as a global city.

Stakeholder management

It was the first FIFA event in Africa, and the organizers demanded world class standard. This challenge was recognized by the different stakeholders. The Strategic Plan recognizes the importance of identifying the rights of stakeholders in the development process, and to develop and sustain strategic relationships. Powerful stakeholder could “shape the project and may improve the quality and help win more resources” (City of Cape Town and Provincial Government of the Western Cape 2007).

- National Government, LOC/FIFA, SAFA WP, PSL clubs, Private sector, SARCC, Metrorail, Stadium operator, Media, Event sponsors and suppliers, City Water, Electricity and Waste, Environment Agencies, General public, School, District Municipalities, Tourists, Accommodation establishments, Restaurants, The arts and entertainment, Convention and conference centres, SAPS and security services, Hospitals, fire and emergency, Lobbyists: Anto world Cup campaigners, DBSA

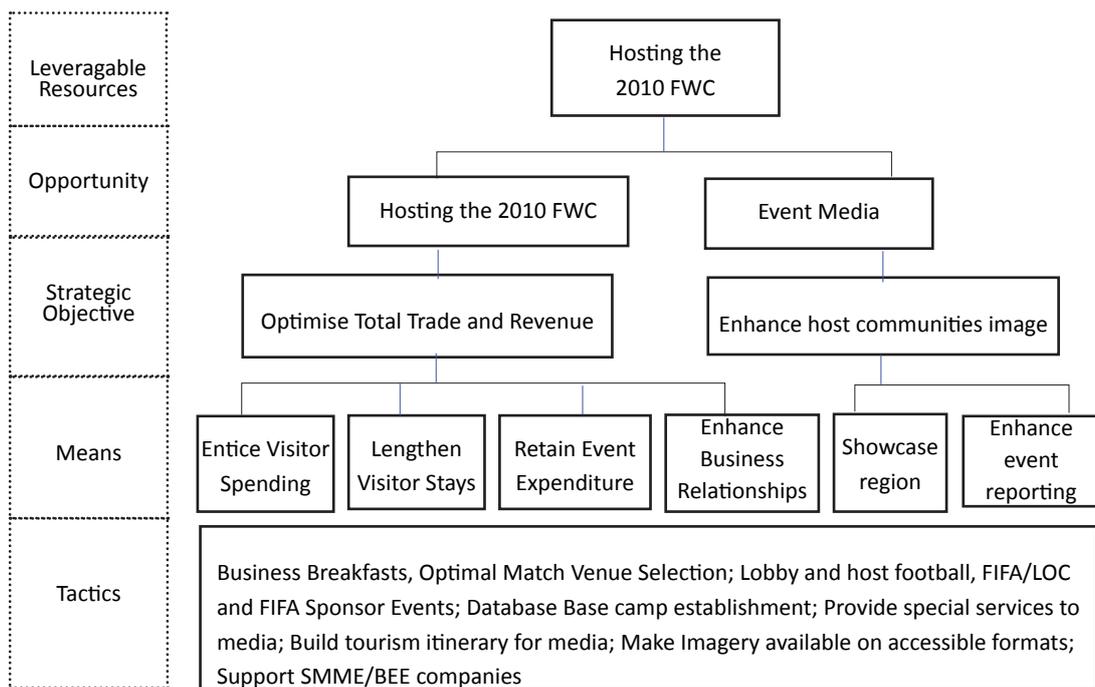


Figure 50: Leverage diagram (City of Cape Town and Provincial Government of the Western Cape 2007)

3.3.3 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY 2006

The 2010 FWC Strategic Plan (2007) illustrated in the previous section was derived from the IDP 2005 - 2006 and the Western Cape PGDS 2006. For this reason, this section illustrates and highlights the Provincial Growth and Development Strategy created in 2006. For this reason the most important aspects of these two documents will be elaborated on and compared to the 2010 FWC strategic plan.

This strategy came forth in 2003. The 2003 Provincial Growth and Development Summit was the moment that the Western Cape Province shifted its development trajectory. This started a process of changing the spatial, social, economic and human landscape of the province in pursuit of a new vision. The document is also called the iKapa Elihlumayo, or 'Growing the Cape'. It draws together the integrated development plans (IDPs), or five year plans, of all 30 municipalities in the Western Cape. (Pg. 21, Provincial Government of the Western Cape 2006).

The vision of the Provincial Government of the Western Cape is as follows;

"By 2014 the Western Cape will be a sustainable Home for All its citizens, whether rich or poor, boy or girl, regardless of mother tongue, race or creed and whether living in the countryside, suburb, township or informal settlement. The Western Cape will be an empowering place to live through improved opportunities through shared growth and integrated development. All Western Cape residents will enjoy a quality of life characterized by greater levels of equality, improved access to economic and social opportunities, assets and resources and healthy living environments that foster well-being. Wider economic participation will fuel a higher than average rate of growth and the natural resource base - including the vital ecosystems of air, water, land and biodiversity - will be enhanced and supported by iKapa Elihlumayo." (Provincial Government of the Western Cape 2006)

iKapa Elihlumayo states clearly the shared growth and development is one of the most important principles. Economic growth is a prerequisite for boosting job creation, better quality of human settlement and improved human well-being. However, this growth must also encourage environmental sustainability and social advantage in the long term. The growth must also provide the basis for a more equitable distribution of assets and opportunities. iKapa Elihlumayo places a particular emphasis on the importance of sustainable resource use. With the economic base of the Western Cape lying in tourism, agriculture and coast-based economic activities, constraints on the natural resource base define future economic growth paths. Protecting, growing and managing the ecological system therefore have to be integrated into any future vision of growth and development.

The strategy concentrates on skill and infrastructure led growth. This is seen in the goals, strategies, and figure below.

Eight strategic goals were been identified;

- Broadening economic participation
- Investing in efficient 'connectivity infrastructures'
- Planning, building and managing effective public and non motorised transport
- Creating liveable communities
- Fostering resilient and creative communities
- Ensuring greater spatial integration
- Nurturing a culture of tolerance and mutual respect
- Creating and protecting effective governance institutions

These goals are unpacked into strategies;

- Broadening economic participation through targeted skills development and higher rates of human, infrastructural and financial investment
- Efficient 'connectivity infrastructures' to stimulate and sustain economic growth (transport, energy and ICT)

- Effective public and non motorised transport that provide access to all citizens of the province, especially the poor and those disconnected from opportunities
- Liveable communities that foster/nurture the well-being of all residents (consistent with the ideals of sustainable human settlements)
- Resilient and creative communities that are inter-connected through webs of social solidarity (bridging social capital)
- Greater spatial integration embedded in a drive to protect and develop public places and the natural resource base (about overcoming apartheid spatial legacies)
- A culture of tolerance and mutual respect that harnesses the creativity/innovation dividend that stems from dealing explicitly with social-cultural differences and unequal power relations
- Effective governance institutions that are able to harness the diverse energies of multiple interest groups and actors towards shared goals of the PGDS

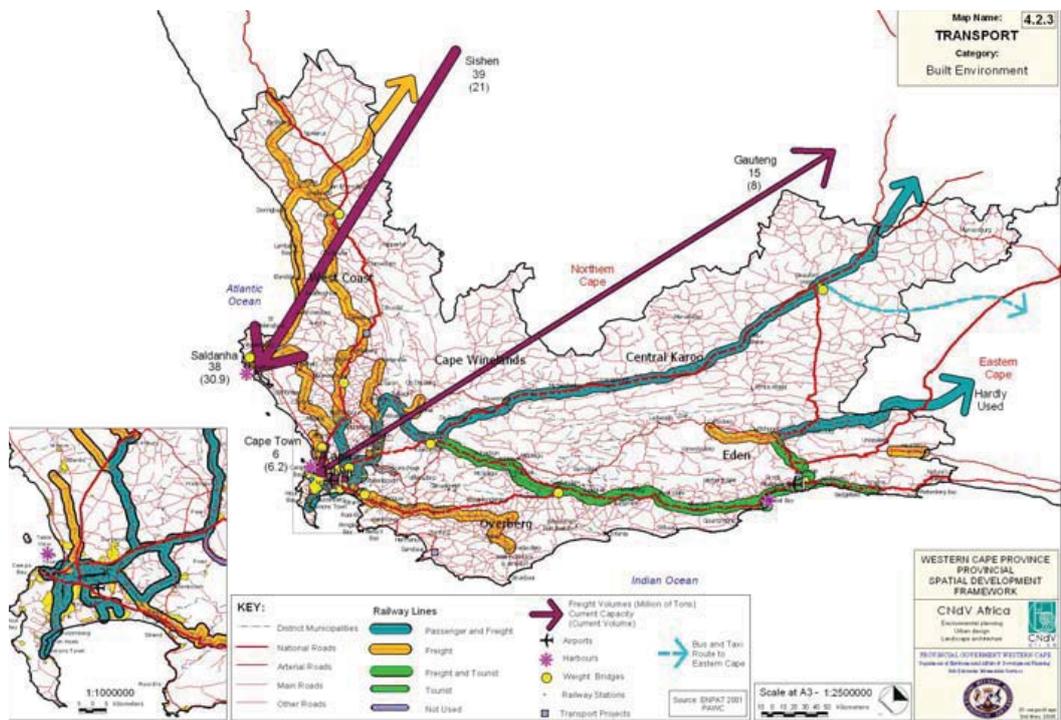


Figure 51: Transport (Provincial Government of the Western Cape 2006).

Cape Town, or the Cape Town Functional Area (City of Cape Town, Cape Winelands and Overberg), is extremely important for both the Provincial and national space-economy due to various reasons. First of all, four out of five Western Cape residents live in the Cape Town Functional Region (CTFR) and two out of three live in Cape Town. In addition, the CTFR is dominated by the City of Cape Town. It is the third most populous metropolitan in the country consisting 6.45% of the national population (2004). The City of Cape Town has experienced the highest level of population growth in the country: 7.9% between 1996 – 2004. Unfortunately, Wynberg, Mitchells Plain, Khayelitsha in CoCT are two of six national magisterial districts with the highest population concentrations and settlement densities as well as the sharpest rise in settlement density in the last decade (1994 -2004) in the country. Lastly, the City of Cape Town has the 8th highest percentage of people living under Minimum Living Level (MLL) in country (3.05% of national population and 34.37% cumulative provincial population) and the highest unemployment rates in the Province. (Provincial Government of the Western Cape 2006)

3.3.4 INTEGRATED DEVELOPMENT PLAN 2005 - 2006

The second document that the 2010 FWC Strategic Plan is based on is the IDP 2005 - 2006. Though the Strategic Plan states that it is based on the IDP 2005 - 2006 and the PGWS 2006, sometimes great contradictions are made. The vision for the IDP 2005 - 2006 was;

- *A sustainable city that offers a future to our children and their children.*
- *A dignified city that is tolerant, non-racist, and non-sexist.*
- *An accessible city that extends the benefits of urban society to all and builds the capacity of its people.*
- *A credible city that is well governed and trusted by its people.*
- *A competent city with skills, capabilities, and a competitive edge.*
- *A safe and caring city that cares for its citizens and values the safety and security of all who live, work, and play in it.*
- *A prosperous city known for its ability to compete globally in the 21st century and its commitment to tackling the challenges facing South Africa, the Southern African Development Region, and the African continent.*
- *A city known for its leadership in Africa and the developing world.*

The strategic goals for 2020 are;

- *Substantial improvement in key human development indicators*
- *95% of our population living in integrated human settlements*
- *Universal access to basic services*
- *Levels of violent crime reduced by 90%*
- *Water use and waste production down 30%*
- *Access to safe green space within waling distance for all*
- *Renewable energy share equal to 10% of energy consumed*
- *Average real per capita doubled while reducing inequality*
- *Reducing unemployment by 50%*
- *Less than 5% of the population illiterate*

STRATEGIC THEMES

Five strategic themes were proposed, within each theme flagship programs were defined.

- *Integrated human settlement*
- *Economic growth and job creation*
- *Access and mobility*
- *Building strong communities*
- *Equitable and effective service delivery.*

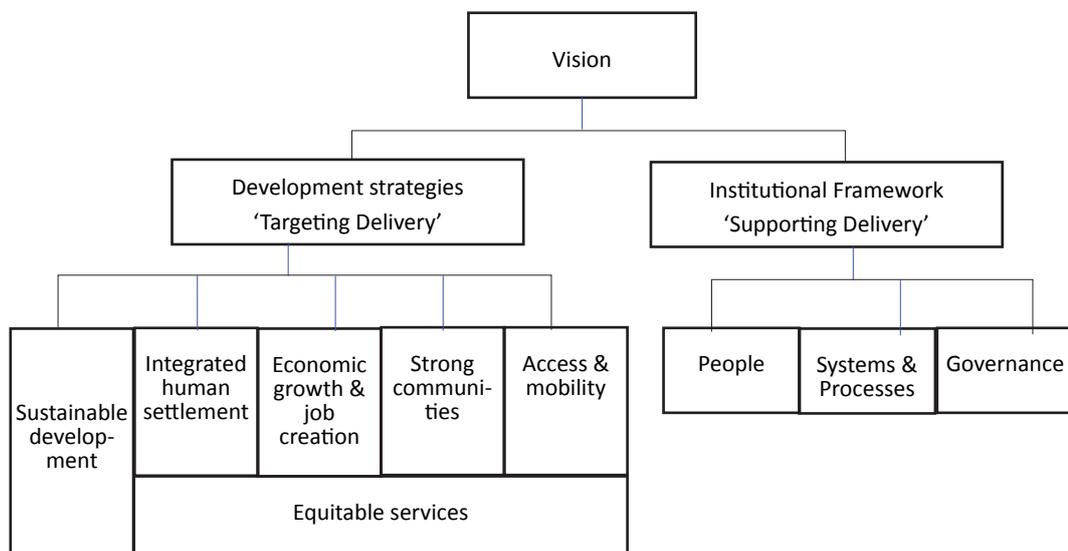


Figure 52: Vision IDP 2005 - 2006 (City of Cape Town, 2005)

Strategic Theme 1. Integrated Human Settlement

Adequate shelter and services were needed to reduce the number of people living in the informal settlements. Key elements to this strategy were illustrated in this section. Firstly, the strategy focused on ‘area based Urban renewal’, which was also known as the Presidential Urban Renewal Program (URP), a national urban renewal program that focuses on the upgrade of urban nodes throughout the country. In Cape Town, Khayelitsha and Mitchells Plain were on the program.

Secondly the strategy aimed at increasing shelter and service provision. Settlements were in need of management, upgrading and integration. The third focus within the strategy was to improve settlement planning to ensure that quality of sustainable living environments were the output of the development process in the settlements. A key issue was the identification of well located land taking into account the City’s approach to spatial development. The next focus noted in the IDP 2005 – 2006 was administering and maintaining council’s housing stock which entailed a multi-year plan to maintain housing on day to day and reactive basis. Decentralising industrial commercial development was the next focus. This program aimed to stimulate the industrial and commercial growth of centres located within, or in close proximity to of extreme poverty. Areas identifies as having potential for industrial and commercial growth include Khayelitsha Business District (KBD), Philippi, Atlantis and Airport Industria. Creating environmentally sustainable neighbourhoods was the next focus which looks at energy efficiency, air and water quality to improve the quality of life.

There are three flagship programs identified in the strategy theme Integrated Human Settlement. The first is related to the area based Urban Renewal and concentrates on the continuation of the Presidential Urban Renewal Program. As progress continues to be made in Khayelitsha and Mitchells Plain, the program also aimed to mobilise the residents of the areas to actively participate in the processes that uplift the communities. The second flagship program is the upgrade of informal settlements. The last flagship program is the N2 Gateway Project which is jointly undertaken by the City, the provincial government and the national department of housing. It aims to transform the land and facilities between the airport and the city centre into a gateway to Cape Town which reflects the city’s diversity, environmental assets and commitment to sustainable development.

Strategic Theme 2. Economic growth and job creation

The City aimed to increase economic growth from the current average of 3-4 % to 6-7%, create jobs, broaden Black Economic Empowerment (BEE), reduce the gap between rich and poor, develop skill levels geared to employment and income generation, develop Cape Town as a competitive visitor and business friendly destination.

Key elements in the strategic theme were investing in people, generating more opportunities through supporting key sectors of the economy, generating opportunities through destination marketing, generating opportunities through providing world class services and infrastructure, facilitating equitable access to economic opportunities. It was recognized that the development and maintenance of educated a skilled population was the most important factor in achieving sustainable economic development, job creation and human development. The strategic sectors identified in the IDP were tourism, boat building and supplies, oil and gas supplies, call centres, business process outsourcing, craft, clothing, film and information communications technology.

Strategic them 3. Building strong communities

This theme concentrated on the social aspect of the city. The IDP stated that strong cohesive communities were important as basic services and infrastructure do not automatically contribute to the socio economic development. The strategic theme therefore looked at youth development and early childhood development as they are the basis of the future society. Furthermore, it looked at the women’s empowerment and gender equality. Support of the disabled was also an important key element together with giving support to the street people. Targeted social support was the next key element where training programs and social support network were to be set up. Minimising the impact of HIV/AIDS and TB was a relevant and just focus as South Africa has and has had high incidences of HIV/AIDS and TB which mainly affect the poorer populations. The last key elements noted in the IDP under the strategic theme were improving safety and security, improving emergency preparedness, neighbourhood developments and arts and culture.

The flagship program was the gender equality which aimed to improve the status and quality of life for women. The second flagship program was to give support to displaced children as in the IDP it was estimated that there were 850 children living on the streets of Cape Town. A database was to be developed and added support to assist in reunification of children and their families. The third flagship program was the extension of the HIV/AIDS treatment.

Strategic theme 4. Access and mobility

To improve the access and mobility in Cape Town, there was a need to transform and restructure the current private car, commuter oriented transport system. The IDP recognizes the problems created by the rapid growth of the city, the inadequate infrastructure, low capacity and poor traffic control which have contributed to the high costs in terms of travelling time and distance, the congestion problems and the pollution. The first key element of this strategic theme was the governance and institutional arrangements which aimed to establish transport authority, a public transport management entity and a city wide mobility plan. The following key elements were public transport improvement, an integrated land use and transport through integrated transport corridors, improved transport network and infrastructure and non motorised transport and investment in low cost forms of mobility. With these key elements the City wanted to ensure that the investment in public transport would not only focus on transport but also on the improvement in the spatial development of the city.

*The flagship program of this strategic theme was the **2010 FIFA World Cup**. The IDP stated that the event would draw thousands of visitors to Cape Town. The City was planning to ensure that the implementation would be effective. The City was developing an integrated management framework that would set out the key developments for each year which would include the development for a multi modal transport plan and a multi year upgrade plan for the Athlone Stadium.*

Strategic theme 5. Equitable and effective service delivery

The aim of this theme was to ensure that high levels of services were maintained and extended across the city. Key elements of the strategic theme were maintaining the quality of electricity supply in existing areas, managing water supply and demand to meet future need, upgrading and expanding wastewater treatment, work to a cleaner city, catchment, storm water and river management. More on social level, the IDP stated that key elements include the maintenance and improvement for a healthy city, provide, maintain and improve access to community facilities, provision and management of sport and recreation infrastructure and opportunities, maintain and improve an safe and secure city. On environmental level, the city looked at greening processes for the city and environmental management.

SPATIAL FRAMEWORK

As already described Cape Town faced severe problems on spatial level. The structure of the city generated enormous amounts of movement at great costs for the public, energy consumption, and pollution generation. Public transport was inefficient due to the inefficient transport infrastructure, limited connections, and the lack of possible modes of transport. Due to the inaccessibility of areas of the city, areas were functionally discrete and inward looking. Community facilities were often embedded within communities and could therefore hardly be used by anyone from outside the area. In addition, the available facilities were often over crowded or underutilised. Another issue, Cape Town faced was that continuous threat to the environment due to the rapid urbanisation and the urban sprawl. There were areas which are very affluent regarding wealth, environment and urban quality. And there are areas which are poor, underdeveloped and have a deprived urban quality. For Cape Town to position itself nationally and internationally and meet the needs of its inhabitants it has to address its spatial challenges.

Sustainable Regional Development

The City of Cape is highly linked to its surroundings, and thereby the Western Cape Province, the rest of South Africa and the southern African region. However, this relationship with its surrounding, in specific the hinterland, was of concern. The city's rapid and uncontrollable growth was affecting the valuable agricultural land and destroying the natural resources.

A key consideration for a regional strategy was the establishment of a regional system of urban agriculture complexes. At the time of creating this IDP, there were two of such complexes; Philippi horticultural area and Joostenberg Vlakte. A regional system of these complexes would ensure the ongoing sustainable production of food for the city and opportunities for the new immigrants in the city.

Protecting natural and cultural assets

The city's natural and cultural heritage did not only provide basic resources, but also had a great economic, social and recreational importance. The spatial framework in the IDP stated that assets of nature and culture were to be made more accessible to all citizens, particularly those citizens in the Cape Flats.

Focusing public investment in selected places

From a spatial perspective, Cape Town is inequitable as not all citizens have access to the opportunities offered by the city. An equitable city, from a spatial perspective, is one where all people have relatively easy access to a similar range of 'nature' and 'urban' opportunities such as public facilities, special places, events and so on. The challenge was to make existing opportunities more accessible to the majority of citizens. A challenge described in this strategy was the balance between different uses and activities. Achieving balanced meant that in many older and wealthier parts of the city with sufficient facilities more housing were to be created so that more people could make use of the facilities. Vice versa, in places with high densities, more facilities could be placed.

Making existing areas of opportunity more productive and accessible

It was important to understand that the identification of new centres of development did not mean that existing interchange point and centres were not important. There were key agglomerations of activity and opportunity in the city; these were to be maintained and enhanced. The Cape Town CBD was recognized as the heart of great Cape Town despite its off centre location and relative distance from many of Cape Town's citizens.

Strategic Infrastructure Provision

The most important guideline to consider in the approval of new investments was that the urban edge. The investments in projects were to facilitate the intensification of the current built area of the city preventing more development on the periphery of the city.

FINANCIAL PLAN

Cape Town makes a substantial contribution to the country's GDP and the economy of the Western Cape Province. The challenge according to the IDP 2005 – 2006 was the balance between enhancing social development and sustaining economic investments. External factors that affect the City's financial planning

- Rising levels of unemployment and limited opportunities for job creation
- In-migration from rural areas
- Social and economic development along the N2
- Preparing the City and its facilities for hosting delegates and soccer matches during the 2010 World Cup.
- The loss in income and economies of scale that may arise as a result of the introduction of RED
- Legislative changes and financial reforms at a local government level

Internal factors that affect the City's financial planning

The external factors were seen as the constraints which the City had to consider in its developmental role. Continuous assessment of the needs of the communities also determined the spending priorities. National government was providing targeted funding for infrastructure development and basic service delivery to poor households. However, these initiatives were limited considering the scope of community needs and development. The internal factors that cause constraints on the city are;

- The perception of high personnel costs in relation to other cities
- The increasing outstanding service payment due to the City
- Decreasing of the efficiency of service delivery processes
- Ageing infrastructure
- Reduction in useful life of assets caused by low maintenance levels.

In the IDP, the City defined priority programs which were to be funded over the years.

3.3.5 THE PLAN COMPARISON

In section includes a plan comparison and a table which puts the plans next to each other; the IDP 2005 - 2006, the PGDS 2006, and the 2010 FWC. The vision created in the IDP and the PGDS are not the same as the vision for the 2010 FWC because the FWC includes compliance and leverage. The vision of the IDP and PGDS are probably more comparable with the legacy chapter as also described in this section.

From the IDP 2005 - 2006 it is clear that the first the strategic theme aimed to elevate the city is the reduction of people living in informal settlements labelled as 'Integrated Human Settlement'. The aim to increase shelter and services in Khayelitsha and Mitchells Plain were thereby key and identified as flagship programs. The N2 Gateway Project which aimed to transform the land and facilities between the airport and the city centre reflecting the city's diversity, environmental assets and commitment to sustainable development. On provincial scale the N2 is also a very important corridor for the same reasons, but also for the economic benefit it can bring the province. The N2 connects Johannesburg with Cape Town and all the cities in between. It is therefore an important corridor bringing passengers, tourists, and freight into the country.

The 2010 FIFA strategy concentrates its main development in the city bowl and green point which lie far away from Mitchells Plain and Khayelitsha, which were identified as flagship programs in the IDP. Nevertheless, the 2010 FWC strategic plan did aim to 'revitalize local communities' by linking them with the upgraded communities across the city and building on cultural nodes and corridors to integrate local areas through cultural and economic activity. The problem with this last goal is that all the infrastructure and visionary goals were concentrated around the airport and the city bowl. The strategy to revitalize local communities is in line with the IDP and the PGDS, however, also seems to contradict the other 2010 FWC plans.

The second strategic theme of the IDP 2005- 2006 is 'economic growth and job creation'. This would be accomplished by providing adequate and world class infrastructure, but also maintaining education. The province also aims to increase economic participation through targeted skills development and higher rates of human, infrastructural and financial investment. Developing critical skills in the workforce and starting programs concentrating on management, engineering, hospitality, security and marketing was another strategic point which came into line with the IDP 2005 - 2006. One of the Western Cape's strategic eight strategic goals is the 'broadening economic participation' through targeted skills development and higher rates of human, infrastructural and financial investment.

One of the fields of legacy aims in the 2010 FWC strategic plan was the 'financial legacy' which was to be achieved through 'maximising economic opportunities'. Not only did the strategic plan look at Cape Town, but it also looked at the province and how the economic opportunities could spread. The 2010 FWC strategic plan aimed to expand the language skills in various sectors, supporting small businesses and training and licensing vendors and obtaining concession contract with the Global brands.

The third strategic theme in the IDP concentrated on 'building strong communities'. A flagship program was the gender program created equity for both women and men. The second flagship program regarded the homeless children in Cape Town. The WC PGDS aimed to create liveable communities that are resilient, create and foster/nurture the well-being of all residents Communities were to be inter-connected through webs of social solidarity. Greater spatial integration was thereby a key strategy to create a culture of tolerance and mutual respect.

The 2010 FWC aimed at inspiring national pride and unity through racial, ethnic, and gender understanding and exposure. However, concrete plans are not visible in the plan. Nevertheless, it is evident that racial and cultural inspiration is the nature of the event as the world comes together to compete and celebrate. The 2010 FWC Strategic Plan (2007) aimed at building social and human capital by building skills and introducing the values of hard work, discipline and teamwork. This is related to both the economic opportunity as well as the social benefit.

The fourth strategic theme concerned the ‘mobility and accessibility’ of the city. The IDP recognized the need to transform and restructure the current private car, commuter oriented transport system. “Transport is an obstacle to growth, by improving public transport we will boost the economy. In 2010 thousands of visitors will be relying on our transport systems” (City of Cape Town, 2005a) The rapid growth of the city has created over-used infrastructure and expensive transporting costs. A flagship program which was related to this strategic theme was the 2010 FWC itself. The event would be the opportunity for a new integrated management plan and a new multi modal transport plan which would also upgrade Athlone stadium. But as the world knows now, the Athlone stadium was not chosen as the main stadium in the 2007 FWC strategic plan.

One of the legacy projects identified in the 2010 FWC strategic plan was ‘Urban and Rural Developmental Legacy’. Transport was seen as a part of the legacy and as a great challenge. The strategic plan also states that transport is an important aspect of the IDP. The strategic plan for the 2010 FWC accentuates the importance of an efficient transport plan for the city, however, the strategic plan mainly concentrates on the transport to and from the stadium. The plan explicates that infrastructure hubs like the Cape Town International Airport had to be addressed in partnership with different spheres of government. Fast and affordable connection between the airport and the city were required. Other key projects identified in the strategy concentrated on infrastructure and transport between the airport and the city bowl. Though one of the projects does regard the upgrading of a long distance coach terminals at CTIA, Central City, Bellville, and Philippi.

The fifth strategic theme is ‘equitable and effective service delivery’. The aim was to provide key elements for a healthy city and to provide, maintain and improve access to community facilities and sport and recreation infrastructure and opportunities. Maintaining and improving the safety and security of the city was also an aim. Of course, the FIFA World Cup was a grand opportunity to create recreation and sport infrastructure and opportunities. Safety and security was one of the concerns in many of the strategic plans for the FIFA World Cup.

It is not for nothing that the IDP 2005 - 2006 concentrates heavily on the spatial framework of the city. The IDP identifies that the structure of the city prevents the city from developing due to the inaccessibility of parts of the city creating isolated communities and facilities. The IDP even states that for Cape Town to position itself nationally and internationally and meet the needs of its inhabitants it has to address its spatial challenges. This imbalance is a great problem and therefore the IDP searches for solutions.

Spatially it was important according to the IDP the urban sprawl would stop. Thereby, urban agriculture would help the city with its sustainable development. Protecting the city’s natural and cultural heritage was thereby also a policy point. This was also a goal in the 2010 FWC strategic plan. Since the environmental accent in the Sydney Olympic Game other mega events followed by implementing environmental awareness programs and interventions.

Cape Town aimed in the spatial framework to become an equitable city from a spatial perspective. The challenge was to make existing opportunities more accessible to the majority of citizens. A challenge was to balance the city creating more housing in the older and wealthier parts of the city so that more people could make use of the facilities. Vice versa, in places with high densities, more facilities could be placed.

A mega event is, as we have seen in the literature, often seen as a tool for urban regeneration and restructuring. However, the last spatial aim goes against the strategic plan of the 2010 FIFA World Cup as this plan concentrates and builds the facilities in the City Bowl. Though the training venues will be located in Athlone and Philippi, other facilities that attract a broad population will not be created in these areas.

Making important centres more accessible and productive is something that would overlap with the vision. The stadium in Green Point would link the CBD, the V&A Waterfront and the Greenpoint suburb. This would also create more flows of people to the Seaboard area upgrading the Atlantic Seaboard. The new infrastructure would therefore also create a more efficient flow of traffic and people in the area. The important area of the City Bowl would therefore receive an extra icon, events and tourists.

	Vision	Mission	Goals
<p><i>IDP 2005 – 2006 (City of Cape Town, 2005)</i></p>	<ul style="list-style-type: none"> - A sustainable city that offers a future to our children and their children. - A dignified city that is tolerant, non-racist, and non-sexist. - An accessible city that extends the benefits of urban society to all and builds the capacity of its people. - A credible city that is well governed and trusted by its people. - A competent city with skills, capabilities, and a competitive edge. - A safe and caring city that cares for its citizens and values the safety and security of all who live, work, and play in it. - A prosperous city known for its ability to compete globally in the 21st century and its commitment to tackling the challenges facing South Africa, the Southern African Development Region, and the African continent. - A city known for its leadership in Africa and the developing world. 	--	<p><i>(By 2020)</i></p> <ul style="list-style-type: none"> - Substantial improvement in key human development indicators - 95% of our population living in integrated human settlements - Universal access to basic services - Levels of violent crime reduced by 90% - Water use and waste production down 30% - Access to safe green space within waling distance for all - Renewable energy share equal to 10% of energy consumed - Average real per capita doubled while reducing inequality - Reducing unemployment by 50% - Less than 5% of the population illiterate
<p><i>Western Cape PGDS , or Ikapa Elihlumayo (Provincial Government of the Western Cape 2006)</i></p>	<p><i>By 2014 the Western Cape will be a sustainable Home for All its citizens, whether rich or poor, boy or girl, regardless of mother tongue, race or creed and whether living in the countryside, suburb, township or informal settlement. The Western Cape will be an empowering place to live through improved opportunities through shared growth and integrated development. All Western Cape residents will enjoy a quality of life characterized by greater levels of equality, improved access to economic and social opportunities, assets and resources and healthy living environments that foster well-being. Wider economic participation will fuel a higher than average rate of growth and the natural resource base - including the vital ecosystems of air, water, land and biodiversity - will be enhanced and supported by iKapa Elihlumayo</i></p>		<p><i>The strategic goal are;</i></p> <ul style="list-style-type: none"> - Broadening economic participation - Investing in efficient 'connectivity infrastructures' - Planning, building and managing effective public and non motorised transport - Creating liveable communities - Fostering resilient and creative communities - Ensuring greater spatial integration - Nurturing a culture of tolerance and mutual respect - Creating and protecting effective governance institutions
<p><i>2010 FWC Strategic Plan (2007)</i></p>	<ul style="list-style-type: none"> - Ensure that Cape Town and the Western Cape Province become the centre of attraction for participants, media and spectators of the 2010 FIFA World Cup - Ensure that opportunities are maximized - Build a legacy for the residents of Cape Town/Western Cape to benefit all 	<ul style="list-style-type: none"> - To organize an excellent 2010 FIFA World Cup event with lasting benefits to the people of Cape Town and Western Cape. 	<p><i>Goals are not specifically mentioned. Though the goals also be the three strategic aspects (see opposite page 'strategy').</i></p> <ul style="list-style-type: none"> - Compliance with FIFA requirements for hosting the games - Optimizing the developmental impact: the legacy - Maximizing the promotional and positioning opportunities leverage

Figure 53: IDP 2005 - 2006, PGDS 2006, and 2010 FWC Strategic Plan

Priorities	Strategy	Comments
<p>Within each strategy theme, flagship programs are defined.</p> <ul style="list-style-type: none"> -The Urban Renewal Programme nodes of Khayelitsha and Mitchells Plain. - Upgrade of informal settlements. - N2 Gateway Project - Gender equality - Displaced children - Extension of the HIV/AIDS treatment. - 2010 FIFA World Cup. 	<p>Five strategy themes (based on 2004)</p> <ul style="list-style-type: none"> - Integrated human settlement - Economic growth and job creation - Access and mobility - Building strong communities - Equitable and effective service delivery. 	<p>There is a reflection on past IDP and progress evaluation. In this IDP it is recognized that Cape Town has a fundamental problem in the spatial structure which is often the root of other development constraints. In this IDP a spatial framework is created and introduced.</p> <p>2010 FWC is mentioned as a flagship program. Not very extensive, but it is recognized as a project. Although it seems that the 2010 FIFA World Cup is seen as an independent project as it is not integrated in the strategies or goals.</p> <p>The 2010 FWC strategy is writing in 2007, but based on this IDP 2005 - 2006. This strategy is elaborated on further on in this chapter.</p>
<p><i>Ikapa Elihumayo states clearly the shared growth and development is one of the most important principles. Economic growth is a prerequisite for boosting job creation, better quality of human settlement and improved human well-being.</i></p>	<p>The strategic goals are unpacked into strategies;</p> <ul style="list-style-type: none"> - Broadening economic participation through targeted skills development and higher rates of human, infrastructural and financial investment - Efficient 'connectivity infrastructures' to stimulate and sustain economic growth (transport, energy and ICT) - Effective public and non motorised transport that provide access to all citizens of the province, especially the poor and those disconnected from opportunities - Liveable communities that foster/nurture the well-being of all residents (consistent with the ideals of sustainable human settlements) - Resilient and creative communities that are inter-connected through webs of social solidarity (bridging social capital) - Greater spatial integration embedded in a drive to protect and develop public places and the natural resource base (about overcoming apartheid spatial legacies) - A culture of tolerance and mutual respect that harnesses the creativity/innovation dividend that stems from dealing explicitly with social-cultural differences and unequal power relations - Effective governance institutions that are able to harness the diverse energies of multiple interest groups and actors towards shared goals of the PGDS 	<p>This PGDS is a document which covers all the IDP's of all the municipalities in the province. It is therefore a more abstract document, though it does grasp the necessities of the future path very well.</p> <p>This plan is good manifest for the future of the province and collaboration between the different municipalities.</p>
<p>- No priorities mentioned</p>	<p>The strategy is subdivided into three aspects</p> <ul style="list-style-type: none"> - Compliance with FIFA requirements for hosting the games - Optimizing the developmental impact: the legacy - Maximizing the promotional and positioning opportunities leverage 	<p>The strategy has a very different structure than the other strategic plans. The overview of the document is thereby somewhat unstructured. It seems like loose parts have been put together.</p> <p>In addition, the 2010 FIFA World Cup does not specifically mention goals. Though the goals can be seen as the desire set in the three strategic aspect</p>

3.4 CONCLUSION REALISATION

The 2010 FWC vision and strategy was from 2007 until 2010 the strategy which was implemented. Though the 2010 FWC states it is based on the IDP 2005 - 2006, it does have several contradictions and short comings. To conclude, the city the IDP is a broad strategy and vision and looks at the entire city. It is clear that the 2010 FWC is not an event that can cover all the strategic themes of the IDP. For that reason the FIFA 2010 strategic plan overlaps, but contradicts at the same time. The FIFA World Cup strategic plan did not look at the equity on physical, economical, and social level. It concentrated on the most important centre of the city, and within these those boundaries it attempted to account for the equity on all levels.

It is also evident that the IDP 2005 - 2006 has a different approach towards social equity than the 2010 FIFA World Cup Strategic Plan. The IDP concentrates on revitalizing the south eastern area of the city so that it can be integrated into the city by bringing the city to the node (shown in the diagram with the arrow in Figure 55). The 2010 FWC looks at the main hub of the city, or the City Bowl area, and looks at ways to attract and involve the south eastern suburbs (as shown in the diagram with the arrow in Figure 55).

In the following sections there will be a comparison between various goals in and strategies through time. Firstly, a parameter will be described as it was before the event. Then the city aim concerning the parameter will be described along with the aim during the event. Lastly, what was realised will be discussed. One of the most important aspects of the event is the stadium. In the Strategic Plan (Provincial Government of the Western Cape and the City of Cape Town, 2007) the stadium is also mentioned as one of the first aspects of the event. The decision process regarding the stadium is elaborated on in the following sections. In short, a comparative analysis of various existing stadia and new locations was conducted. Green Point was concluded to be the most expensive, however with the most short and long term benefits in the form of job creation and contribution of the GDP.

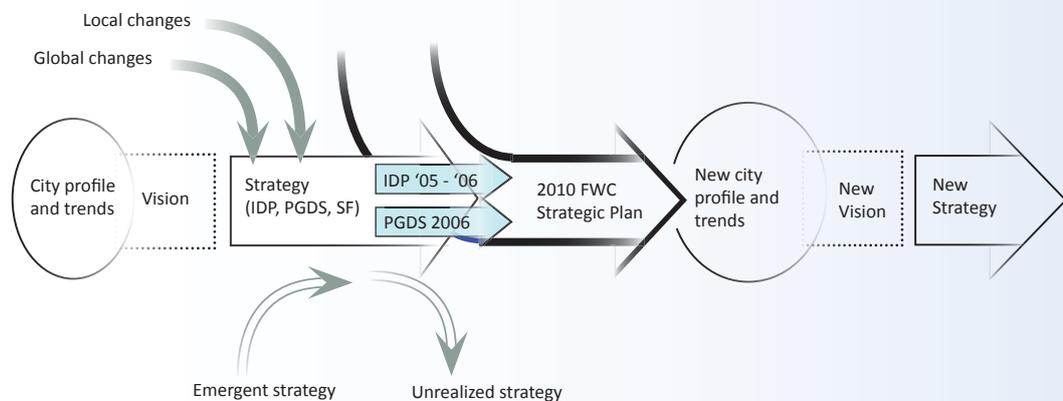


Figure 54: Research Framework IDP and PGDS make the 2010 FWC strategic plan

“No one is born hating another person because of the color of his skin, or his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite.”

– Nelson Mandela

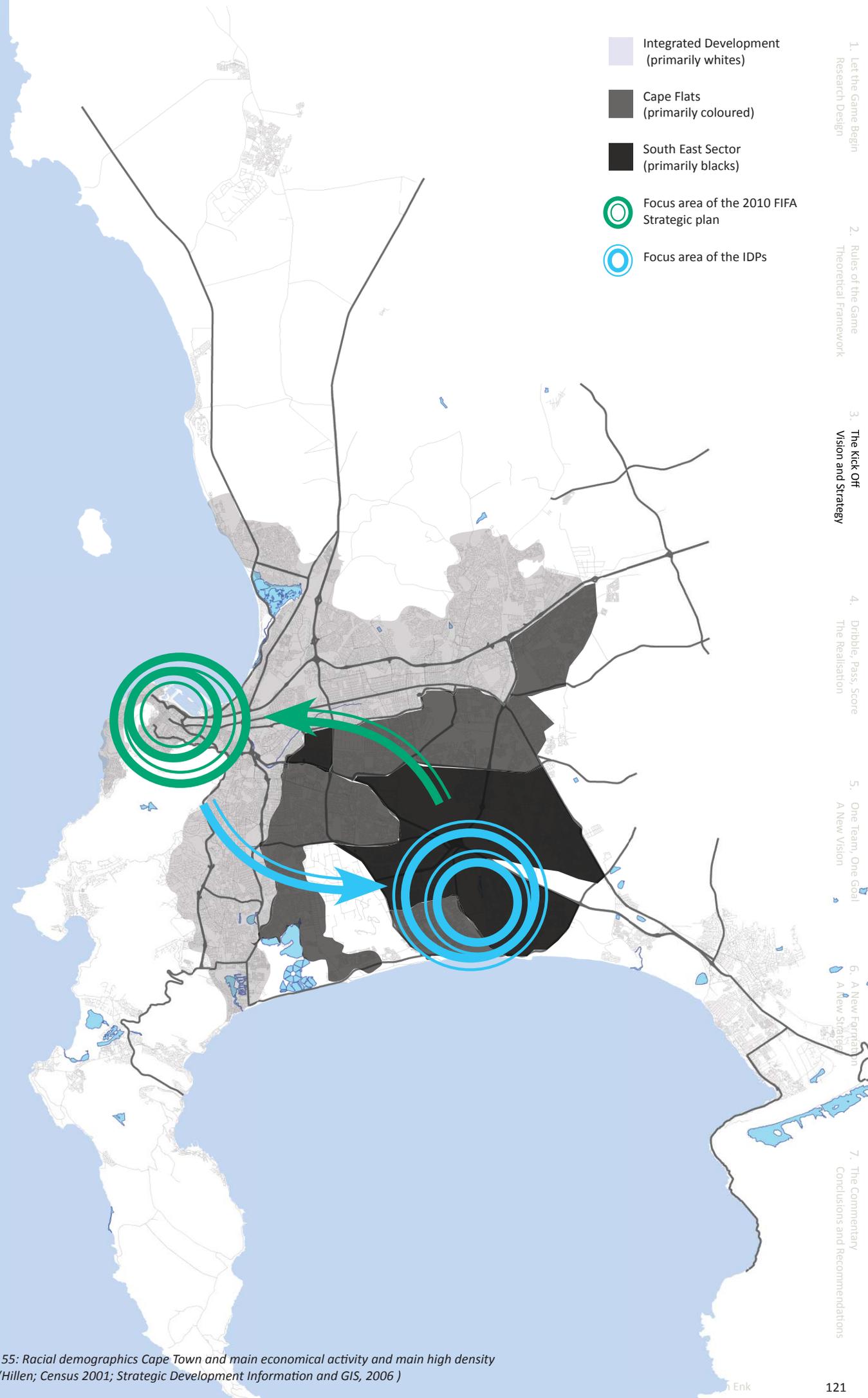


Figure 55: Racial demographics Cape Town and main economical activity and main high density areas (Hillen; Census 2001; Strategic Development Information and GIS, 2006)

4. DRIBBLE, PASS, SCORE

WHAT WAS ACTUALLY REALIZED?



This chapter tears the event into the variables and parameters defined in chapter 2. The variables are subdivided into parameters, this chapter look specifically at the individual parameters in three different phases. Firstly, it looks at the parameter before the event, followed by the aim and strategy before the event, and lastly, it looks at what was actually realized 2010. At the end of each variable, the parameters are linked to each other in the conclusion. It is important to note that the parameters in all the different variables are always interlinked and connected; therefore, they are never mutually exclusive. Nevertheless, in this analysis it is important to dissect all the different aspects of the event and bring them together in the end.

4.1 WHAT WAS REALIZED IN 2010?

The following chapter will entail the second phase of the empirical research; “What was actually realized in 2010?”. This chapter will look at the different parameters, physical, economical, social, and governance. It will look at how the situation was prior to 2010, what the aim was, and what was actually realised.

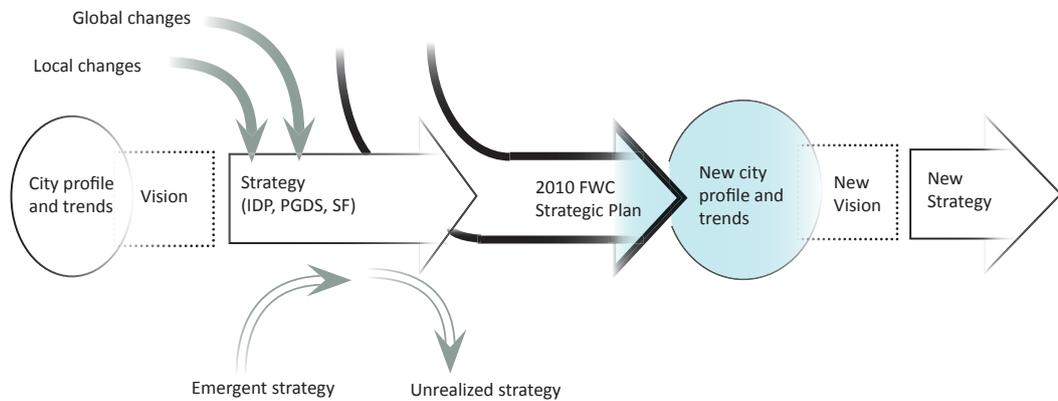


Figure 56: Research Framework IDP; what was actually realised

4.2 THE PHYSICAL VARIABLE

Refer to Appendix A for detailed maps of the City of Cape Town, Western Cape and South Africa.

The first variable to be discussed is the physical variable which consists of the infrastructure, key areas, housing, retail, offices and environment parameters. It is important to note that all of these parameters are interconnected. However, the aim of this chapter is to tear these relations apart and look independently at the different parameters and the impact of the parameters.

Looking at the theoretical framework Chapter 2, a few factors are discussed which are important in an new global society (locally and globally) that also determine quality of place. Accessibility is thereby a reoccurring aspect that determines efficiency on a global and local level. Additionally, diversity, mix of function and liveliness are important features. These literary qualities will be measured through the parameters.



Figure 57: International Direct Flight Connection (Htonl, 2009)

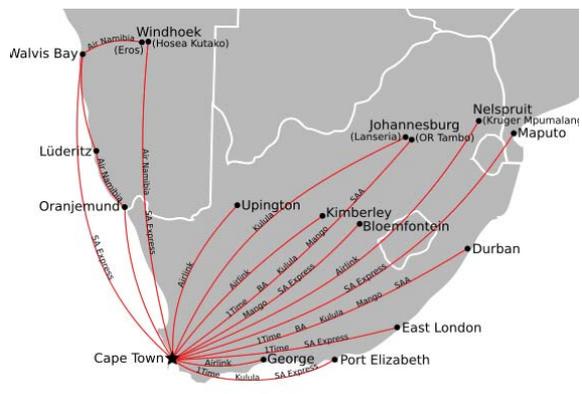


Figure 58: International Direct Flight Connection (Htonl, 2009)

4.2.1 INFRASTRUCTURE

Good transport infrastructure is important as it ensures accessibility and the efficiency of a city. This section looks specifically at the international accessibility and the local transport infrastructure in three phases. The first phase describes the situation prior to 2010. The second phase, the aim 2010, describes the aim for 2010 and what the achievement desire was with the 2010 FWC. And the third phase, the realisation, describes what was actually realized.

INFRASTRUCTURE PRIOR TO 2010

The infrastructure and basic services are dominated by the urban planning from the apartheid era. In addition, the city is subject to a great migration trend as people are moving from the rural lands to the city for economic opportunities. Therefore, some parts of the city are not been sufficiently supplied with the basic services or infrastructure.

A major limitation to the growth of Cape Town as a tourist destination is the inadequate air transport availability. Also the ineffective public transport links hinder the distribution of tourists and residents within the destination (City of Cape Town, Atos KPMG Consulting 2005).

A robust fixed investment base is therefore required to avoid inadequate infrastructure as it has been limiting the use of productive capital and a region's economic growth. Public infrastructure plays a pivotal role in alleviating poverty through investment in roads, schools, health facilities and water and electricity thereby improving access to economic and social infrastructure (Western Cape Provincial Treasury 2009).

International Connections

The accessibility of a destination is a crucial point when it comes to the growth of a region. There is a considerable physical distance from Cape Town International Airport and other major global centres. This means that air access is an important mode of travel. However, due to a lack of direct flights, travellers often had/have to stop and change terminals in Johannesburg. This has had a negative effect on the desired accessibility of Cape Town (City of Cape Town, Atos KPMG Consulting 2004).

In 2005, Atos KPMG Consulting concludes that South Africa Airways (SAA) can play an important role in this issue. In addition, international tour operators can influence travel behaviour and patterns. Development of hotels and resorts can also play a major role. The lack of major international hotel companies and resorts have an impact on tour operators' leverage and airline demand. The consulting firm advise to strengthen and build on the relationships with these players. However, Atos KPMG Consulting also concludes in 2005 that, in the short term, SAA is unlikely to expand its routes, and new resorts are unlikely to be built. South African Tourism is unlikely to make a major difference given its marketing budget. The City of Cape Town and Western Cape Province are advised to take the lead in developing a charter programme, perhaps together with the Eastern

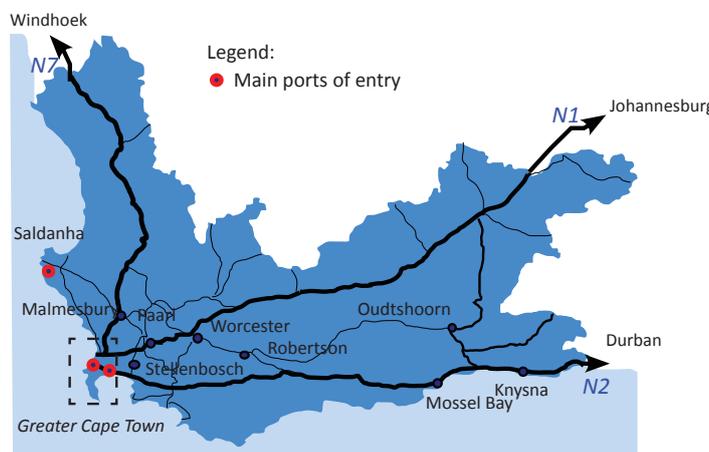


Figure 59: Western Cape



Figure 60: The two highways to go into the city, N1, and N2.

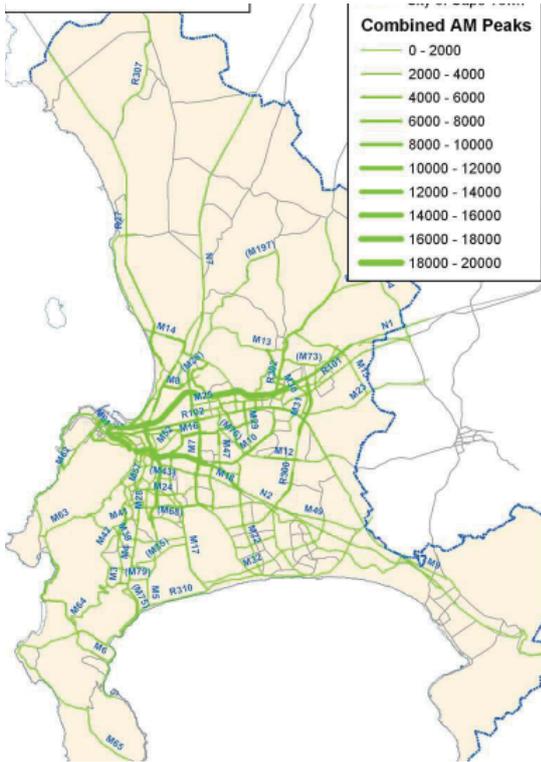


Figure 61: Motor vehicle flows, 24 hrs (City of Cape Town, 2003b)

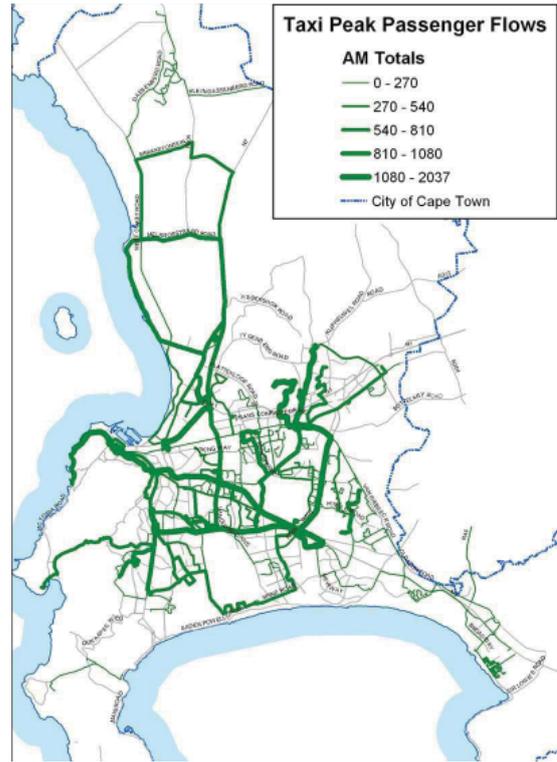


Figure 62: Taxi (mini buses) flows AM peak, 24 hrs (City of Cape Town, 2003b)

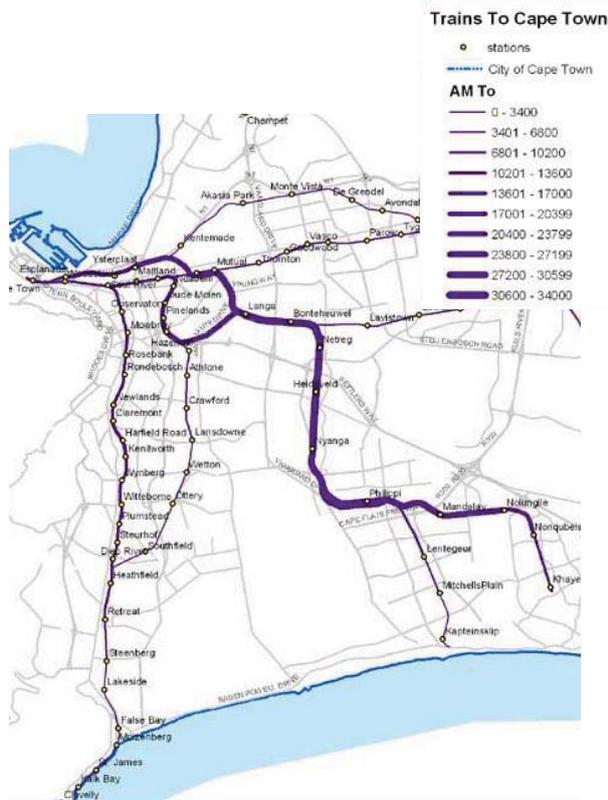


Figure 63: Train passenger flows on the AM Peak (City of Cape Town, 2003b)

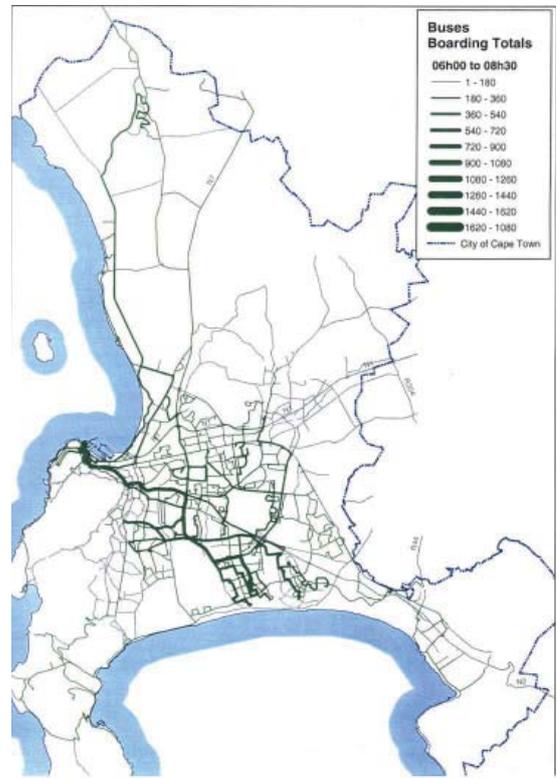


Figure 64: Motor vehicle flows, 24 hrs (City of Cape Town, 2003b)

Cape (City of Cape Town, Atos KPMG Consulting 2005).

In Appendix B the passenger traffic of the airport is illustrated. It shows the annual increase of international arrivals from year 2006/2007 to 2008/2009. However, from 2009 to 2011, the amount of internationals arrivals decreased. Nonetheless, the totals amount (international, regional and domestic) stayed relatively steady except in 2008/2009 where Cape Town International Airport experienced a 7.1% decrease in arrivals (Airports Company South Africa 2011).

Transport Infrastructure

The National Road system of highways links all major population centres in South Africa. The system was mostly build by the Apartheid government during the 1970s. The system was based on the Interstate Highway system network in the United States. The system is efficient as the network is clear and can be used by residents and tourists making cities accessible. The Metropolitan of Cape Town, however, deals with a decentralized development. This trend is caused by the ideal of Apartheid but also due to increased congestion problems and lack of parking spaces which started to occur in 1980s. Due to the decentralization, the CBD experienced a decline in development.

The N1 is a highway and a key corridor that facilitates high levels of passengers, freight, commuters, tourists, business traffic and recreational traffic into the province and city. The highway also connects the two largest nodes within Cape Town, the Cape Town CBD and Bellville. It is also the primary access to the Port, the industrial areas, and the important developments such as Century City, a new mix use suburb. However, the highway has high levels of commuter peak periods which cause congestion problems. The corridor, in addition, is poorly served by public transport services. Two commuter rail lines are not sufficient for the corridor (Frieslaar en Jones 2006). As Cape Town's residential suburbs are spread out and often located in the urban periphery, people have to travel quite a distance to get to the economic opportunities. Public transport is important for the residents of the city, though it has been too expensive and inefficient.

The public transport in Cape Town includes trains, busses, mini taxis (smaller busses, seating 15 passengers). However, the public transport network in Cape Town is characterized by poorly maintained, inconvenient service schedules, inadequate safety and cleanliness. These characteristics have negative impacts on residents using the services. In addition, the tourists often do not perceive the available public transport services as a travel option (City of Cape Town, Atos KPMG Consulting 2005). In addition, due to the decentralization and the inadequate public transport systems, South Africans largely depend on private vehicles for their transport needs. National Government introduced the concept of integrated rapid transport (IRT) in 2007. This initiative would focus on priority rail corridors and bus rapid transit (BRT) networks, while maintaining the centrality of the existing bus and minibus sector. The average ratio of private-vehicle use to public transport is approximately 70/30 on any given day, although the morning peak reflects a 50/50 split.

INFRASTRUCTURE OBJECTIVE AND STRATEGY

Transport infrastructure is seen as a way to integrate the city. By linking settlements and transport infrastructure the spatial imbalances and the integration of disadvantaged persons can improve. Infrastructure is regarded as one of the key levers in boosting economic growth potential and is also seen as an important prerequisite of the developing the tourism industry. The infrastructure is therefore a base on which plans and investment initiatives can be built. Therefore mobility has been one of the economic themes in various IDPs. Firstly, the IDP aimed to establish a public transport management entity and a city wide mobility plan. The following aim was an improved transport network, infrastructure and non motorised transport. With these key elements the City wanted to ensure that the investment in public transport would on only focus on transport but also on the improvement in the spatial development of the city. The 2010 FWC was seen as a flagship program to achieve this objective and fast track the strategy. The ITP aims to reduce private-vehicle use and increase public transport use by 9% by 2020. (City of Cape Town, 2010c)

The 2010 FWC Strategy Plan written by the Provincial Government of the Western Cape and the City of Cape Town in 2007 states that South African national government sees the 2010 FWC as a chance to accelerate public and private sector investment in the needed infrastructure. Since 2005, the national government spent

just over R22 billion (€ 2.26 billion, June 2011) on transportation improvements and upgrades, telecommunications infrastructure, and stadia. This major capital injection into transport related infrastructure proved worthy. For this reason, infrastructure was regarded as the key legacy projects (The Provincial Government of the Western Cape and the City of Cape Town 2007).

According to the 2010 FWC Strategic Plan (The Provincial Government of the Western Cape and the City of Cape Town 2007), the upgrade of public transport to enable spectators to attend matches in a safe and car free environment is seen as an important challenge. This was due to the fact that it was regarded as important for the spectators as well as the day to day lives of the Cape Town residents. Good public transport would also prevent urban sprawl, cut down CO2 emissions, and reduce travel time and costs. This was an important overlap with the 2004 vision and strategy.

Safe and efficient connections between cities and towns in the province as well as other provinces would be part of the legacy of the FWC 2010. The development of transport infrastructure would be part of the Strategic Infrastructure Plan (SIP), which was part of the general Provincial IKapa Elihlumayo Growth and Development Strategy. Key projects which were identified were:

- Development of 2010 FWC Transport guiding framework and management plan
- Development of road and rail based infrastructure in the form of the N2 Airport City Link
- Development of the Klipfontein Corridor package plans including plan for BRT and non-motorised transport (NMT) and Athlone stadium upgrades
- Development of a central city transport system including, bus, taxi, pedestrian, NMT routs and concomitant facilities
- Upgrading of long distance coach terminals at Cape Town International Airport (CTIA), Central City, Bellville, and Philippi
- Development of intelligent transport systems (ITS) including CCTV, variable road message signs, and upgrading of area traffic control centres.
- Development of rail infrastructure including: rolling stock upgrades, selected station upgrades, and exploration of pos-sible rail link between CTIA and the CBD
- Development of Airport infrastructure.

(The Provincial Government of the Western Cape and the City of Cape Town 2007)

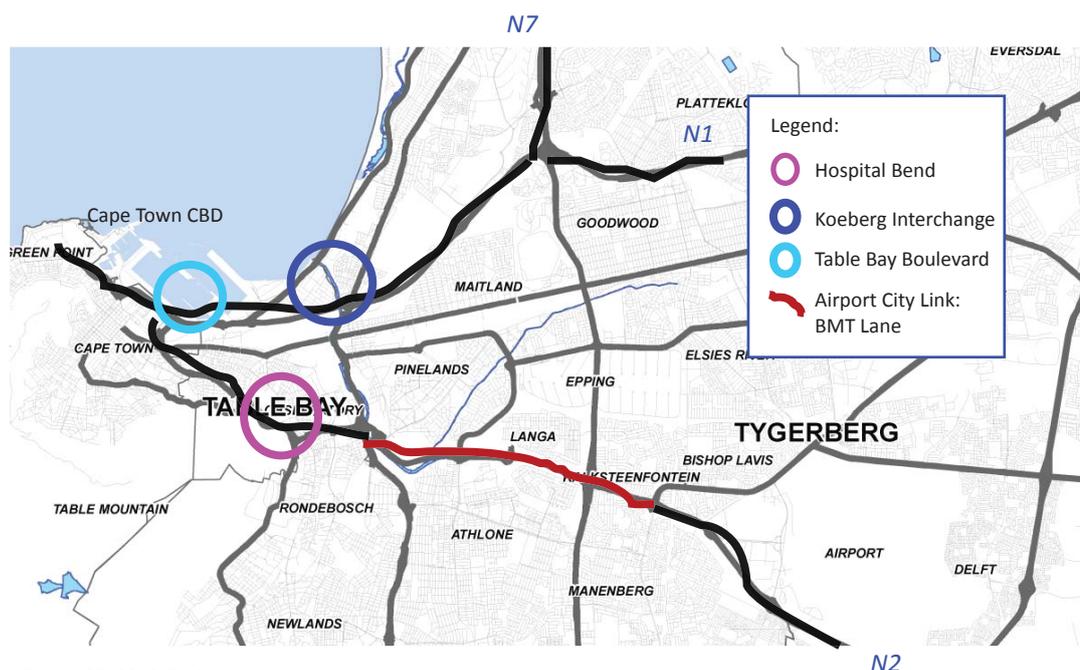


Figure 65: 2010 FWC infrastructure improvements (www.capetown.gov.co.za)

INFRASTRUCTURE REALISATION 2010

For the 2010 FWC, a great deal of the transportation activities occurred on city level. However, due to the nature of the event, visitors were also intensively moving around the country. This made the provincial and national infrastructure equally as important. Distance travel was offered by taxis, buses, passenger rail, luxury coaches, tour packages, private car-hire companies, and domestic aviation (GCIS 2010). In Cape Town alone approximately R14.5 billion (€1.49 billion, June 2011) was spent on infrastructure development in preparation for the tournament (Provincial Government of Western Cape 2011).

Transport Hubs

The ports of entry received R3.5 billion (€36 million, June 2011) for renovations (Provincial Government of Western Cape 2011). There were already plans to expand the Cape Town International Airport (CTIA) by Airports Company South Africa (ACSA). The Acsa spent R1.2 billion (€ 120 million) on upgrading Cape Town International Airport to cope with the steadily increasing amount of traffic and the anticipated visitors over the tournament itself. Key projects included the rethinking of the road system to separate pedestrian and motorized movement, a Transport Plaza from which all public transport operates, well within easy walking distance of the Terminal. Associated pedestrian subways as well as a consolidated car rental facility came on stream. On the airside, eight new passenger loading bridges were added, as well as five new aircraft parking bays. The retail mix was also significantly enhanced. An airport to city link is also introduced (City of Cape Town 2008).

When looking at the period 11th June to 16th July, the Cape Town International Airport had 24% more international arrivals compared to the same period in 2009. This was prominently due to the increase of chartered flights over the usual international flight schedule. Domestic arrivals increased 8%. The average increase of arrivals to Cape Town by air during the event period was 11%. Overall growth for both domestic and international movements during this period was 12.18% (Domestic=9.56% and International=21.96%) . It should be noted that the displacement effect of a mega-event did occur as that the usual domestic business and leisure travelers during June/July decreased. Business and local tourists only travelled if necessary (Provincial Government of the Western Cape 2011). For more details see Appendix A.

The second transport hub which received a major upgrade was the railway station in the central city. The last upgrade was done in 1961. The station was to serve the people of Cape Town, however, the 1961 upgrade was according to the apartheid principles, separation and exclusion, having separate entrances for black and



Figure 66: IRT phase 1 - ready 2010 FWC (www.cape-town.gov.za)



Figure 67: IRT phase 1, 2, 3, 4 - long term plan (www.capetown.gov.za)

white. Although minor changes have been made over the years, it was clear that more than a facelift was needed to upgrade the facility. The innovative redesign was done by the Cape Town architect Mokena Makeka was more than just an upgrade costing R440 million (€45.4 million, June 2011). The new station is designed for inclusion and the integration of public transport as central to the Cape Town of the future (Platzky 2011).

The upgrade is part of a three year R25 billion (€ 2.57 billion June 2011) transport upgrade plan. The extensive renovation was aimed at creating a world-class transport hub for 2010 and beyond. The remodelling included substantial upgrades to the existing building, the relocation of the long-distance bus facilities and improvements to the formal and informal trading spaces. The new concourse and ticket counters, the new food court, offices and ablution facilities were ready and operational in time for the 2010 FWC. All other planned upgrades to the Station will be completed by 2012 (Provincial Government of Western Cape 2011).

Besides the Central Station, major investments were done in the rail system, new stations were constructed in Khayelitsha and Windermere, and 25 stations underwent general maintenance and repairs totalling approximately R32 million (Provincial Government of Western Cape 2011).

Looking beyond at significant investments on provincial level, the George Airport also received upgrades to its runway and car hire facilities. It saw an average of just over 18 000 arrivals during the tournament. Thereby, the Danish, French and Japanese teams arrived in the country on 5 and 6 June at the George Airport before proceeding to their Team Base Camps in George and Knysna (Provincial Government of the Western Cape 2011).

Transport infrastructure

Within the city, there were a few large-scale infrastructure projects; a prominent project was the long overdue upgrades of 'Hospital Bend' on the N2 and the Koeberg Interchange on the N1 highways. The city infrastructure experience road upgrades that had the aim to make the city more efficient and improve the public transport. Dedicated bus lanes on the freeways were established. Fast affordable connections between the airport and the city centre were necessary. This was necessary for both visitors, but also much needed for the residents.

As Cape Town has had the plan to improve the public transport system, the Integrated Rapid Transit (IRT) system was implemented with the aim to integrate all modes of transport into one coherent package for the user to improve the user experience. The modes that are to be integrated are the railway services, the road based services, conventional bus services, minibus taxi services, bicycle services, and pedestrian facilities. The IRT will be implemented in four phases. The first phase was finished in 2010 to ensure that the transport



Figure 68: IRT route phase 1 developed for 2010



Cape Town CBD

requirements for the 2010 FWC were met (City of Cape Town 2011).

The plan included the MyCiti Bus, a service consisting of an inner city loop, CTIA to City shuttle and stadium shuttle services on event days. As it was part of the overall public transport service vision, it gave both locals and visitors an opportunity to experience these improved services. During the 2010 FWC period, MyCiti buses transported over 12 000 passengers between the CTIA and the Civic Centre, over 135 000 passengers to and from Hertzog Boulevard Station and the Cape Town Stadium on the eight match days and over 13 000 people on the inner city loop (Provincial Government of the Western Cape 2011).

The MyCiti/IRT service will be expanded across the city over the next years as the figure above illustrates. Special shuttle services between the city centre and the Cape Town Stadium are currently operational for large events at the stadium (Provincial Government of the Western Cape 2011).

In the rest of the Province the most significant 2010 upgrade was that of White Bridge over the Knysna Lagoon in the Southern Cape (Platzky 2011). The Provincial Government spent more than R1 billion on new roads, improved bus lanes, widening of freeways, transport corridors to ensure a sufficient infrastructure system. Around the stadium infrastructure was renewed (GCIS 2010).



Parlement Building, CBD Cape Town



City Hall on the Grand Parade, CBD Cape Town

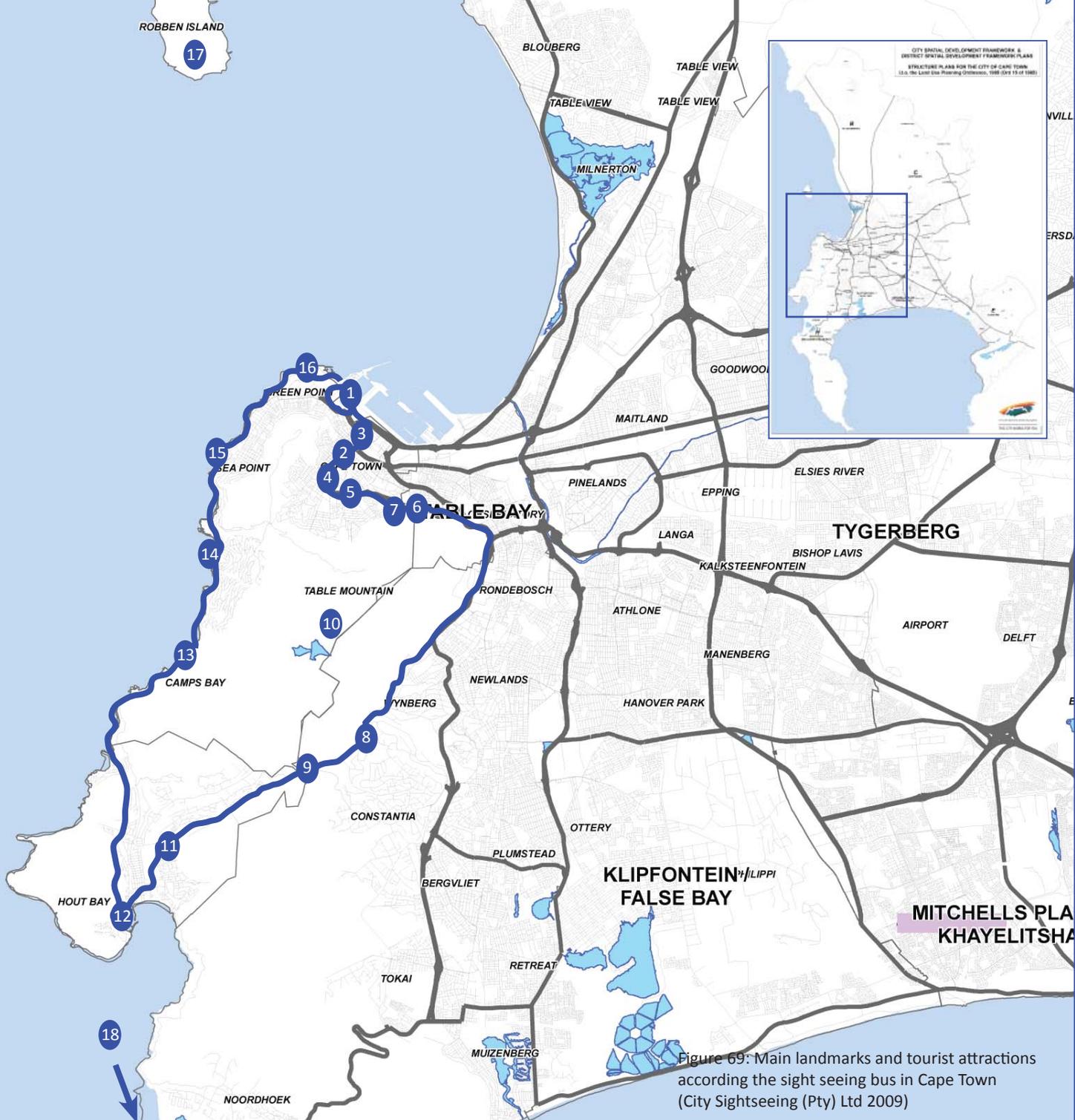


Figure 69: Main landmarks and tourist attractions according the sight seeing bus in Cape Town (City Sightseeing (Pty) Ltd 2009)

Land marks and tourist attractions

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. V&A Waterfront 2. Long Street 3. International Convention Centre 4. St Georges Cathedral 5. Company Gardens 6. District Six 7. Castle of Good Hope 8. Kirstenbosch Gardens 9. Constantia Valley, wineries 10. Table Mountain 11. Imizamo Yethu Township 12. Houtbay 13. Camps Bay 14. Clifton Beaches 15. Sea Point 16. Green Point 17. Robben Island 18. Cape Point <p>(wikipedia.com)</p> | <p>Harbour constructing in 1860 by Prince Alfred
Centre of Cape Town; vibrant street with restaurants, cafe's, and retail</p> <p>Centre opened in 2003, it hosted the final draw for the 2010 FWC
Impressive Anglican cathedral, seat of the archbishop of Cape Town.</p> <p>The Gardens created in 1650, with the impressive Parliament building and Tuynhuis
Former residential area, 60 000 residents experienced a forced removal in 1970.</p> <p>A fort build in 1666, on the coastline (now situated in the centre due to land reclamation).
Famous botanical garden located at the foot of Table Mountain</p> <p>The oldest wine estates (dating back 1682) can be found here
Flat-topped mountain, icon of Cape Town</p> <p>Area of 18 hectares and home to 33 600 people
Aesthetical coastal suburb</p> <p>Affluent suburb known for its white trendy beaches.
Affluent suburb known for its white beaches.
Affluent highly populated suburb.
Affluent suburb</p> <p>The prison where Nelson Mandela and other political prisoners imprisoned for decades
A promontory on the south western tip of the continent, a tourist attraction due to its view.</p> |
|---|--|

4.2.2 KEY AREAS

Key areas of a city are areas which are given priority. These areas can be economic centres of the city which function as a backbone of the economy, highly populated areas, highly impoverished areas or even landmark and public spaces. Important areas for the city may be different than for the 2010 FWC. However, according to the literature it is important that these areas can overlap and create a synergy strengthening the areas than need to be strengthen or using the qualities of an area to for the success of the mega event.

KEY AREAS PRIOR TO 2010

Cape Town is a highly diverse city due to its history. This has led to the interesting structure of the city and to an extensive amount of landmarks which are today visited by tourists around the world. The key areas have been mainly the ports of entry, the economic and population centres,

Ports of Entry

Provincially, the ports of entry are important key areas. The accessibility should be well maintained and efficient. On regional level, the N1 to Johannesburg is an important and key area. This also counts for the N2 highway to Durban. Saldanha also has key port of entry, the harbour, which should also be considered a key area provincially. This port of entry is the direct competition of Cape Town's harbour. Cape Town in addition has the airport. Thereby counting four main ports of entry; the N1, the N2, the harbour, and the airport. Development around these areas, due to the accessibility, has much potential. How these infrastructural key areas are affected is already stated in the previous section.

Population centres

During the apartheid era, the city was structured according to the ideology of segregation. This led to the creation of different racial areas. The 'Blacks' were moved to the outskirts of the city, to the underdeveloped townships far away from job opportunity (Schoonraad 2004). This way the Apartheid regime created white-only city. The 'coloureds' lived in between the two racial groups. The legacy of this urban planning is still strongly visible in the city of today. When looking at the population density and the economic activity one can conclude that they are more or less oppose each other.

Due to in-migration the city is growing rapidly. The people moving into the city often have no education and will therefore have difficulty finding jobs. These people often end up in the informal labour market and informal housing market. The informal settlements on the periphery have been growing and are becoming increasingly dense. This has created highly populated areas such as Khayelitsha, Nyanga, and Imizamo Yethu. One third of the city's population lives in these South Eastern suburbs.

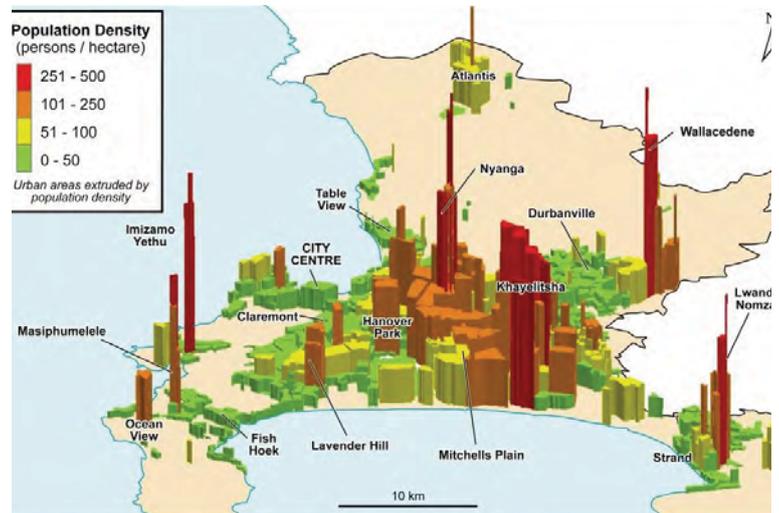
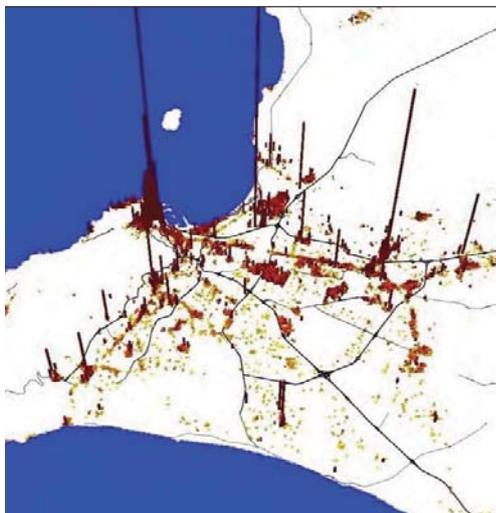


Figure 70: Distribution of economic activity (City Space 2011) Figure 71: Population density (City Space 2011)

These areas are defined as key areas not only because they consist of a large part of the Cape Town population, but also because people live in poverty and in a very poor environment. The basic services, infrastructure, housing, facilities in these informal settlements is not of sufficient quality.

Economic Centres

As the illustration shows the economic activities mainly take place near in the Cape Town Central Business District (CBD) and going east to Bellville. Furthermore, economic activity takes place city centre going south to Wynberg. The areas which are growing most economically are Bellville CBD, the Cape Town CBD, P'lands Mutual Park and Newlands. These areas are the backbone of the city

Landmarks and tourist attractions

The main landmarks of the city are unique due to the architectural styles found in the city, the history that has created the city and the nature which has dominated the city. Most of the famous landmarks are found in the City Bowl. These landmarks are known around the world and act as icons of the city. They are therefore also important tourism sites.

Public spaces

The City has green spaces which offer urban and recreational opportunities. The green and public spaces have different characteristics and forms. In the city centre the spaces are used differently giving the city a great quality of diversity. Some of the main public spaces are the Grand Parade (South Africa's oldest space), Green market square (second oldest space), Pier Place, Letty Square, Tulbagh Square, St Georges Mall, Anton Anreith pedestrian mall, Thibault Square Riebeeck Square, Company Gardens, Government avenue, Church Square, St Andrew's Square, Harrington Square (to mention a few). It is important to note that these are the main public squares, though green and recreational areas are found dispersed over the city making spaces accessible.

The public spaces in the CBD are well used and mostly always occupied by different racial groups. Across different suburbs public spaces are present and used by the residents. However, due to the spatial segregation and the clustering of racial groups, these public spaces are used only by the racial group 'occupying' the suburb. From observation, the area where races come together is in the CBD, therefore in these public spaces there is social and racial mixing in the public squares.

KEY AREAS OBJECTIVE AND STRATEGY

Because of the dispersed and inequitable character of the city, Cape Town mainly had the aim to strengthen and connect its urban nodes. The main nodes are Cape Town CBD, Bellville, Newlands/Claremont and Philippi. Though Philippi was not yet a well developed node. Furthermore is needed to connect its highly populated areas and its economic areas. Available research indicates that over the past several years, more public and private investment has taken place outside of demarcated corridors and nodes than inside them. Directing



The typical shacks in the townships of Cape Town



Houtbay

public and private investment to the nodes and corridors is therefore important. (City of Cape Town 2003)

When looking at mega event strategies, event structures are placed strategically in order to improve certain areas of the host or to provide additional upgraded services. Though, key areas of for the event are different than for the city as they have different functions,. Though it is important to overlap these two kinds of key areas to create synergy.

In the case of a FIFA World Cup Event, the facilities to hold the event are the most important. Key areas therefore include the stadia, training venues, accommodations, and public viewing areas (PVA).

Stadia

The Bid Book shows the initial plan was to have a state expenditure as the total expenses were put at approximately R 3 billion (€305 million, June 2011) which included the R1.2 billion (€124 million, June 2011) for the stadia and related infrastructure upgrades.

The Bid Book also stated Newlands Stadium as the Cape Town match venue. As the Newlands stadium only had 40 000 seats it was not to host any matches further than the quarter finals (the semi finals required a stadium of 60 000). (Schoonbee en Brummer 2010)

When the decision was made and finalized to create Newlands as the stadium, it contradicted the City's and Province plan to upgrade the Athlone stadium to make it the 'home of soccer'. This stadium was located in Athlone, which is a historically coloured and working class suburb. It is located on the Cape Flats where the sport get much of its support from. To upgrade this stadium would cost R200 million (€20.4 million, June 2011) according to Patrick McKenzie, the Western Cape's sport and recreation MEC. This location was regarded as ideal because it would be an opportunity to leverage development of an underdeveloped area. And this development would also be in line with the City's Integrated Development Plan. The priorities for the city's development included the Klipfontein Corridor, the link with the city and the sprawling, the underdeveloped township Khayelitsha, and the upgrading of the informal settlements on the N2 highway. (Schoonbee en Brummer 2010) (To see details about the decision making of the stadia see Section Governance)

The original budget for the stadium when starting the build in 2007, was R1,95 billion (€201 million, June 2011) and would have the capacity of 70,000 seats. In 2008 the economic impact of expenditure was estimated to be R1,83 billion of direct, indirect, and induced economic impact. 16 700 jobs would be created, and it would have R190 million (€18.8 million, June 2011) impact on low income households. (Motlanthe sd)

Public Spaces

The City's aim is to develop high-quality accessible destinations and public spaces in newly developed and neglected areas (City Space, 2011). For the event, the City of Cape Town's Spatial Plan and Urban Design Department initiated a pedestrian plan. The purpose of the plan was to assess and upgrade the main pedestrian routes on the foreshore of Cape Town City Centre. Pedestrian routes were to be safer and more attractive for workers, visitors and tourists. The 2010 FWC was to inject new life in the old Central City public space and new pedestrian walkways (Cape Town Partnership 2010).

Also because there would be a shortage of tickets Fan Parks, or Public Viewing Areas, would be established. This was anticipated to require planning from an infrastructure point of view and logistical planning. Specific areas in the City and Province were identified. It was the intension to involve the private sector support.

The training venues had to be situated a maximum of 20 minute drive by bus from the FIFA Team Hotels. Base camps were the choice of the Team themselves and could be situated anywhere in the country. The requirements for training venues and base camps were team specific and therefore a targeted approached was required (City of Cape Town and Provincial Government of the Western Cape 2006)

KEY AREAS REALISATION 2010

As is clear that the eventual outcome is different from what was initially planned.

Stadia

One of the most important areas during World Cup is the main stadium as it facilitates the main aim of the event; the tournament. In Cape Town three stadia were used. One was used for the competition whereas the other two were used for training purposes.

The R4.4 billion (€ 427 million, June 2011) Cape Town Stadium (SAIL STADEFRANCE stadium operators sd), previously known as the Green Point Stadium, was the main stadium and therefore became the main landmark of the event. The decision to build Cape Town’s new stadium in the suburb Green Point on the Green Point Common is still questioned by some. However, during the 2010 FWC the location was a success. It gave way to create the Fan Walk which was used by thousands creating an event atmosphere. Green Point has drawn and integrated people from across the city – rich and poor, black and white, old and young. It has thereby become an iconic foreground creating marketing images of the city.

The new stadium could seat 68 000 people during the event, but has been reduced to seat 55 000 people after the event. It is environmentally sustainable, technologically advanced, and architecturally innovative as it can be used for different kinds of events. (Provincial Government of Western Cape 2011).

The area around the stadium is 18,5 hectares of land, also known as the Green Point Common. The vision of the Green Point Common was to create a sport and recreation within an urban park, or ‘people’s park’. The concept is comparable to Hyde Park in London or Central Park in New York. The objective of developing such an area was to enhance the regional capabilities regarding sport, but also increasing the value of the area for the benefit for all kinds of people. This area would also receive a new golf course and facilities for a variety of sports.

“Cape Town’s new global icon must be marketed in tandem with the Cape Town International Convention Centre, which has a strong brand and is well-known as one of very few operations in the world not subsidised by taxpayers or ratepayers. The Cape Town Stadium is not a ‘white elephant’ but risks have to be carefully managed, and all opportunities maximised.” (Platzky 2011) The stadium should contribute to the destination marketing plans and attract tourism, trade and investment.

Options Locations	Athlone	Blue Downs	Culemborg	Green Point	Newlands	Wingfield
Fifa Compliance	Security, Hospitality, and Capacity		Security		Security, Hospitality, and Capacity	Security and Hospitality
Affordability	R2.04 bn	R4.49 bn	R4.09 bn	R4.30 bn	R1.79 Bn	R3.71 bn
Achievability	29 Months	35 Months	40 Months	35 Months	22 Months	42 Months
Sustainability						
Accessibility	R0,86 bn	R1,86 bn	R0,87 bn	R0,89bn	R0,55 bn	R1,01 bn
Availability					WPRFU Owned	
Geo Suitability		Unknown				
Complexity	EIA & TIA	EIA & TIA	EIA, TIA and Rezone	EIA, TIA and Rezone	EIA, TIA and Rezone	EIA, TIA and rezone
Desirability					Existing Major Stadium	
Catalytic Potential			Additional Infrastructure			
Media Accessibility	Ec CTICC	Ex CTICC	Ex CTICC	Ex CTICC	Ex CTICC	Ex CTICC
Risk	Max 48 000 capacity				Proximity to private dwellings	Environmental

Go	Low Caution	Caution	High Caution	Very high caution	Potential stop
----	-------------	---------	--------------	-------------------	----------------

Figure 72: Population density (Hugo 2011)

According to the business plan written in 2006 (City of Cape Town and the Western Cape 2006) the stadium cost R 2.49 billion (€250 million, June 2011). The contribution of the City of Cape Town would be R400 million (€41 million, June 2011), though this figure is different according to different sources. According to Pieter Cronje in *The Green Point Stadium, between the lines* (Andrag 2010), the City of Cape Town initially invested R500 million (€50 million, June 2011), an later made an additional provision of 660 million. The Provincial Government of the Western Cape would add R100 million (€10 million, June 2011). The City and Province requited the National Treasury to fund around R2 billion (€201 million, June 2011). (City of Cape Town and the Western Cape 2006)

When creating the financial business plan of the stadium, three scenarios were developed. The low scenario meant that only larger soccer matches would be hosted in the stadium. The base scenario meant that larger soccer matches and international rugby matches would be hosted. And in the high scenario, the stadium would hosts this and all other normal Western Province/Newlands Stadium rugby matches (City of Cape Town and the Western Cape 2006).

The stadium was completed in 33 months, which was considered to be a great achievement. However, according to Mike Marden, Executive Director of Transport, Roads and Major Projects for the City of Cape Town (Andrag 2010), cost management and value engineering were less successful in containing costs in an over-heated construction environment. Due to amount of international contractors, international competitiveness came in into play as prices came in and they were all significantly over budget. The roofing contract was particularly complicated and needed highly specialised people. As time was a major issue it could not have been done locally. Cost containments were enforced, but had to be balanced with constructing a stadium that was not too simple. Due to these costs overruns the funding had to be increased in order to complete the stadium.

Pieter Cronje (Andrag 2010) states that the costs will be recovered through selling the naming rights of the stadium, tickets sales, and some cost savings on the project. "It is going to be an asset for the city, an events magnet which will give the city many benefits". President Jacob Zuma has described the stadium as the "third landmark" after Table Mountain and Robben Island.

Initially, Sail Stade France would take over the lease of the 2010 FWC. However, Sail Stedefrance said it had



Figure 73: Concept Plan Green Point Urban Park (www.capetown.gov.za)

projected substantial losses if it took up the lease. Sail Stadefrance Operating Company chief executive Morne du Plessis was surprised by the operating and maintenance costs as they were above expectations. ('Surprising' cost of running Cape Town stadium 2010)

Western Province rugby union is now situated in the Newlands stadium. The rugby team could offer near all year round usage of the stadium. However, there have been reports that there were not any discussions before the stadium was build about certain requirements. As the stadium does not have enough suits to accommodate the local suits holders, independent financial advisors are recommending the Western Province to stay in there current location. For the Cricket South Africa to become the main user of the stadium would also be difficult as the field would be too small. (Peck 2010)

This would leave the Cape Town Stadium to on track for rare use and a cost of more than R 42 million (€ 4,1 million, June 2011) a year to maintain it. (Peck 2010)

The Athlone and Philippi Stadia were chosen as the training venues required for competing teams during the World Cup. The stadia were also handed over to the FIFA in June 2010. These stadia had the aim to function as a catalyst for growth and development in the informal settlements around the structures (Platzky 2011). One of the key challenges faced when the initial division was made to upgrade the facility, was to ensure that the capital injection would result in the social and economic benefits for the people living in the areas (Provincial Government of Western Cape 2011).

The Athlone was owned and managed by the CoCT and Philippi Stadia was owned by the PGWC. Portugal and the Netherlands trained at Athlone Stadium, while the Uruguay team used Philippi Stadium twice for training during the tournament.

The original Athlone Stadium was completed in the 1970s. It had 2000 seats and comprised of a soccer pitch and athletics track. Aside from soccer and athletics for schools and clubs, it also served as a community facility



Figure 74: Public Transport Access Points (www.capetown.gov.za, 2010)

where rallies, carnivals, and other activities were held. In the 1990's, funding became available to upgrade the stadium for improved community facilities and to serve its new purpose as a soccer "home" for clubs such as Santos and Ajax. Athlone Stadium's received a R 400 million (€ 38,9 million, June 2011) upgrade which included a pitch upgrade, an increase in spectator capacity, and improved team and media facilities. (Provincial Government of Western Cape 2011). It is located in one of the poorest communities of the Cape Flats.

Provincial Government invested R 54 million (€ 5,3 million, June 2011) to upgrade Philippi Stadium and give it 3000 seats and a new pitch for professional and local footballers (Platzky 2011). The Stadium had been hardly used over the years, despite the fact that Philippi has a special meaning in football; it has the highest number of registered amateur football players in the country. Both stadia were located in the poorer area of Cape Town (Platzky 2011).

The Stadium is well-located near the long distance bus terminus and Philippi Railway Station, the 2nd busiest station in the Metro Expertise. It is easily accessible by public transport and geographically central in Cape Town. In August of 2010, a township-based BEE company, ChipCor Construction (Pty) Ltd, was appointed as tenant and was responsible for maintaining the stadium and for organising youth football development programmes for girls and boys. The PGWC continuously supports to ChipCor in order to achieve long-term sustainability of the Stadium. The maintenance was planned locally as three workers from Philippi underwent training in pitch maintenance and are now employed on site (Provincial Government of the Western Cape 2011).

Public Spaces

The oldest public square is the Grand Parade and it is an important heritage site. It is also the place where Nelson Mandela first spoke as a free man. It was therefore considered a good site for the official FIFA Fan Fest™. It was upgraded by the City of Cape Town at a cost of around R22 million as it had to accommodate 25 000 people. Due to the free entrance and its central location, it was accessible for all spectators (Platzky 2011).

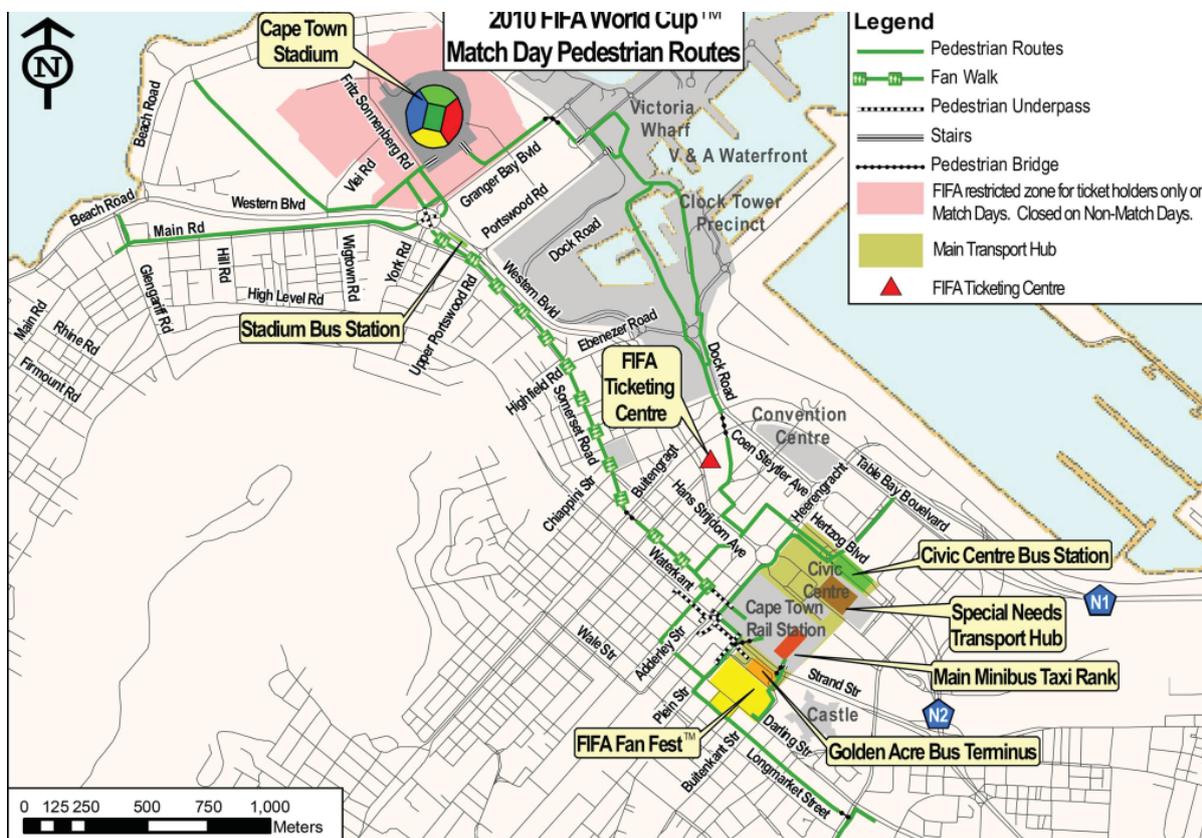


Figure 75: Match Day Pedestrian Routes (www.capetown.gov.za, 2010)

The space was, and still is used by art and craft markets. This markets received great exposure due to the event. In addition the Grand Parade offered the opportunity for additional elements to receive exposure such as the Green Goal program (the environmental program for the event), mini-soccer tournaments, and entertainment acts. This made the Grand Parade a multi-functional area and vibrant area. It proved to be capable of accommodating a variety of sporting events, music festivals, concerts, food and other festivals in future.

The link between the FIFA Fan Fest on the Grand Parade and the Cape Town Stadium was the 2.6 km Fan Walk. During the event, various forms of live entertainment along the fan walk were playing.

Originally, fan walk was a pedestrian corridor with the aim to enhance accessibility between the Cape Town Station and the new Cape Town Stadium by decreasing dependence on private transport, decrease parking demand and reduce carbon emissions. During the event, it was a very popular dynamic and safe zone for fans, visitors, citizens, ticket and non-ticket holders. It was a place to mix and mingle with different population groups. even without a ticket, people would walk the Fan Walk to the stadium to be part of the experience (Platzky 2011).

The Fan Walk was not a one-time thing, as it still used as an integral part of the Cape Town experience (Platzky 2011). It has already been used for various activities such as marches (against xenophobia), Soccer Leagues, and pop concerts (U2).

Winners of public art competition were exhibited at St Andrew's Square, this was run together with the Cape Craft and Design Institute (CCDI). The square turned into a sculpture garden and proved popular amongst visitors. Walls of buildings along Waterkant Street and Somerset Road were decorated with stunning, African-themed soccer murals, and sidewalks covered in chalk art by the memeber of the Visual Arts Network of South Africa (Platzky 2011).

The route also provided 2010 FWC visitors and locals with hours of entertainment, interesting vending opportunities, and the possibility to be a part of the vibrancy and fun of a World Cup in Africa (Platzky 2011). The Fan Walk was also a way to bring local people into town as many do not come into the cities for years or decades. The experienced public transport for the first time, the safety and beauty of the Central City and the way in which it has evolved over the past ten years. But more importantly, social cohesion was created by the Fan Walk. As already explained the attraction of the Fan Walk and the mix of people. It brought and still brings together the people of Cape Town enabling to share and enjoy the heritage and culture (Platzky 2011).

Public Viewing Area (PVA) and Training Venues

Both the PVA's and Training venues had as a main objective to offer opportunities and developmental impact. A PVAs, also known as a Fanjol, was to promote the growth and development of local economies by providing increased financial opportunities for the communities and small businesses. It was therefore necessary to use as many local services and businesses as possible such as security, catering, and entertainment. The choice of location of the PVAs was based on security, size, proximity, access points, and FIFA regulations. To plan the PVAs took approximately three years and had a budget of about R 16 000 000. Local municipalities were responsible for attracting audiences, entertainment and entrepreneurs. (Department of Cultural Affairs and Sport 2010).

There were public viewing areas in the Cape Town area and throughout the province. Bellville Velodrome, Vygieskraal, OR Tambo, and Swartklip were the PVAs which were in Cape Town. Beaufort West, George, Bredasdorp, Vredenburg, and Worcester were the locations chosen throughout the province. 121 240 people attended the provincial PVAs. 39 percent went to the Worcester PVA, Vredenburg received 19 percent of the visitors and George 18 percent. Beaufort West performed the worst and received only 10 percent. . The PVAs created numerous opportunities on different levels; it created new partnerships, employment, inter-governmental relations, social cohesion, coverage of rural areas, youth programs, artist and skill development. The main objectives of these areas were to provide alternative viewing option to ensure non ticket holders had access to the event throughout the province, free of charge. Secondly, the objective was to allow a mixture of the local communities and international visitors. Thirdly, the PVAs would create economically viable and

socially equitable activities. And lastly, it was also part of the Green Goal program (Provincial Government of Western Cape 2011). Therefore, the economic benefits for the towns accommodating a PVA were the increase in tourism in the area, increase in job creation, and commercial opportunities. Socially, it was a chance for community integration, training and skills, display of arts and culture, and the development of sports.

Due to the need of Training Venues for different teams, sport facilities were upgraded in the Eden District (Knysna and George), the Outeniqua and Loerie Park Stadia for the Eden Team Base Camps. Artificial pitches were created in Beaufort West, Llwandle and Worcester. In 2010 FNB partnered with the George Municipality to provide an artificial pitch in Lawaaikamp. Settlements as remote as Bitterfontein near the border with the Northern Cape have benefited from facility upgrades. To ensure the long-term sustainability of sports facilities, PGWC is cognizant that there needs to be a gradual shift from facility provision to effective management and community involvement. It has embarked on a Sport and Recreation Facilities Audit which identified all sports facilities in the Province and has developed a spatially enabled facilities planning tool. The 2010 Unit DotP and Department of Cultural Affairs and Sport are steering the project and engaging with municipalities to ensure buy-in and commitment to the project and using the tool.

As many people received training for increase the tourism and hospitality skills, an important legacy it is that there are many people that received the know-how and confidence to assist in future events. (Provincial Government of the Western Cape, 2011)

4.2.3 HOUSING, RETAIL, OFFICES

HOUSING, RETAIL AND OFFICES PRIOR TO 2010

The unpredictable global economic situation, the continuous urbanisation and the rapid influx of rural and other job seekers into the city has put pressure on the city and local government for years. Providing infrastructure and services to support the urban growth has become a major challenge. The City's population has been growing over the years and at the moment is estimated to have 3,7 million people which has exceeded the projections made in the past. Almost half of Cape Town's households have been sheltered in inadequate dwellings and informal settlements. The backlog has been a problem for years and the annual growth in housing demand is approximately 17 000 dwellings, either for new family formation or in-migration. (City of Cape Town, 2010c). In 2010, 386 590 households were waiting for a housing opportunity. It is also estimated that a further 187 392 households have not registered their names on the database.



Figure 76: Public Viewing Areas in the Western Cape

The high number of migrants coming into the city every year is feeding the backlog. These people have for this started settling on the periphery of the city creating, what we call, informal settlements. Many of these settlements have been built on inappropriate sites such as former rubble dumps and wetlands. The sub-standard level of housing in informal settlements means that the residents are susceptible to extreme weather conditions and are known to be at greater risk from the effects of disasters. Especially, in times of intense rainfall informal settlements in Cape Town are prone to flooding. Extreme winds and freezing temperatures also pose a danger. Thereby, is also the danger of fire as there is a high density level and inflammable building materials (City of Cape Town, Sustainability Report, 2005). Though, these large informal settlements of low-cost housing on the urban periphery has benefited the poor population of the city. The main problem is that in these areas there has been a lack of economic opportunity and the areas cause a reinforcement of the segregation of the city along the racial and income lines (City of Cape Town, 2004).

Residential growth can be divided into three submarkets: private, government subsidized, and informal. The private sector delivers about 6000 to 9400 dwelling per year, however, this was estimated to decrease due to the influence of the global credit crunch. The municipality delivered on average 6300 houses per yearly. However, this was below the delivery rate required to accommodate the household formation and migration as the number of households living in informal dwellings has been growing at a rapid rate (City Space 2011).

In the MSDF concluded that the retail has potential for the private investment in poorer areas. Research on the demand for consumer goods in the largest township in the south east indicated that there is significant un met demand for retail outlets. The report estimated total retail purchases. More recently there actually have been investments in the retail sector in the poorer areas of the city. These include investments in the Khayelitsha and Mitchills Plain CBD.

On the other side of the city, the landscape is dominated by first class villa's and malls. Looking at the economic perspective of this real estate it seems that, like most of the recession-hit world the South African property market has been in turmoil. Even small residential investors have discovered that as this fluctuation in the market continues, their properties, which are often mortgaged under high interest loans, are now worth less than their original capital investments. (Okoya 2011)

HOUSING, RETAIL AND OFFICE OBJECTIVE AND STRATEGY

This negative outcome of people living on the periphery is not only that they live away from economic zones and employment, but it also places pressure on transport infrastructure. As there are an estimated 230 informal settlements in Cape Town which accommodate almost half of the city's households. The City approved an Informal Settlement Master Plan Framework in November 2007, which aimed to integrate informal areas with the broader urban fabric to overcome spatial, social and economic exclusion. Important of this plan was the provision of basic services, such as water, sanitation and electricity. The services were to be delivered



Public Viewing Area (<http://www.skyscrapercity.com/>)

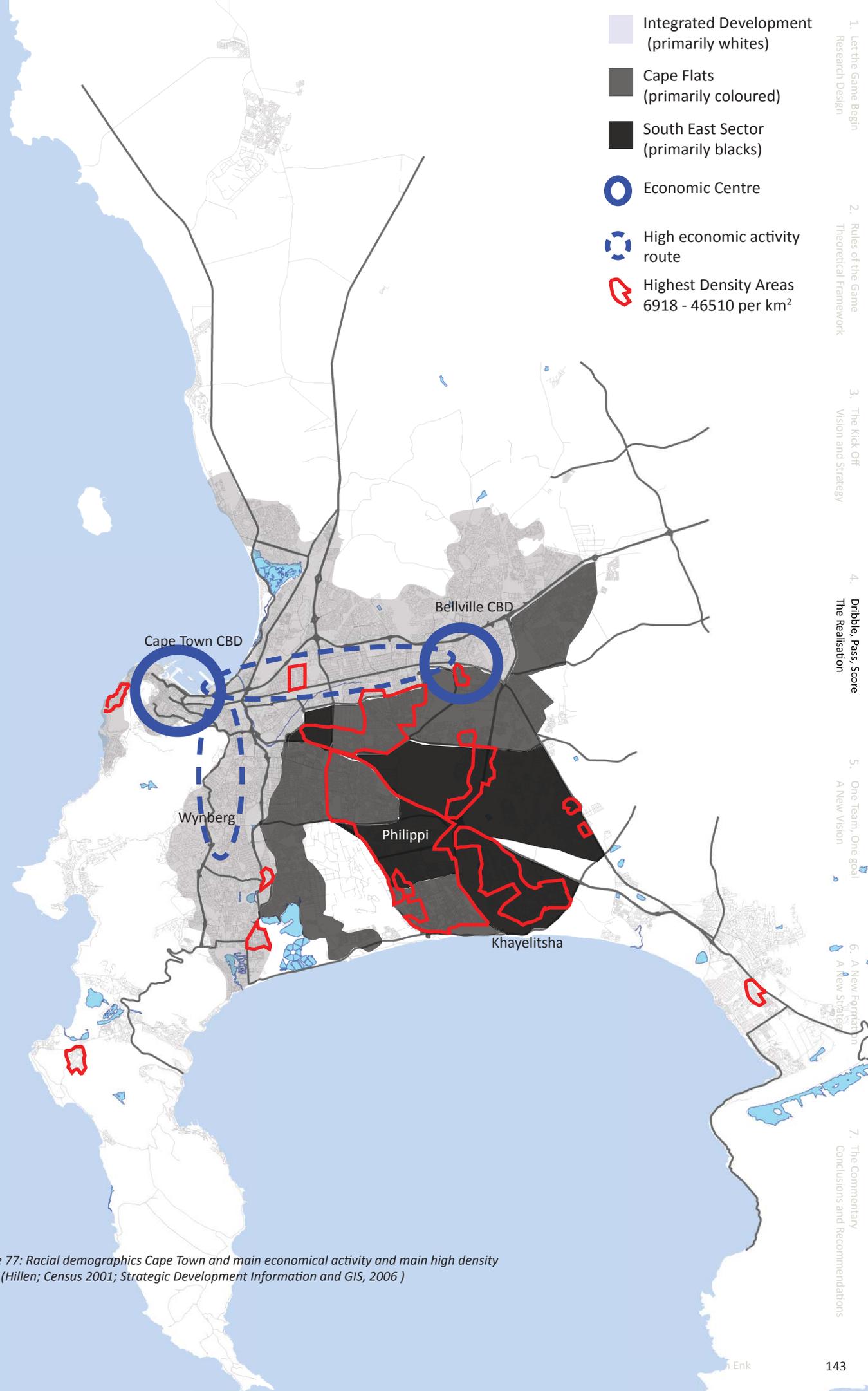


Figure 77: Racial demographics Cape Town and main economical activity and main high density areas (Hillen; Census 2001; Strategic Development Information and GIS, 2006)

in phases, aiming for upgrades to 25% of existing informal settlements by 2012. Also, informal settlement management programmes are a new initiative to assist with service delivery to communities.

There are currently 22 permanent management offices in some of the larger settlements to facilitate better governance processes for service delivery through equitable consultation.

Mega events can have an impact on the built environment, or real estate, in the city. In this section, the built environment is the housing, offices, and retail. However, the 2010 FIFA World Cup did not have significant affect on offices, retail, or housing as other mega events might have. Due to the fact that the event took place in South Africa's winter and low season, the event did not demand more accommodation for tourists than an ordinary high season. Due to the national character of the event, all the athletes were never concentrated in one city but always spread over several host cities in the country. Therefore, the accommodation already available in the city was sufficient.

HOUSING, RETAIL AND OFFICE REALIZATION 2010

When looking at additional development of offices, retail, or residential houses, the 2010 FWC did not affect or add onto Cape Town's current portfolio. On physical level, the FIFA only had to concentrate on upgrades of public and tourists facilities. However, there is no doubt that the FIFA World Cup had an impact on the property market in terms of foreign investors and real estate evaluation. According to Tarleys Trust Property Group, experts do agree that the event had been successful in terms of foreign investment on the South African real estate market. This was due to the increase in exposure and visitors. Property prices are at a premium, especially in the popular areas with residential real estate such as Bishops Court and Camps Bay. (How the World Cup has Changed the Cape Town Property Market 2010)

Regarding the accommodation for the tourists, MATCH Event Services was appointed as FIFA's exclusive official accommodation provider to the World Cup. MATCH Event Services is a UK-registered family-owned company called Byrom PLC The aim of Match Event Services was to ensure accommodation was available for visitors and fans 'at fair prices and reasonable terms'. According the Rob Rose (2010) there was never any public tender for the multi-million rand contract. (Rose 2010)

MATCH therefore made contracts with various hostels and hotels in the country, leasing them for the tourists. The problem was, according to various interviews, that some of these hostels and hotels were not satisfied with the number of booking they received from MATCH, but could not, according to the signed contracts, start their own publicity to attract more guests independently from MATCH

4.2.4 ENVIRONMENT

As already stated, the City of Cape Town and the surrounding area has a important yet vulnerable eco system. The area is a unique ecosystem as a result of the Mediterranean climate, Table Mountain, surrounding sand flats, and the sea.

Over the past years, environment has become an increasingly important aspect of a mega event due to global concerns. Over the recent decades it has slowly been integrated in the plans of the event. An Olympic example is the Sydney Olympic Games which . Germany was the first World Cup to introduce the Green Goal program, which aimed at reducing the environmental impact.

ENVIRONMENT PRIOR TO 2010

The biodiversity areas, wetlands, watercourse and agricultural areas are lost by the uncontrolled urban growth and pollution. Thereby, Cape Town coast and rivers have deteriorated significantly during the last few years, mainly due to increased human settlement and interception. The last surface water resource is the Berg River Dam, this will only cater for the demand up to 2015 – 2017. After the extraction from aquifers (Table Mountain Aquifer), water recycling and desalination are only the ways to satisfy the water demand in the future (City Space 2011). The increase in urbanization and the settlements near the urban periphery are threatening to

cause water pollution (City Space 2011).

The impact of urban growth on the natural environment has been particularly bad in poorer areas. This was caused by inadequate waste removal, lack of access to clean drinking water, and sanitation and drainage. This poor environmental health in poorer communities has also impacted the health of the wider community. These conditions have been particularly severe during periods of heavy rain. Threats to the natural environment posed by unsustainable urban growth include:

- Low-density urban sprawl leading to the loss of agricultural land and loss of biodiversity
- Inappropriate coastal development leading to the depletion of marine and coastal resources
- Increasing problem of littering and illegal dumping that can have adverse social and health effects
- Decrease in air quality due to increased use of motor vehicles and the use of wood as an energy source in poorer areas.
- Deteriorating water quality. The main causes of water pollution are stormwater discharge and littering.

ENVIRONMENTAL OBJECTIVE AND STRATEGY

For the City of Cape Town the Metropolitan Spatial Framework 2003 stated the following, “Planning must ensure that land is used and developed only in accordance with the law, that public interest must be promoted over private interests, that disaster management must be taken into account, that natural, environmental and cultural resources must be protected, and that the use of prime agricultural land must be preserved.” (City of Cape Town, 2003)

As has been described, the important and unique environment of Cape Town and the rest of the Western Cape is being impacted by global warming and urbanization in various ways. It was for this reason that the environmental issue was taken into account in various policy and development plan on city level and provincial level. For example, the Metropolitan Spatial Framework 2003 of the City of Cape Town stated the following, “Planning must ensure that land is used and developed only in accordance with the law, that public interest must be promoted over private interests, that disaster management must be taken into account, that natural, environmental and cultural resources must be protected, and that the use of prime agricultural land must be preserved.” (City of Cape Town, 2003)

Regarding the 2010 FWC, over the past decade, much weight has been put upon the environmental aspect of an major events. As the international recognition of the importance of environmental sustainability is increasing, ‘greening of major international events’ has gained importance. The Green Goal initiative at the in 2006 FIFA World Cup in Germany was the first time in the history of world football that environmental considerations were placed on the agenda.



View of Table Mountain from the CBD

Cape Town continued the environment theme. Deliberate management interventions were introduced to reduce the use of scarce resources and improve the environment. However, , or 'event greening' went a step further as it also aimed at looking beyond the actual time frame of the 2010 FIFA World Cup. The environmental aspect was incorporated early in the organization phase and was included in the Business Plan to ensure an environmental legacy (City of Cape Town 2009).

The main goals of the Green Goal program were:

- Potential to provide long-term benefits to residents of the city and the province, in particular to less-advantaged groups,
- Level of completion: projects that were either scoped or already under way,
- Visibility: projects that were visible and able to capture the imagination of residents and visitors,
- Duration of project and financial feasibility: projects that could be undertaken and completed within the available time and budget parameters
- Impact on global warming: the implementation of carbon mitigation projects that reduce energy consumption and carbon emissions.

Nine themes were developed which comprised different projects of the Green Goal Action Plan (City of Cape Town, 2005)

1. Energy and climate change

- Minimize the carbon footprint of the event

2. Water conservation

- Minimize the use of water and promote conservation of water resources

3. Integrated waste management

- Avoid, reduce, re-use and recycle waste

4. Transport, mobility and access

- Promote energy efficient and accessible mobility minimizing air pollution

5. Landscaping and biodiversity

- Promote indigenous landscaping and enhance biodiversity

6. Green building and suitable lifestyles

- Promote environmental awareness, suitable lifestyles and environmentally efficient building practices

7. Responsible tourism

- Promote responsible tourism

8. Green Goal communication

- Communicate the message of Green Goal to residents and visitors

9. Monitoring measurement and reporting

- Monitor Green Goal progress

Forty one projects were part of the Green Goal program, nineteen of these projects were specifically legacy projects.

ENVIRONMENTAL REALIZATION 2010

The Business Plan City of Cape Town and the Provincial Government (City of Cape Town and the Provincial Government of the Western Cape, 2006) included an environmental legacy component which was led by the Environmental Work stream. High level themes were created that guided the greening objectives as shown on the previous page. The Business Plan also linked the 2010 FWC event greening program with the Cape Town Integrated Metropolitan Environmental Policy (IMEP), Integrated Development Plan (IDP), the Provincial Growth and Development Strategy (PGDS), National Strategy for Sustainable Development (NSSD), Johannesburg Plan of Implementation and the United Nations Environment Programme's (UNEP) Urban Environmental Accords to which the CoCT was a signatory . (Provincial Government of the Western Cape 2011).

Without much support from FIFA, the Host Cities worked in partnership with the national Department of Environmental Affairs (DEA) to implement Green Goal program 2010. Environmental Forum and workshops were organised where national Greening 2010 activities were planned, co-ordinated and monitored. Through

these forums and workshops direction was provided, goals were set up, and implementation plans were created. From as early as May 2006 Green Goal objectives were incorporated into the brief for the design of the Stadium in Green Point (Provincial Government of the Western Cape 2011). The program achieved many notable successes. Of the 41 projects, by the end of 2010, 33 had been completed (80%), five were underway, two still to commence and one was partially implemented. Of the 41 Green Goal 2010 projects implemented in Cape Town, 19, or 46%, were legacy projects, meaning that they would contribute to the well-being of residents after the tournament (Provincial Government of the Western Cape 2011).

Energy and climate change

Energy and climate change efforts were focused on minimising the carbon footprint of the event. Projects included determining the carbon footprint of the event, identifying and implementing carbon mitigation projects in Cape Town and the rest of the Province. This was done by installing energy efficient technologies in stadia, training venues, FIFA Fan Fests and other FanJols (Provincial Government of the Western Cape 2011).

An approach to host ‘low carbon games’ was to concentrate on mitigation, or lessening. Given the Host City’s huge carbon footprint, the carbon mitigation interventions amounted to only 1% being mitigated of the total carbon footprint. Despite numerous attempts, it often proved difficult to lobby with some of the key role-players and related stakeholders such as the LOC, DEA, FIFA, UNEP and the FWC participating countries. Due to lack time constraints, projects that could have accessed funding via external parties could not be explored. (Provincial Government of the Western Cape 2011).

A R7 million (€70 million www.XE.com July) grant was received from Danish International Development Agency (DANIDA) and was used to fund a number of carbon mitigation legacy projects. R5 million (€ 50 million www.XE.com July) was spent on CoCT-related projects, such as; additional lighting control in the Cape Town Stadium, low-energy streetlights along protocol routes, LED traffic lights along protocol routes, the installation of a hydroelectric turbine which would generate electricity from the Oranjezicht Springs and retrofitting of Council buildings with energy efficient lighting. R2 million (€ 20 million www.XE.com July) was spent on PGWC-related projects. 300 solar water heaters were installed in low-cost housing in Darling and energy efficient floodlights were erected at Philippi Stadium. (Provincial Government of the Western Cape 2011).

Water conservation

The focus of these projects to minimise the use of water and promoting the conservation of water resources. Projects included the identification of alternative sources of water for irrigation of the Green Point Urban Park and the installation of water-saving devices in the stadia and training venues.

A feasibility study was conducted to identify different sources of water for the irrigation of the Green Point Urban Park. The use of the Oranjezicht Springs showed to be financially attractive and sustainable. Water-



Mitchells Plain, township in the South East of Cape Town

saving water fountains were installed at the FIFA Fan Fest and along the Fan Walk which promoted the use of the City's high quality potable water as an alternative to bottled water. (Provincial Government of the Western Cape 2011).

Integrated waste management

Integrated waste management aimed at reducing, re-using and recycling waste. This would include the normal daily waste production as well as additional loads due to the 2010 FWC. The key programs looked at operational waste minimization in the Cape Town Stadium, FIFA Fan Fest, Fan Walk, FanJols and training venues, prior to and during the tournament. With an R18 million (€ 1.8 million www.XE.com July) budget, a three way approach was adopted for waste minimisation.

The first was waste avoidance:

1. No hand-outs were allowed at gates,
2. Unnecessary packaging was avoided,
3. Re-usable packaging and materials were used (e.g. plastic crates vs. cardboard)
4. Large condiment dispensers were used as opposed to single servings.

The second method was waste minimization:

This was implemented by minimising and reusable packaging.

Waste recycling was the third approach and entailed:

1. A 20% waste diversion target (LOC and CoCT policy),
2. A dual-bin system in the CBD, Stadium, Fan Fest, Fan Walk and FanJols,
3. Two new mini-multi-use recycling facilities under construction
4. Labelling and signage to assist the public in selecting the appropriate bin for their waste.

There were a few problems in the implementation. First of all, there was a miscommunication about the responsibility of the clean ups. Secondly, the awareness for the 'Zibi Waste Awareness Campaign' was too late to be effective. Despite the various forums, meetings and briefing sessions, the recording of waste volumes was unsatisfactory at the provincial FanJols (except for the George FanJol)

Green building and sustainable lifestyles

This aspect focused on promoting environmental awareness, sustainable lifestyles and environmentally efficient practices. A Cape Town Green Map was developed which aimed at improving choices people would make regarding their greener lifestyle. (

Volunteers were recruited and trained to assist with Green Goal programmes. The program emphasised on the connection between sport and the environment. A conceptual plan for an Eco Centre for the Green Point Urban Park which would promote sustainable lifestyles was also completed.

Transport mobility and access

This area focused on promoting energy efficient and universally accessible mobility minimising air pollution. Key was the public transport and the implementation first phase of the Integrated Rapid Transport (IRT) system. The Fan Walk, pedestrian route from the Cape Town Station to the Stadium, was explicitly aimed at reducing carbon emissions. 53% of the spectators travelled to the Cape Town Stadium and other match viewing venues by public transport or on foot.

Further initiatives in the transport sector included eco-driving training courses through the partnership with the Western Cape Metered-Taxi Association. To raise awareness an eco-driving awareness campaign was implemented in the Transport Month (October 2009) and during Environment Week during June 2010.

Landscaping and biodiversity

To promote indigenous landscaping and improve biodiversity, a landscape design competition was hosted, a beautification and tree-planting campaign was implemented, a biodiversity garden was constructed at the

Green Point Urban Park and an indigenous gardening training program for the park staff was being explored

Responsible tourism

It was recognized that one of the most important sectors for the City of Cape Town and the Western Cape province was tourism. The event was considered an ideal opportunity to further development and implementation for responsible tourism.

A code of responsible conduct was created. For owners of accommodation, an environmental accreditation system was made, GreenStaySA. This system had the aim to make accommodation establishments more environmentally aware. It is predicted that this will become increasingly important to travellers as a new trend is emerging. Travellers are basing their choices more on the basis of environmental aspects

Green Goal communication

The event provided an unique opportunity to create visibility, branding and communication regarding environmental and sustainability awareness. The greening campaign was used the event to communicate, promote and create an understanding of sustainability among a broader population. The objective was to change society and trigger sustainable behaviour.

Green Goal 2010 exhibition

The location for the Green Goal 2010 exhibition was on the Grand Parade where the FIFA Fan Fest took place. The exhibition showed various Green Goal projects and interventions.

Monitoring, measurement and reporting

Continuous monitoring, measurement and reporting on the Green Goal 2010 program was necessary for the success and ensured effective and efficient delivery. (Provincial Government of the Western Cape 2011).

To conclude, the event was in light of a sustainable theme. Though perhaps some mistakes were made, but overall it is a good start and example for future events. That this theme will spread through the daily lives of the Capetonians is not yet visible. The country has to set priorities. At this stage, the city cannot afford to put all its efforts on sustainability.

However, when looking at the problem in a broader view, the result of global warming cannot only be helped by an improvement organisation or environmental awareness. Over the next years, it will be felt across South Africa. It is expected that there will be an increase in the intensity and frequency of weather events, such as flooding, droughts, and storms. The rise in sea level will cause many areas through the city to become flood risk area. Some of the natural heritages are also tourist attractions and will also be threatened (City Space 2011). Therefore, it is very important the City of Cape Town and the Provincial Government of the Western Cape



Cape Town Stadium in the Green Point suburb

adopt a planning strategy that takes into account the development rate but also the risks the cities in the province are prone to due to flooding, drought, and other severe weather conditions.

4.2.5 CONCLUSION PHYSICAL VARIABLE

Cape Town has faced a grim history; a history dominated by differences rather than similarities. South Africa, and Cape Town, is a place of many contradictions and opposites sides. These contradictions are seen on cultural level, racial level, political level and even natural level. The physical structure that the city has today, created by the system of the past, has laid down limitations and challenges for the future. Because structure has determined the lives of the residents for decades, it is entrenched in the culture and mentality of the people. Resentment and fear are two dominant feelings. Schoonraad illustrated in the post graduate thesis in 2004 that even the urban planners are still burdened in their work due to their fear of integration. Therefore, over the years, little sign of change is visible in the urban plan of the city.

Although, this chapter described merely the relevant aspects of the physical variable of the city, this makes it very clear that the physical variable is interrelated, influenced and even a consequence of the economical and the social variables. These will be discussed in the following sections.

From the key areas analyses of the city one issue that came out was that the distribution of the population and economic opportunity. Key areas on economical level lie very far from key areas on population level. In this case these highly populated centres are townships which are (often underdeveloped) urban living areas that, from the late 19th century until the end of Apartheid, were reserved for non-whites. These townships were usually built on the periphery of town and city's (Pettman 1913). As already been mentioned in this report, Cape Town has a problem to include a large population due to this legacy of the Apartheid era. Green Point, the suburb where the stadium was built, and the FIFA Fan walk, where most of the activity took place, are both located in affluent areas. Whereas, if Athlone was chosen as the stadium, this would be created opportunities to link the affluent economic areas with the poorer and deprived areas.

When looking at the infrastructure, one can conclude that the decentralization of the city is one of the biggest issues regarding further development of the city. The decentralization not only has consequences for the economic efficiency, but also on social level as people are excluded for the city (willingly and unwillingly). Due to this spread of the city, it is difficult to service everyone with the appropriate infrastructure, this also includes basic infrastructure such as water and electricity. It is a positive outlook that the city has been attempting to adopt an infrastructure-led development to counter the decentralization or urban sprawl. The FIFA World Cup was an opportunity to fast track this development and to create infrastructure so that the communities on the periphery of the city would also be included in the event as well as after the event.

However, one can see that the development regarding infrastructure was done in the area that the event took place. This area did need to be upgraded to host a successful event without congestion. However, when looking at the development of the entire city, it was not a priority project. More concerning is that the public transport which was so important to for the communities who were expelled during the apartheid era and are now facing expensive and long transport routes. The IRT was a plan to integrate the city. However, phase 1 of the development of the IRT only includes the northern suburbs of Cape Town. Whereas, as later will become more clear, the fast majority of the population live in the south eastern suburbs. These are the people that have to deal with expensive and long routes.

When looking at solely at the stadium one can conclude that it was success, but has also been a disappointment. Due to the decision making progress and the immense increase in costs, Cape Town Stadium is still not supported by everyone. Thereby, it is the third major stadium in the city after Newlands (privately owned and 48 000 seats) and Athlone (City owned and 24 200 seats). If the case was that these stadia, Newlands and Athlone, sold out regularly, extra capacity would be needed. However, there have been no reports that this was the case. Local football teams usually attract crowds of less than 1 000, with maximum crowds of around 15 000 when major opponents are played. Rugby at Newlands averaged about 30 000 spectators. The risk

is that the Cape Town Stadium’s sustainability will be at the expense of Newlands and Athlone. If this is the case, not only was R400 million spent to upgrade an uninhabited ‘home of soccer’ Athlone Stadium, but local business will be reallocated to the well-off Green Point, and Cape Flats soccer fans have to travel further to support their teams. (Schoonbee en Brummer 2010) Though Phillippi and Athlone Stadia were used as training venues, this has not had a great impact on the development of the surrounding area.

The aim of the 2010 FWC was to create an event and leave a legacy for all. From the analysis one can see that the structures built for the event were all in the affluent area of Green Point. As Athlone was rejected as the main stadium due to capacity, this was maybe the right choice to host the semi finals. However, it would have been a good way to link the city separate suburbs. It would have been an opportunity to finally, after years, bring economic opportunity to another side of the city which has been deprived for years. The South Eastern suburbs which contain the townships Kayelista (estimated population 400.000), Manenberg (estimated population 70 000), and Mitchells Plain (estimated population 300 000) have an annual growth of about 3% per year (Census 2001). Due to this development on this side of the city, creates more inequality. The area which needed to be upgraded was on the east side of the city. Green Point Common would have upgraded gradually due to the V&A Waterfront, CBD and the wealthy residents living in the area.

The infrastructural problems that were identified earlier in this section were also not affected by the 2010 FWC. Though the IRT had been implemented partly, it did not touch upon the major accessibility problem that a large part of the population faces. In addition, the activities which took place in the existing stadia will probably move to the Cape Town Stadium making these other stadia White Elephants. Causing the activity which once took place in the eastern areas of the city will also move to the already affluent areas. Making the problem of Cape Town, the segregated city, even more entrenched. The physical structure created during the Apartheid system has been reinforced by the 2010 FWC.

The positive thing about the Cape Town Stadium is that it is definitely a world class stadium. The stadium is a impressive icon and a magnificent picture as illustrated on the cover of this report. However, there is a doubt if Cape Town needed another icon. It is one of the few cities in Africa that has such astonishing architectural buildings and landmarks. Will the stadium become a renown landmark next to the famous Table Mountain, V&A Waterfront, and Parliament Buildings?

When looking back at the literature study, the legacies that are now visible in Cape Town are similar to those identified in the literature. Infrastructural and transport improvements were conducted and the event was often seen as a way of fast tracking these projects. Though, negatively there was a cost over run due to the time limitation. This will be described more in detail in the section ‘Governance Variable’ where the process of decision making will be outlined.

4.3 ECONOMIC VARIABLE

The second variable to be discussed is the economical variable. Cape Town is the economic centre of the Western Cape Province.

As the physical variable has just been discussed, the economical centres were located between the Cape Town CBD and Bellville. And also between the Cape Town CBD and Wynberg. This is also shown on the illustration on the right. Most companies headquartered in the city are insurance companies, retail groups, publishers, design houses, fashion designers, shipping companies, petrochemical companies, architects and advertising agencies.

4.3.1 LABOUR MARKET

LABOUR MARKET PRIOR TO 2010

Unemployment has decreased only very slightly in Cape Town since 2001, when 29,2% unemployment was reported in the national census (Stats SA, 2001). During the period 2004 to 2006, unemployment decreased, however, since 2007, there has been a steady rise in unemployment, with joblessness reaching over 22% from 2008. In 2010, 24,2% of the labour force in Cape Town was unemployed (City of Cape Town, 2011b).

Since 2006, the City's economic development program created over 40 000 job opportunities, with 8 246 direct opportunities provided in the 2009/10 period, mainly within informal markets, small-business support facilities, Wesgro (the City of Cape Town's primary direct investment promotion partner) and the Cape Film Commission. Although the Western Cape is one of the provinces with a positive net migration, the skilled work pool continues to decline with out-migration of skilled workers and reducing graduate numbers. This negatively affects the capacity of local business as well as the City as an organisation.

The decrease in foreign direct spend in Cape Town has been attributed to the recent recession, which affected global foreign direct spend. Facilitating local economic development (LED) is part of the City's job creation objective, which includes a range of projects and programs, such as the urban agriculture programme; small, medium and micro-sized enterprise (SMME) business support; and prioritising skills development based on local requirements. The number of employment opportunities could be increased in the longer term through the promotion of entrepreneurship, and incentives for import and export activities. These therefore need to form part of any strategic plans aimed at alleviating unemployment in the city. (City of Cape Town, 2011b)

Although the figures show that the Western Cape and Cape Town are one of the most productive centres in South Africa, the unemployment rates are very high. The South African unemployment rate is 24.0% (4th quarter 2010). In the Province of the Western Cape the unemployment rate was at 17% in the first quarter of 2008. Since then the unemployment rate continuously increased. This increase was also influenced by the worldwide credit crunch. In the fourth quarter of 2010 the unemployment rate went up to 24%.

Cape Town has a large number of unskilled people. Established corporate entities will not employ untrained and unskilled workers. Consequently the employment stays quite high. The emergence of small businesses and the informal sector is therefore an important aspect of the city. The formal economy is unable to absorb the labour demand, this has caused the informal economy to become an important source of income. In the

Racial Group	1996	2001	2007
Black	37.9%	49.7%	39.7%
Coloured	17.7%	24.5%	21.8%
Asian	10.7%	12.0%	9.6%
White	4.1%	4.7%	4.4%
Total	19.6%	29.2%	24.5%

Figure 78: % Unemployment rates (Small 2008)

province, it is estimated that 11 % of the workers are employed in the informal sector compared to 39% in the Eastern Cape and 29% in Kwazulu Natal (CCT 2002). There is a mismatch between available and needed skills. One third of the population lives in the South East, the part of the city which is least developed economically. A large portion of the city's work force has to commute long distance to employment areas which has already been illustrated in the previous section. Formal employment is largely located between Cape Town CBD and the Bellville CBD.

This causes a two sided quality of the local economy. On the one side, there is an advanced, sophisticated, and skilled economy which is globally active, and on the other side there is an informal, unskilled economy populated by the unemployed and unemployable in the formal sectors (Presidency 2003).

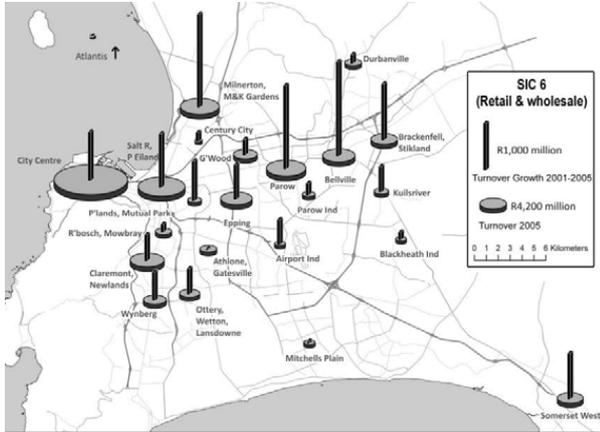


Figure 79: Distribution and growth of finance and business services (City Space 2011)

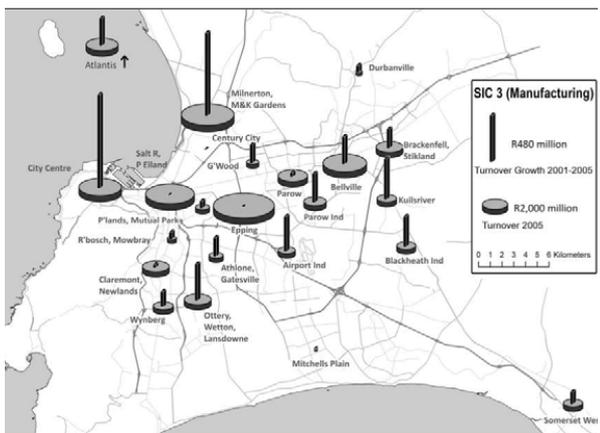


Figure 80: Distribution and growth of manufacturing industry (City Space 2011)

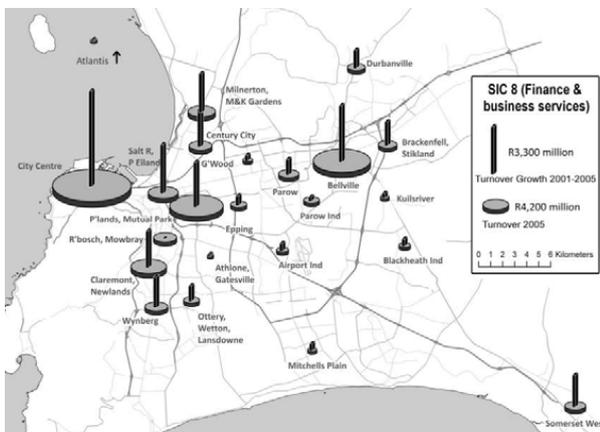


Figure 81: Distribution and growth of retail and wholesale (City Space 2011)

LABOUR MARKET OBJECTIVE AND STRATEGY

The economic growth opportunity was recognized by the iKapa Growth and Development Strategy (GDS). Economic development to create jobs is key and a priority for national government and the local municipalities.

The 2010 FWC projects were aligned to the overall project objectives identified in the Strategic Plan of 2006. The objectives were centred on delivering a world-class event, whilst ensuring a positive development legacy, with increased investment, job creation, socio-economic development, improved infrastructure and social cohesion. Conforming to the iKapa GDS, the 2006 Strategic Plan focussed on opportunities in areas of skills development and training, construction projects and infrastructure, opportunities for new and existing Small Medium Micro Enterprises (SMME's), promoting trade and investment, tourism and hospitality, wine, craft, broadcasting and film and media, to name a few (Provincial Government of the Western Cape 2011). The development of Cape Town Stadium on Green Point would create 16,700 jobs, and it was predicted to have R 190 million impact on low income households (Motlanthe sd).

Another way of creating employment is through Small, Medium and Micro Enterprise (SMME) and making sure these can further develop. The City of Cape Town and the Province had to aim to maximise the use of local human resources and materials. Examples range from the procurement of equipment for the FanJols, business opportunities for SMMEs such as those in the FanJols, along the Fan Walk and in the FIFA Fan Fest, to the use of local artists in all entertainment and décor. Local development was an important part of the 2006 strategy. The aim was to create exposure for Small Medium and Micro Enterprises (SMMEs) and improve the preparedness of using the opportunities associated with the 2010 FWC. The RED Door 2010 FWC Handbook was developed to distribute information for entrepreneurs about business and the 2010 FWC. A 'Small Business Week' was used to promote the Western Cape and Cape Town as a 'home for great events' on an international, national and local level. Raising awareness of the business opportunities by promoting trade, investment and tourism was an important task. There was criticism on FIFA's control on the control of informal trade and limited opportunities for small business. (Provincial Government of the Western Cape 2011).

LABOUR MARKET REALIZATION FOR 2010

Besides the development of the Green Point stadium, projects such as the R406m upgrade of Athlone Stadium and the R54m

upgrade of Philippi Stadium, along with upgrade of sporting facilities across the Province contributed to job creation in the construction sector. These infrastructure upgrades helped to cushion unskilled and semi-skilled workers from unemployment during the global recession. Economic opportunities were also created as local goods and services were purchased by contractors wherever possible. By far the biggest infrastructure project, and the one without which the City could not have hosted the World Cup, was the Cape Town Stadium in Green Point (Platzky 2011).

During the construction of the Cape Town Stadium more than 2 500 workers were employed on site and almost 1 200 artisans received training from the contractors. The project was finished within budget and on time by WBHO (one of the partners in the construction of the Cape Town Stadium) and PHC, a black economic empowerment partner completed the project in time and within budget (Platzky 2011). The eight matches were attended by 507 332 spectators and accumulated over R13 million from food and beverage sales (Provincial Government of Western Cape 2011). During the upgrade of the Philippi stadium, 175 jobs were created.

As PGWC spent more than R1 billion on new roads and beautification projects. These upgrades included on the Hospital Bend Pre-selection Project, the Koeberg Interchange upgrade, Table Bay Boulevard, N2 eastbound rehabilitation and the Broadlands and Sir Lowry's Road trunk road. Beyond the City was the R120 million upgrade of the White Bridge over the Knysna Lagoon, the upgrade also included provision for non-motorised transport. These projects contributed to 1 986 jobs of which 184 were for women and 803 youth, 40% of which formed part of the Extended Public Works Programme (EPWP). Although not all these projects were specifically for the 2010 FWC, resources were availed to accelerate developments which had been scheduled to take place anyway (Provincial Government of Western Cape 2011).

On the Cape Town International Airport (CTIA) R1.5 billion was spent on the upgrade the CTIA. The upgrade included the Central Terminal Building, increase in parking capacity, upgrade of the internal road networks to improve the efficiency and traffic flow, and additional aircraft parking stands. For this construction project just over 3 000 people were employed. During the tournament, Metrorail reported to have completed more than one million passenger journeys. Just over 4 000 jobs were created during this period (Provincial Government of Western Cape 2011).

Small, Medium, and Micro Enterprises (SMME)

The 2010 Unit DotP commissioned an SMME Study of the impact of the 2010 FWC on SMME's particularly

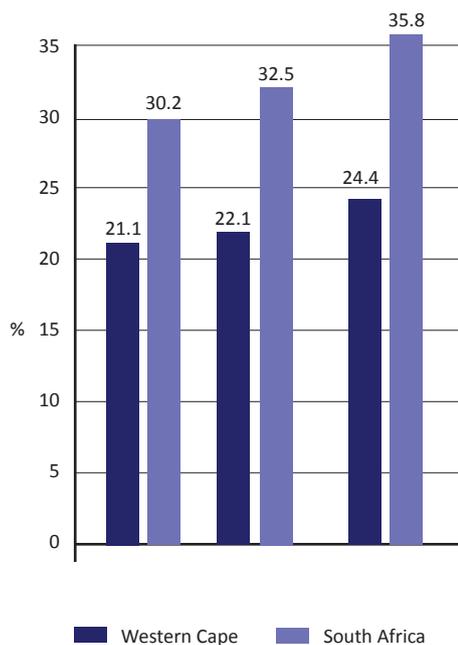
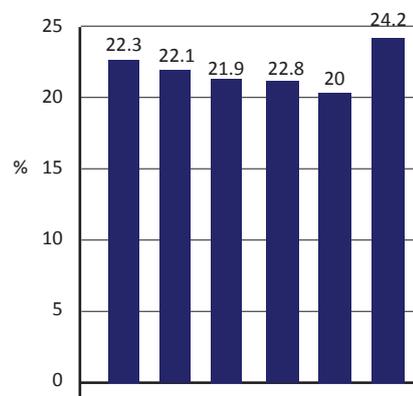


Figure 82: % Unemployment in Western Cape vs South Africa (Stats SA, 2011)



Percentages are +- 0.2

Figure 83: % Unemployment in Cape Town (Stats SA, 2011; Cit of Cape Town 2011b)

in the FanJol towns. This study's main objective was to assess whether SMMEs in the Western Cape had benefited from the tournament; had they been able to link their business with national and international markets to enhance links for sustainability?

Small to micro enterprises have become an important aspect of the South African economy. Data on SMMEs suggest that these enterprises contribute to half of the total employment generated in the economy and contribute 30% to the total gross domestic product. SMMEs that were in the accommodation, health, travel, insurance, security, event management, logistics, arts, and entertain were expected to be able to be advantaged in 2011. The Western Cape is South Africa's most important tourism area. It accounts for 10% of total employment in the province. This sector is specifically linked to catering, accommodation, and entertainment sector. (Devnomics Developmentnomics 2011)

The general findings concluded that 34% of the SMMEs surveyed did not feel that the event had direct impact on their business but believed it was a good boost for the general South African economy. The same percentage believed that South Africa generally gained from the event. 22% of the respondents indicated that they anticipated much more than the actual impact they encountered in terms of business turnover. 4% felt that the tournament did generate awareness for their business in the long run followed by 3% of the respondents stating it was well worth the hype. Those who indicated that they did realise immediate benefits for the 2010 FIFA World Cup South Africa indicated that the event helped them to promote their business to future visitors. Another 3% believed the event was a waste.

There were a high percentage of firms that had high expectations of the impact of the event (Devnomics Developmentnomics 2011)

The retail sector experienced an increase of 40% compared to 2009 and 2008. The sector is therefore a significant contributor to the region. In the tourism sector, the turnover increased by 30%. SMMEs in the food and beverages sector also recorded a significant increase in turnover in 2010. Whereas the annual turnover in the media, restaurant, and catering did not show any significant variation. The event did not affect these sectors as affected. Only 5% of the respondents in the accommodation sector experience an increase in their turnover. Though, it should be noted that the survey was conducted before the Christmas Holiday season. Most of the SMMEs in the regions that were surveyed indicated that over the past 3 years, there annual turnover was around R100 000. Noted was that for 2010 a significant amount of SMMEs indicated that their turnover was R500 000. The tournament could be a plausible reason for this increase.

The impact on new businesses is also worth mentioning. The highest numbers of firms were established before 2005. 8% of the firms surveyed were established in 2010 in anticipation of the 2010 FWC. Therefore based on this study it can be noted that some firms were established in due to event which is a positive contribution to the economy.

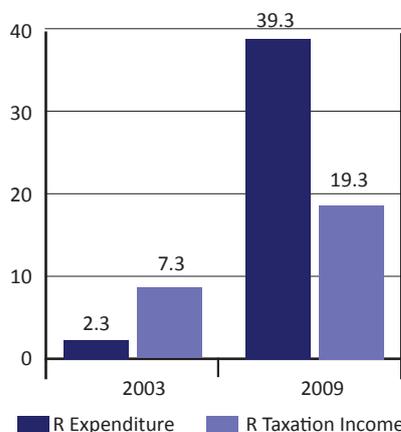


Figure 84: SA Government World Cup Expenditure and Taxation Income 2003 & 2009 in RBn (Cottle 2010)

Of all these SMMEs studied, 64 jobs were created as a result of the 2010 FWC. Some firms hired additional workers for the event. However, this should be put into perspective as after the event, firms experienced a number of job losses.

26% of the SMMEs did not encounter any challenges in the preparation phase of the 2010 FWC. This was mainly due to the fact that they had not expected the tournament to have a significant impact. 33%, however, did encounter challenges;

- Located too far from the major FIFA centres
- FIFA regulations made it difficult to sell World Cup merchandise
- Infrastructural challenges
- Late notification of tenders
- Lack of equipment and finance

- Difficulties in getting licences e.g. liquor licenses.

The highest percentage of the SMMEs indicated that they encountered marketing challenges (21%). Funding was also given as a challenge, indicated by 9% of the surveyed firms. 5% endured logistical challenges, 2% experienced unavailability of stock, and another 2% experienced inadequate information. 1% had a lack of capacity and another 1% cited inadequate manpower as challenges to their preparation for the tournament.

The impact concerning the labor market was not as large as expected. The local population had great expectations for the event. People expected to be able to make and sell souvenirs, food, beverages, and other event related products. It soon became clear that due to the rights that were reserved for the FIFA this would not be the case. The exclusive contract deals the FIFA made with its sponsors prevented the local merchants to be able to sell or produce any kind of products which related to the event. The amount of visitors that would come into the city was also overestimated among the local residents of the city. Due to the low tourist season, as the event was in Cape Town's winter, the amount of visitors was as ordinary as the high season. Of course, it is privileged to experience two high seasons in one year, it did not live up to expectations of the local people (Various street interviews in different areas)

4.3.2 TOURISM

TOURISM PRIOR TO 2010

Since end of Apartheid, South Africa's borders welcomed foreigners from all over the world and became a popular tourist destination. However, tourism flows in South Africa have been highly polarised, the key tourist areas Durban, Cape Town, Gauteng and Kruger National Park. Until policies change regarding landing slots and flight frequencies, Johannesburg will remain the main point of entry for international tourists into South Africa. Nevertheless, the Western Cape has been seen as a successful tourist destination due to its 'product portfolio'. Cape Town is the "gateway" to the Western Cape and the commercial and political heart of the province. It is a city with a unique history and culture, and access to beaches, mountains, heritage attractions, nature reserves, and conference facilities. (City of Cape Town, 2004b)

South Africa has experienced an increase of tourist over the years as shown in the figure. In 2009 the Western Cape received 1,529,831 international arrivals which represents a year-on-year decrease of 6.2%. This may be explained by the worldwide decline of international visitor arrivals. Worldwide there was a decrease of 4% in 2009 to 880 million due to the global economical crisis (Cape Town Routes Unlimited, 2010).

However, the City of Cape Town believed there was much that could be improved. The enhancement of linkages is therefore key. Poor connectivity has resulted in dispersed and isolated elements across the city. Cape Town's urban development pattern further accentuates the lack of connectivity between south and the north, and past policies have left the eastern area of the metropole isolated and lacking in facility and infrastructure provision.

Sea Point is in close proximity to the CBD and V&A Waterfront, yet there is no apparent relationship between these areas. Instead of improving the linkages between areas, railway lines and highways have created many impenetrable barriers between parts of the city and serve to confuse and disorientate the visitor (City of Cape Town, 2004b).

TOURISM OBJECTIVE AND STRATEGY

Though tourism did not always get a great deal of attention in the IDPs, it is a very an important economic sector. Thereby, the city and the province are also important tourist attractions for the country. The Western Cape is the second most visited province in South Africa and is known as a tourist destination around the globe. The high season is from December until March.

The government set up the guidance and direction of the sector. It was to facilitate the social, economic and environmental framework by delivering adequate public infrastructure, skills training, generic image and branding and a safe well maintained environment. The private sector had to be able invest in tourism and

Jobs created through Western Cape road upgrades:

Koeberg interchange upgrade: 600 jobs created, 42 women, 282 youth (18 -35)

Table Bay boulevard upgrading: 344 jobs created, 16 women, 117 youth (18 -35)

Table Bay Boulevard streetlighting upgrading: 23 jobs created, 4 women, 11 youth

N2 eastbound rehabilitation 259 jobs created, 23 women, 126 youth

Upgrade of trunk road 2/2 - Hazeldene Drive – Broadlands: 81 jobs created, 12 women, 34 youth

Upgrade of trunk road 2/2 - Broadlands Road – Sir Lowry’s Road: 150 jobs created, 16 women, 47 youth

Knysna White Bridge reconstruction: 529 jobs created, 71 women, 186 youth.

(Provincial Government of the Western Cape, 2011)

compete for a growing share of the tourism market. Thereby, starting entrepreneurs was to be encouraged as they were to participate in the industry. Furthermore, the economic opportunities were to be enhanced for the local population. (City of Cape Town, Atos KPMG Consulting 2004).

Cape Town’s vision was “to position Cape Town as a world-class competitor and South Africa’s premier tourism and events destination and to maximise the economic spin-offs and jobs created.” (Atos KPMG Consulting 2004)

The following broad strategic objectives were also identified:

- Support the development of internationally known tourism icons attracting increased visitor numbers, and resulting in job creation and other economic spin-offs;
- Spread the benefits of tourism through creating empowerment opportunities in the industry; and
- Ensure the fundamental conditions are in place for an efficient and productive business and visitor environment that will attract and encourage tourists to return. (Atos KPMG Consulting 2004)

The first aim was to position Cape Town and the Western Cape as the premier leisure, events and business tourism destination in Africa. The second objective was to distribute the benefits of the tourism industry to all the citizens of the Western Cape. The third objective was to contribute towards the attainment of high levels of competitiveness in the industry. And the last goal, was to promote an environmentally and socially responsible tourism industry that will enjoy the benefits of sustained growth. (Cape Town Routes Unlimited, 2010).

Key was the identification of the links between market and product through infrastructure. Eight tourism areas spread throughout the metropole were identified as important focus destinations. This was so that tourism flows could be identified and benefits could spread across the city creating opportunities for product development, job creation and investment opportunities.

- City Bowl, Atlantic Seaboard, Rondebosch – Westlake, Peninsula, Cape Flats and Metro South East, Helderberg Basin, Blaauwberg, Tygerberg/Oostenberg. Momentarily the most popular areas are the City Bowl, Atlantic Seaboard and the Peninsula

The 2010 FWC was seen as a way to market Cape Town as a tourist destination and benefit from all the opportunities before and during the event. “Each night spent away from home as a result of the 2010 FIFA World Cup grows the economy” (The Provincial Government of the Western Cape and the City of Cape Town 2007). According to this 2010 FIFA World Cup™ strategic plan the 2010 FWC would provide a springboard to further support tourism, trade and investment to ensure economic growth and improve the position of Cape Town as a global city (The Provincial Government of the Western Cape and the City of Cape Town 2007).

Cape Town was expected to benefit greatly from tourism as the event would take place in the low tourism season. This would cause an additional high tourism season in one year. The joint strategy plan (2007) explicates that the City and the Province would work together with the private sector to develop marketing themes, create informal business of marketing information, create free zones for events, encourage social promotions, and maximise benefits of the public viewing areas. (The Provincial Government of the Western Cape and the City

of Cape Town 2007).

The strategy used to try to receive more tourists during the event:

- Bid to host maximum number of matches to lengthen duration of the tournament in Cape Town
- Lobby to secure matches
- At least 3 international matches in Cape Town each year
- In 2010, 30% of warm up matches are staged in Cape Town
- Create database of potential base camps & ensure that they are FIFA accredited
- At least 30% of FIFA Events to be staged in Cape Town leading up to 2010
- Arrange a host of conferences in 2009 which invites the 2014 host to interact with the SA Businesses to expose lessons and opportunities
- Develop entertainment program to entice visitors to stay longer
- Stage exhibitions, conference to encourage visitors to arrive early or leave after event
- Cater for visitors without tickets by creating public spaces for interaction (PVA;s) with economic opportunities
- Work with CTRU and districts to package & promote tourism outside the City adding time onto trips made.

TOURISM REALIZATION 2010

1,401,725 foreign tourists arrived in South Africa in the months June and July 2010. A total of 309,554 foreign tourists arrived in South Africa for the primary purpose of attending the 2010 FIFA World Cup. 32% came from Africa (by land), 24% from Europe, 13% from Central and South America, 11% from North America, 8% from Asia, 6% from Africa (by air), 4% from Australasia and 1% from the Middle East. These tourists spent about R 3.64 billion (€ 355 million, www.xe July, 2011) during their stay. This was concluded on in a tourism report which was published on the FIFA.com website.

The study also concluded that an average person who visited the country during the event stayed 10.3 nights in South Africa. Some visitors returned home after their teams were eliminated and some arrived in South Africa during the event following the success of their teams. Gauteng (Johannesburg, Pretoria), Western Cape (Cape Town) and KwaZulu-Natal (Durban) were the most popular. Shopping and enjoying nightlife were the two most common activities, apart from watching the 2010 FIFA World Cup. About 5% of the tourists indicated that they also visited other African countries during their trip. The 2010 FIFA World Cup did help improve the negative perceptions South Africa has on safety and security issues and as a value-for-money destination (SA Tourism 2010).

Between January and September 2010 tourist arrivals increased by 16.8% compared to the same months in 2009. According to a study by Grant Thornton that following the awareness of South Africa as a leisure

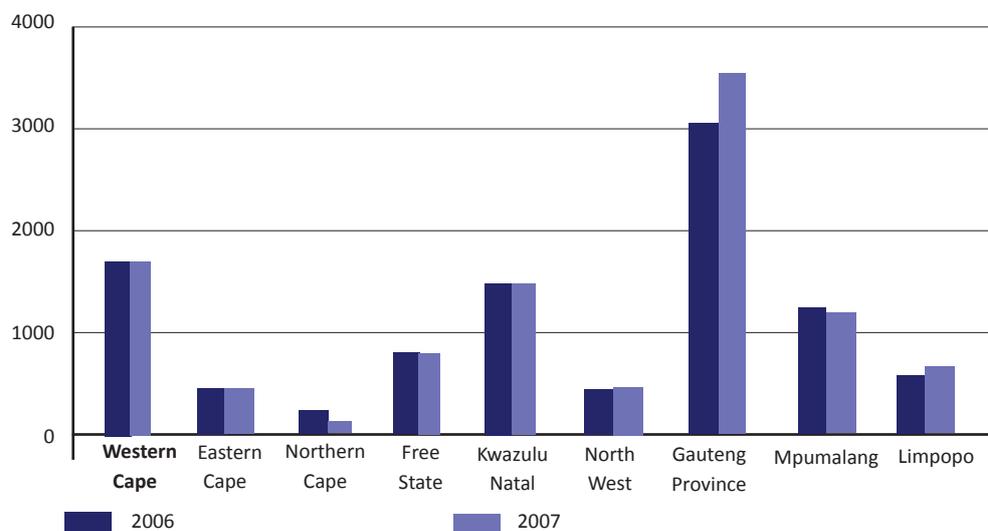


Figure 85: Total Foreign Visitors to each province of South Africa ('000) (Grant Thornton 2009 - SA Tourism)

<i>Value of Tourism</i>	2005	2006	2007	2008
<i>Total foreign direct spend in South Africa (R bn)</i>	60.7	66.6	60.1	74.2
<i>Share of foreign direct spend in Western Cape</i>	27.8%	29.7%	29.5%	29.0%
<i>Total foreign direct spend in the Western Cape</i>	16.9	18.9	17.7	21.5
<i>Share of foreign direct spend in Cape Town</i>	68%	68%	68%	68%
<i>Total foreign direct spend in Cape Town (R bn)</i>	11.5	13.5	12.0	14.6
<i>Total Domestic Spend</i>				
<i>Total spend by domestic tourists in South Africa (R bn)</i>	21.3	16.5	20.0	25.8
<i>Share of total domestic spend in the Western Cape</i>	13.2%	13.2%	18%	15.1%
<i>Total spend by domestic tourist in the Western Cape (R bn)</i>	2.8	2.2	3.6	3.9
<i>Share of domestic spend in Cape Town</i>	44%	44%	44%	44%
<i>Total spend by domestic tourists in Cape Town (R bn)</i>	1.2	1.0	1.6	1.7
<i>Total economic value of tourism in Cape Town (R bn)</i>	12.7	14.4	13.6	16.3

(Grant Thornton 2009 - Grant thornton)

destination increased by 9% and the intention to visit the country increased by 35% (Grant Thornton 2010)

With the arrival of 108 384 foreign tourists, the Western Cape was the second most visited South African province during the 2010 FIFA World Cup™. Looking at Cape Town International Airport, one can see that in the month June the total amount of arrivals increased from 277 344 in 2009 to 317 611 in 2010 (this graph is more elaborate in Appendix A). This increase of 40 267 visitors is most likely due to the 2010 FWC (Airports Company South Africa 2011). One can see that there has been an annual increase of 4.9% that year.

Looking at the development of the tourist destination it can be concluded that the stadium accomplished a link between the City Bowl, or the CBD, and the V&A Waterfront and the Atlantic Seaboard. The FIFA Fan Walk was the pedestrian route between these destinations and was intensely used by the tourists during the event. Today, the stadium is open for tourists as tourists can have a tour of the stadium. The Urban Park, or the precinct of the stadium, is not yet a thriving tourists attraction, however, some facilities are still to be developed.

The IRT that leads up north does facilitate the Blaauwberg areas, which was also defined as one of the eight tourist development areas. Furthermore, the bus routes and stops have were upgraded, making public transport more usable for tourists.

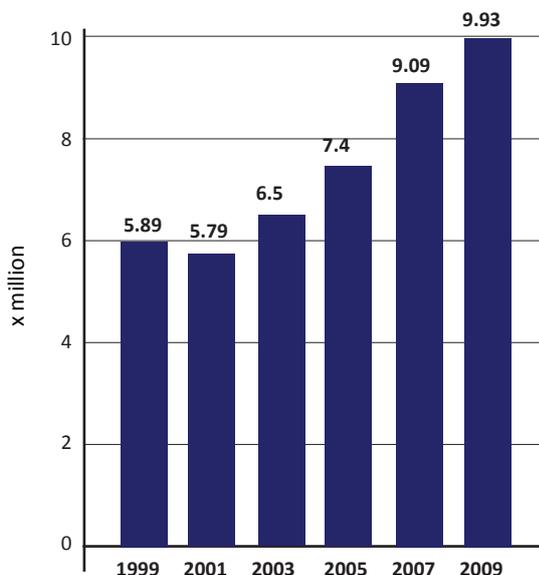


Figure 86 : International tourists in South Africa (Stats-SA 2010)

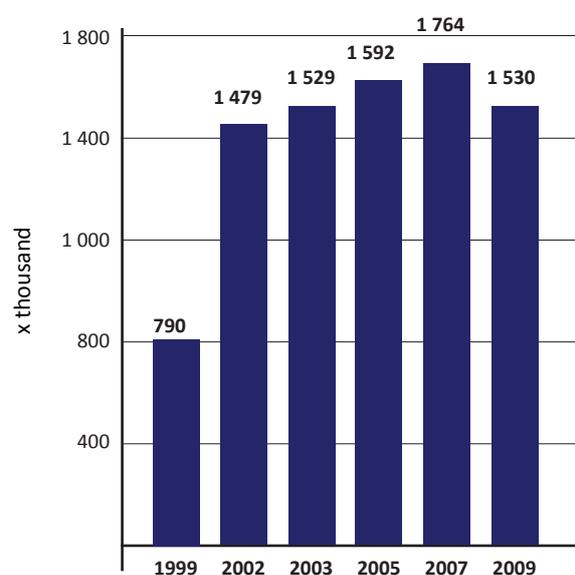


Figure 87: International tourists to the Western Cape (Stats-SA 2010)

Items	2005	2006	2007	2008	2009
International Arrivals	1,591,648	1,737,937	1,763,631	1,630,611	1,529,831
Domestic Arrivals	3.0 million	3.2 million	4.5 million	4.1 million	3.6 million
Spend	R16.9 billion	R19.8 billion	R17.9 billion	R20.8 billion	R20 billion
Bed nights	16.8 million	19.8 million	20 million	21 million	17.9 million

(Cape Town Routes Unlimited, 2010)

4.3.3 FOREIGN INVESTMENT

FOREIGN DIRECT INVESTMENT (FDI) PRIOR TO 2010

For years South Africa was condemned and experienced international sanctions due to the apartheid regime which came in power in 1948. One of the primary means for the international community to show aversion towards what was happening in South Africa was to boycott South Africa in a variety of levels. Economic and military sanctions were implemented. Thereby cultural and sporting boycotts also found their way in. Different sporting teams were prohibited to attend international games as the teams were not racially mixed. Vice versa, teams from abroad were usually made up of a mix of races, and could therefore not play in South Africa. In addition, it became increasingly difficult for South Africans it became very difficult to travel abroad. In the 1980s, individual cities and provinces around the world placed various laws and regulations which forbade registered corporations under their jurisdiction from doing business with South African firms, factories, or banks.

FOREIGN DIRECT INVESTMENT (FDI) OBJECTIVE AND STRATEGY

South Africa's history forced the country to live and to build an economy in isolation. Only since 1994 have all the sanctions been released; South Africa and countries around the world opened their borders for trade, business, culture, and sports. Cape Town and Western Cape both have had, and still have, the desire to enter the international markets (The Provincial Government of the Western Cape and the City of Cape Town 2007). The financial crisis has had a great impact on global Foreign Direct Investment (FDI) flows. Developed countries – a key source of FDI to emerging and developing markets – have experienced a significant slowdown in economic growth.

Investment into the Western Cape during 2008/2009 totalled more than R3.186 billion (EU 318.6 million), a significant increase from 2007/2008 when the value of investment of projects facilitated by Wesgro amounted to R732.2 million (EU 73.2 million). Overall, since 2004, this provincial agency has attracted investment to the



(Cape ability, 2011)

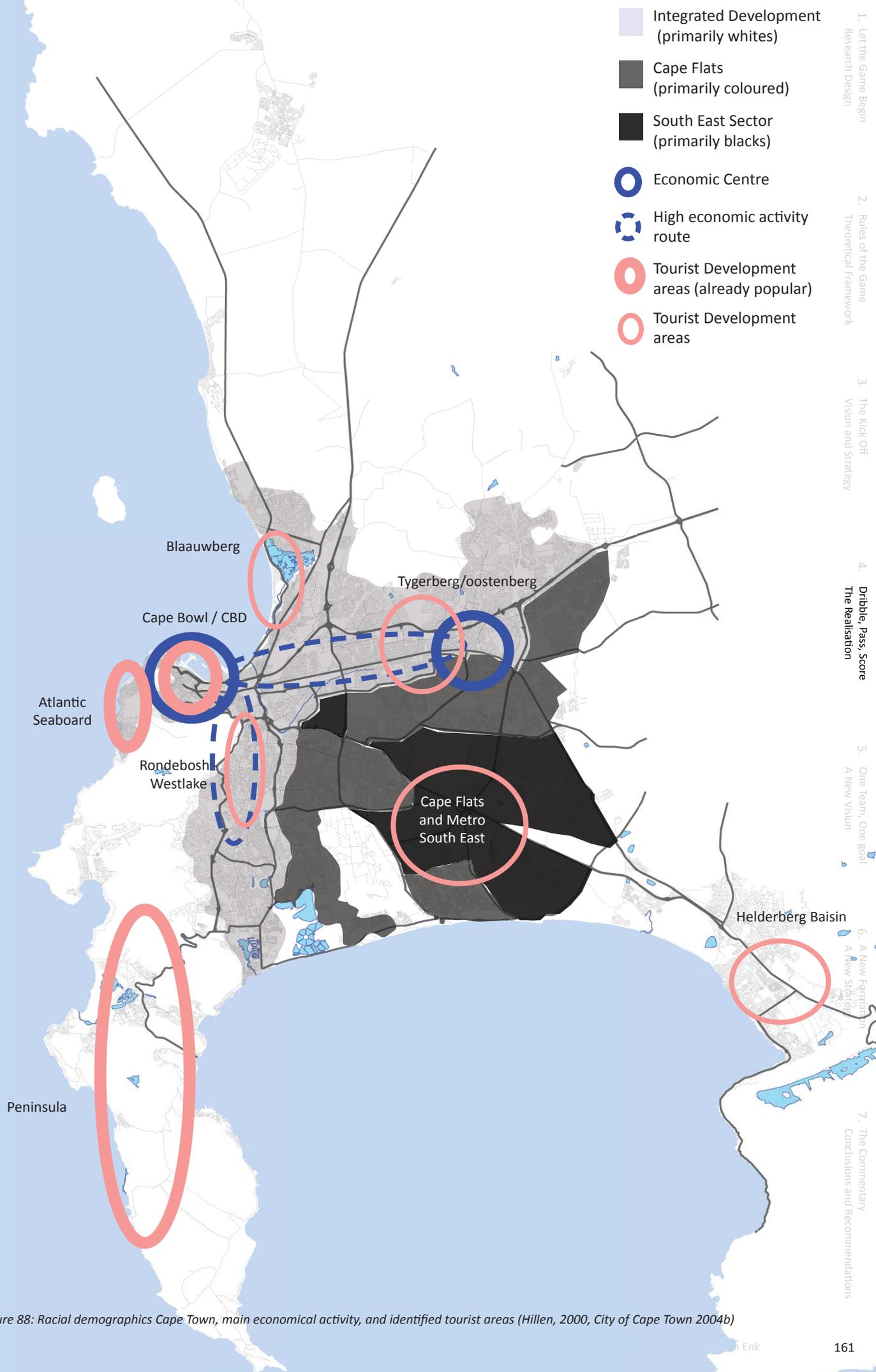


Figure 88: Racial demographics Cape Town, main economical activity, and identified tourist areas (Hillen, 2000, City of Cape Town 2004b)

value of R9.322 billion, creating 21 814 jobs in the process.

Usman Okoya (2011) explicates that in the preparation phase of the 2010 FWC, investment flooded into South Africa. The country was considered a high return low risk proposition. This was due to the expectation of the hundreds of thousands of visitors which was a guarantee of return on investment in infrastructure, entertainment, and other projects. After the World Cup, South Africa kept its appeal to investors. This was not because a guarantee of return, but because the global economic turmoil. Due to the instability in developed countries, risk-averse investors have gone beyond their usual borders to look for projects with the potential of a stable and solid return; these investors saw opportunities in South Africa. (Okoya 2011)

In any country, popular choices of investment are urban regeneration projects. The world’s developing cities are all in need of new physical developments. To investors the money lies in the cities in relatively economically and politically stable developing countries. Although there are significant benefits to the local people when the investment includes urban regeneration projects, it is not always beneficial for the investors (Okoya 2011)

The flood of investment into South Africa the past few years, according to Usman Okoya (2011), was not because of the qualities of South Africa itself, but because of it was seen as a lower risk compared to other countries. It is no longer considered ‘safe’ to invest in countries that have been believed to be stable, looking at Greece and Portugal for example. Today, investors rather look into countries that are emerging. (Okoya 2011)

In addition, due to the legacy of apartheid, South Africa has many redevelopment and regeneration opportunities. Also there is a vast variety of redevelopment choices; the city, tourism, manufacturing, industries, housing, mix use facilities, and informal settlements. Due to this scope of choice of investment and the low(er) competition rate, smaller investors are greatly attracted as they would maybe not able to compete in a more established economic situation. (Okoya 2011)

The South African government put much effort to attract investors from China, even to the disadvantage of local industries, such as the textile industry. However, there has to be a balance between foreign investment and the country’s local industries. An imbalance between imports and exports can cause the country economy to stagnate or even cripple. An example of this is Zimbabwe, a country where the focus lay completely on maintaining the local economy. Especially long term projects such as regeneration projects are at risk because, in a developing country, when they are completed the economic situation can be completely different. (Okoya 2011)

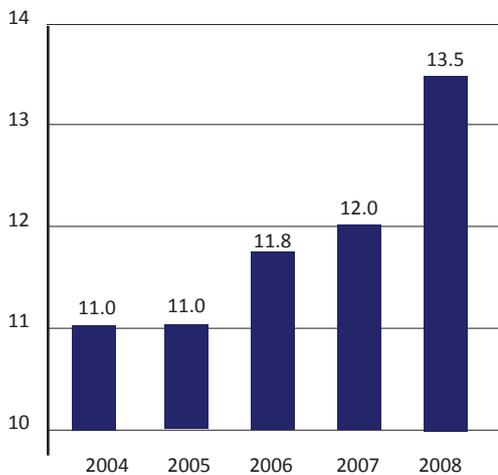


Figure 89: Average length of stay of foreign visitors to the Western Cape (Nights) (Grant Thornton 2009 - SA Tourism)

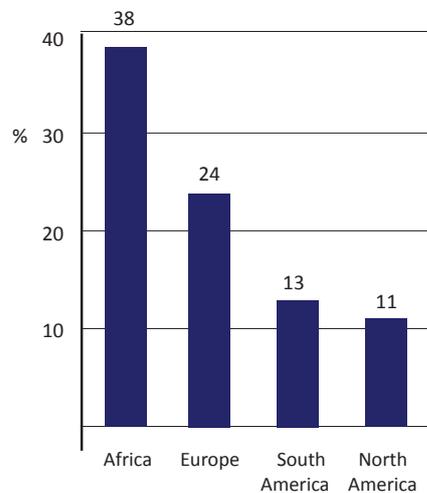


Figure 90: % Visitors FWC 2010 in South Africa per Continent (Provincial Government Western Cape 2011)

Another issue which is inherited from the apartheid era that there are companies known as State Owned Enterprises (SOEs) These are also called parastatals, they hold a monopoly on certain critical portions of the nation’s infrastructure. Examples of such companies are Telkom, the national telephone line carrier, and Eskom, the national power utility. This prevent them from competing, innovating, and causing basic services to be a low quality. This issue is one of the factors that prevent more foreigners and international companies to invest in property. This breaks the business and employment growth and therefore limits the potential for investors to initiate urban regeneration projects.

Another issue why investors find it hard to invest in South Africa is because that illegal occupation is protected by law in South Africa. Under the Prevention of Illegal Eviction Act, the occupier of any building (whether they are a lawful occupier or not) cannot be evicted without a costly and time consuming legal process. This may be strange, but South Africa has a constitution that gives every citizen the right to housing, a preference for human rights over economic gain, and a population including millions of poverty-stricken and homeless people. This means that any development suitable for occupation by people in South Africa is at the risk of being illegally occupied. An example of this is the government’s partially developed housing project in Delft, Western Cape, which is now occupied by homeless people. This is the same issue for land, as occupiers form informal settlements on Provincial ground.

FOREIGN DIRECT INVESTMENT (FDI) REALISATION 2010

As South Africa was chosen as the host in 2004, Foreign Direct Investment (FDI) in South Africa clearly grew very rapid compared to other African countries. South Africa recorded FDI inflows of \$9 billion during 2008, compared to \$5.7 billion in 2007 according to the United National Conference on Trade and Development (Unctad) World Investment Report for 2008. (Polouektov 2010)

The report also indicates that there is a growing interest in FDI in South Africa. The development of the Gautrain in Johannesburg is a good example of this. It involved a collaborative effort by the Bombela Consortium, an international group that included Bouygues, Canadian firm Bombardier and two South African companies. The Gautrain, when completed, will significantly enhance the attractiveness of the industrial corridor between Johannesburg and Pretoria to potential foreign investors. (Polouektov 2010)

As already stated in the section Real Estate, Foreign Investment significantly increased in the real estate market. This mainly occurred in the high-end residential housing. This is due to an increase of exposure and the

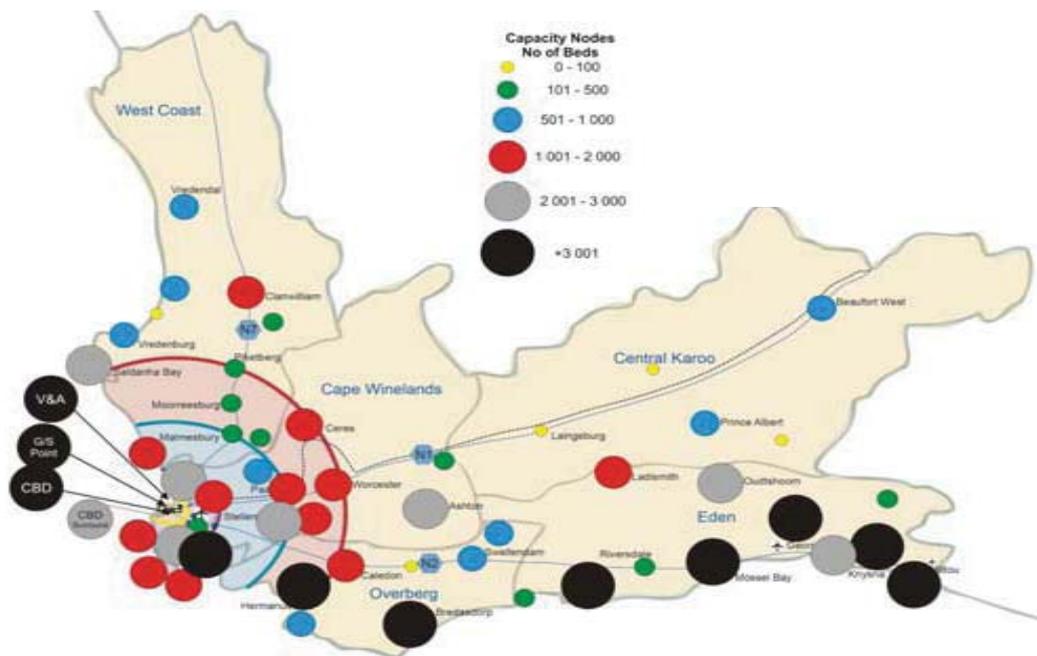


Figure 91: 2010 Accommodation Comparison of BEd Number by Town and/or Area (Brown 2009)

fact that South Africa was branding itself as an interesting holiday destination. (Lola Kramer Realty sd)

4.3.4 CONCLUSION ECONOMICAL VARIABLE

South Africa is still a developing country. This is something one cannot forget when challenging the situation of the country. South Africa is rapidly growing and has even joined the BRIC countries (Brazil, Russia, India, and China) to make BRICS. Though its economical problems are caused by its physical and social structure as many people have difficulty joining the work force. This backfires causing more social problems as economical inequality persists.

The economical structure of the city is very much related to the physical structure of the city. The city has three main economical nodes; Cape Town CBD, Bellville, and Claremont/Newlands. These areas are situated in areas which are mainly dominated by the white population. The south eastern areas have almost no economical relevance. These areas have a high population and therefore can provide for the labour market. The problem is, however, that the people living in these areas lack the education and are not always able to travel to areas of economic opportunities due to high transport costs.

South Africa received a great deal negative publicity regarding the preparation of the event. It seemed that the world did not have confidence in a developing country hosting such an event. However, it seemed that the event was a great success. This has helped the image greatly and has promote the country world wide as a holiday destination. Forecasts are positive as an increase in tourism is expected over the next years.

The 2010 FWC did not only bring extra tourism, but it also brought extra expenditure to country. However, there was also a huge economical downside. It soon became clear that the local people who were in economic difficulty would not be the ones benefiting from this expenditure. This is firstly because of the exclusive contracts with the sponsors preventing local people of selling any kind of products. Secondly, though the PVA's were spread across the city, the main economic activity occurred in the affluent suburbs around Green Point and the CBD. Contradictory, the people in need of economic opportunity in the South Eastern suburbs live.

The total World Cup expenditure is estimated to be R55.3 billion (€5.7 billion, June 2011). 16% or R8.8 billion (€ 900 million, June 2011) was spent by foreigners; tourists, teams, FIFA Organising Committee, the media, sponsors and broadcasters. The majority of what was spent came from national and local government for the infrastructure and operational projects and activities. This has increased greatly considering the original budgets. From R2.3 billion (€ 237 million, June 2011) in 2003, R17.4 billion (€1.8 billion, June 2011) in 2007 and R30.3 billion (€3.1 billion, June 2011) in 2010. In addition R9 billion (€ 930 million) was spent by cities and provinces totalling to 39,3 billion. Of this total R22.9 billion (€ 2.36 billion, June 2011) was spent on stadia and related infrastructure. (Cottle 2010)

All in all, the economical legacy was there during the event. However, after the event, the jobs were done and it seems as if people went back to their normal lives. The economical structure, which has been creating numerous problems for the city, was not restructured in any way. The areas and people that needed the economic uplift were not affected in this way. Therefore, the success stayed successful and the deprived stayed deprived during the event and after the event. This can be concluded is a loss of a great opportunity. An opportunity that could finally break free the locked up physical and economical composition of Cape Town.

4.4 THE SOCIAL VARIABLE

As in the broader South African context, Cape Town also faces challenges due to sharp differences between socio-economic levels. These vulnerabilities contribute to broader social difficulties, such as crime, gangsterism, drug-related behaviour, health, shelter inequality.

4.4.1 TOLERANCE AND SOCIAL EQUITY

TOLERANCE AND SOCIAL EQUITY PRIOR TO 2010

The history of the area has a great impact on the present social structure. It was initially discovered by the Portuguese in 1488 who were searching for a new route from Europe to Asia. In 1652, Jan van Riebeeck, the Dutch VOC, arrived on the shores of the Cape. The Dutch used it as a halfway station between Europe and Asia. The settlement soon grew. Enormous amounts of slaves from various parts of Africa and Asia were imported into the country. In that time, the country could already be categorized as having many different cultures and people. In the 1875, it was invaded by the British who further developed Cape Town as a city. The British introduced free trade and the abolishment of slavery.

In 1949, the National Party introduced a legislative system based on racial segregation, the apartheid. Rights were revoked and areas were designated as White-only areas. In 1966, a vibrant area, District Six, was bulldozed and destroyed to place black and coloured people further away from the City. The system of apartheid ended in 1994. Though, racial issues are still prominent in Cape Town and throughout the country. Feelings of resentment and fear dominate the society. Due to the BEE (Black Economic Empowerment), a law that gives the previously disadvantaged groups economic opportunities, has even caused a reverse feeling of apartheid. Social equity and tolerance has never been present in the South African culture. The society has always been based on separation. For this reason it will take generations for these principles to enter the society.

Another trend described in the previous chapter is that the number of poor people living in cities is increasing; this issue is occurring world wide. This is because of the growth due to globalization. The people migrate from the rural areas in search for economic opportunity. Unfortunately, these people are usually uneducated and unskilled. They do not find jobs, have no income and join the informal settlements. All this increases the inequality within cities and the number of people living in poverty. Population growth among the poor population is disproportionately high in Cape Town. Most of the migration to Cape Town is from the poorer and rural areas (Parnell 2002). Another main cause of poverty in Cape Town is the problem of HIV and AIDS, something that plunges households into poverty. The epidemic is concentrated in the poorest areas of the city.

The income inequality has a racial dimension. The average income of a white household is about 7 times more than that of a Black household and about 3 times greater than that of a coloured household. The racial profile is also linked to the spatial and economic structure of the city. The poorer people live in the outskirts of the city. In these areas, access to affordable quality services and amenities is limited. Thereby, it is expensive and time consuming for people to commute to areas where the opportunities are located. (City of Cape Town 2010).

As the table shows on the previous page, the coloured population makes up the majority of the population. This is in contrast with the rest of the country where Black Africans constituted 79,0% of the population. Most of the population (63,9%) of the province lived in the City of Cape Town on 1,9% of the total land surface area of the province (Lehlola, 2004).

The city remains strongly spatially divided on the basis of race. Although there are indications that the level of integration has increased, however, the places where the integration has taken place are confined to only a few suburbs of Cape Town. The figure shows that population densities are highest in the metropolitan south east where more than a third of the city's population is concentrated. Consequently, a large portion of the city's workforce commute long distances to employment centres. This is highly inefficient and has substantial

economic and social costs. (City of Cape Town 2010_a).

TOLERANCE AND SOCIAL EQUITY AIM 2010

After the In the 2010 FIFA World Cup™ Strategic Plan Western Cape and Cape Town (2007) it states that the FIFA was “rightly very concerned with fair play and rooting out racist and unruly behaviour. ‘My game is fair play’ was promoted at each match and highlighted throughout the event.” Through football fair play was a taught to enhance respect outside the field as well. The German concept of ‘Fair Play Fair Life’ was taught and used in school sport and community sports.

The strategic plan also stated a few goals it wants to achieve. Firstly to revitalize local communities by using an upgraded public transport system linking communities across the city. In addition, it states that the city should build on cultural nodes and corridors to integrate and revitalise local areas through cultural and economic activity. The second goal set in the plan was to build social and human capital through building skills, experiences and exposure, by improving environmental understanding, by introducing values of hard work, discipline, teamwork fairness and respect for others.

The social legacy involves numerous intangible aspects which can improve the quality of life for local people over the next decade. One of these intangible aspects is the better understanding of the global society outside of the local culture of the communities. The people South Africa somewhat hesitate to see themselves as part of the “global picture” in the rapidly changing world. This is due to the decades of isolation caused by the Apartheid system and its far southern geographical location. Through the 2010 FWC, South Africans came in contact with many different international visitors, creating a global understanding, confidence, self reflection, but also tolerance and new cultural insights. (Provincial Government of Western Cape 2011).

TOLERANCE AND SOCIAL EQUITY REALIZATION 2010

It is evident that the inequality is rooted on different levels; social, educational, racial, and physical. The social inequity caused by physical structure of the city is perhaps the most difficult feature to tackle. As many experts have concluded that the Cape Town Stadium on the Green Point Common and the RIT system have enforced this.

However, the event itself accomplished a great deal on social level. It was important for the local people to familiarize with the rest of the world and to see different cultures mingling together and respecting each other. This worked as an example of how a multicultural society should look like. Through this they learned respect.

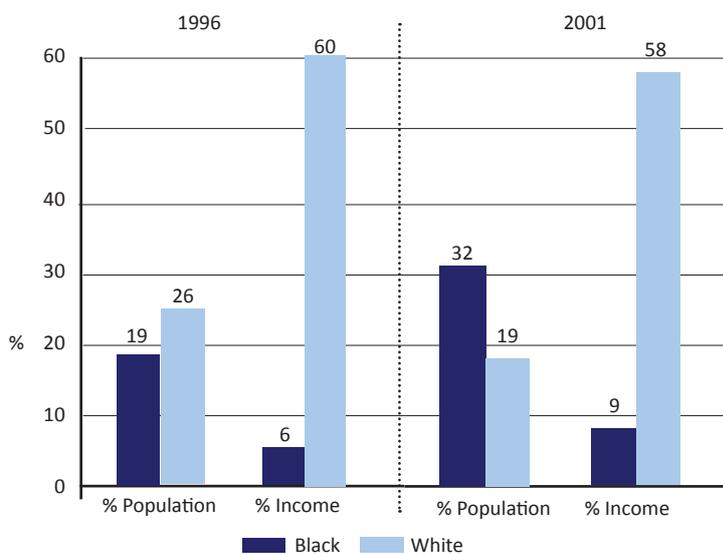


Figure 92: % Changes in proportions of population and share of income among black African (Smith 2005)

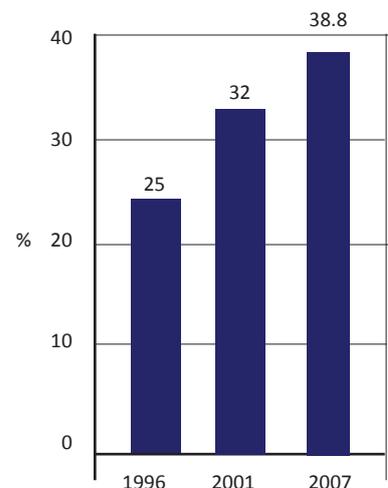


Figure 93: % Households living in poverty Cape Town (Smith 2005, Stats SA 2011)

In addition, it was also important for the South Africans to be exposed to the outside world and the different cultures as they have been secluded for decades. This would create more tolerance for the outside world and the variety of cultures as it would build up the familiarisation of cultures across the world. Teams competing and treating each other in a sportive way was another important example. But most importantly, all South Africans had a reason to celebrate next to each other as one nation instead of different racial groups. Based on various interviews, this was a prominent aspect during the event that would benefit the people after the event as tolerance would have increased.

Other social benefits included the development of sports, arts and culture, as well as an opportunity for the integration of communities and improvement of skills through training. There were various programs, these will be discussed in the section Community Participation.

4.4.2 EDUCATION

EDUCATION PRIOR TO 2010

When looking at the province, more than one third of the population aged 20 years or older of the Western Cape had completed Grade 12 or higher education. According to the Provincial Profile 2004, Gauteng was the only province that had a better proportion (40,6%). Western Cape and Gauteng also had the best functional literacy rates of more than 80,0%. Northern Cape had the best senior certificate pass rate in 2003 (90,7%) followed by the Western Cape (87,1%) and Gauteng (81,5%).

But the skill levels in Cape Town in general do remain very low. The percentage of the population who started school but did not complete a Matric (Grade 12) level has dropped from 61.4% in 1996 to 58.3% in 2007. There has been an increase in the percentage of the population who have a Matric from 19.6% to 28.3% in 2006 with a decline to 23.6% in 2007. The population having a post Matric qualification increased from 14.2% in 2006 to 16.8% in 2007.

This is quite problematic because over half of the population does not have the adequate skills or level of education to obtain a skilled job. If Cape Town wants to build its economy, it is important for more people to complete Matric and Tertiary education so that they have the required knowledge to become productive member of a skilled economy (City of Cape Town 2008).

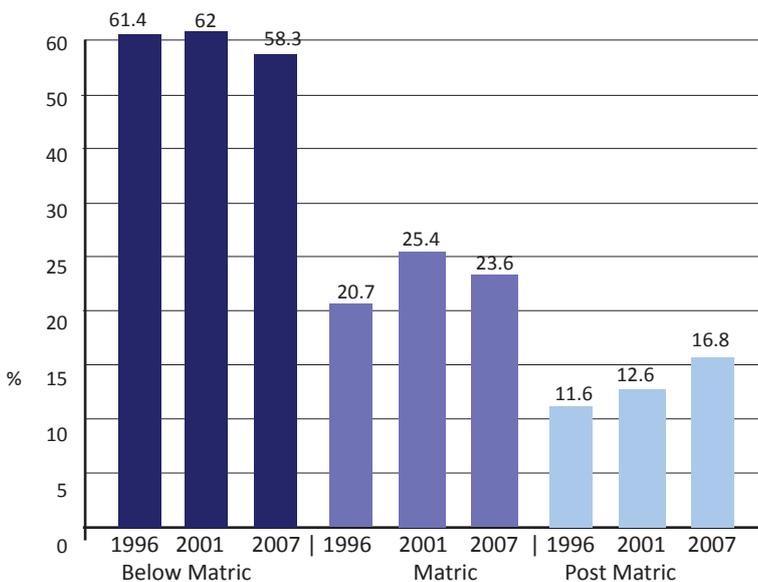


Figure 94: % Qualifications of adults Cape Town (age 20+) (Smith 2005, Stats SA, 2011)



Figure 95: Labour Force with Post Graduate Education; PhD, Masters, Honours Degree (City of Cape Town, 2010a) Legend: 1 Dot = 20 people

EDUCATION AIM 2010

The percentage of those 20 years and older with no education decreased from 4.2% in 1996 to 2.0% in 2007 and the percentage with a degree has increased from 4.6% to 8.8% in the same period (Small 2008). Cape Town, as well as the rest of South Africa, boasts some of the finest higher education universities in the world. The Cape Higher Education Consortium (CHEC) aims to establish the Western Cape as a leader in higher education. Its member universities are the Cape Peninsula University of Technology, Stellenbosch University, University of Cape Town and the University of the Western Cape.

The aim, of course, is to educate everyone and to offer high quality education. For the 2010 FWC the aim was to teach people and give them the 'know how'. This was important for future events, but also to improve certain sectors such as the tourism and leisure sectors. In the strategic plan (2007), the goal was to develop critical skills in the workforce. These were programs regarding training in management, engineering, hospitality/tourism, security, and marketing. Developing these skills would be done by Broadcast Internships with SABC/Film Industry as in Atlanta Olympic for college students, ensuring that percentage of skills base is local (balance local and imported capacity), introducing a foreign language skill program, and lastly to familiarize taxi drivers, volunteers, restaurants, and airport officials with tourists.

EDUCATION REALISATION 2010

For the 2010 FWC, much effort was spent on skill development, capacity building and leadership (Provincial Government of Western Cape 2011). An educational program, coordinated by the Department of Economic Development and Tourism (DEDAT), was set up that trained to build customer service capacity in the tourist sector. Just over 1900 delegates attended the Disney Customer Service Excellence Training. Workshops were organised throughout the province; Cape Town, the Winelands, and Eden. In addition, the Cape Craft and Design Institute (CCDI) hosted business readiness workshops for crafters which focused on assisting craft producers in preparing to engage with the market and prepare for the event. These training programs were part of a long-term vision of the DEDAT. (Provincial Government of Western Cape 2011).

There were also volunteer programs which were aimed at unemployed people. Two hundred and fifty volunteers were trained and deployed in Districts (Team Base Camps, Media, Tourism and Information Centres and in the five FanJols). They were offered the same training as the FIFA and CoCT volunteers and the seamless coordination and management of the recruitment and training processes resulted in their high motivation and enthusiasm. Ninety-five percent of the volunteers were retained throughout the tournament. The legacy for local government is that they now have a database of trained volunteers for future events and the young people have gained experience and confidence to aid them in job seeking (Provincial Government of Western Cape 2011).

Digital Bootcamp Training courses were conducted to improve the skills of young persons with basic necessary skills and know-how for working on location sets. This training created opportunities for them to be employed by production agencies during the 2010 FWC. Foreign agencies preferred working with local people as they were familiar with the destination. In the Eden District opportunities arose for Satellite and Electronic News Gathering (SENG) crew support at the media centres in George and Knysna. Some twenty Previously Disadvantaged Individuals (PDIs) were trained during this programme (Provincial Government of Western Cape 2011).

Wines of South Africa (WOSA) trained 1 300 young, largely unemployed, people to become sommeliers under the 'Fundit' programme which has been extremely positive in terms of international media coverage and relationships with government. The new sommeliers were able to find temporary employment during the 2010 FWC and, as a result of their skill and some experience, they have found employment in hospitality. WOSA also proactively profiled and promoted the wine industry in South Africa. Wine waiter training to support the local hospitality industry took place until the end of 2010. In addition, the finals of the Sommelier World Cup, involving 12 nations from Europe, North America and Korea were held in Paarl on 16th October 2010. TUSA. The Sommelier World Cup is targeted at a highly influential group of people who serve as the gateway

to diners for South African wines in the world's top restaurants and hotels (Provincial Government of Western Cape 2011).

4.4.3 HEALTH AND SAFETY

HEALTH AND SAFETY PRIOR TO 2010

TB and HIV/AIDS dominated the health sector in the City of Cape Town. The incidence rate for TB increased to 577 per 100 000 people in 2001. The incidence rates were highest in Khayelitsha (921 per 100 000 people) and Nyanga (963 per 100 000 people). It is clear that the incidence of TB and HIV have the most devastating presence in the poorer communities. The City of Cape Town has made TB and HIV/AIDS priority areas on the strategic agenda and various programmes have been developed and put into place to deal with the epidemics. (City of Cape Town, 2003)

South Africa was commonly perceived as an unsafe destination as it was known for the high crime rates. The crime figures have decreased slightly, although, they still remain very high. Hamber (1999) explicates that this issue needs to be put in a context. Due to the legacy of apartheid spatial planning, pockets or spaces of poverty were made so that the city livable for 'whites' or wealthier people only. This spatial separation is still evident, as crime happens mostly in spaces of poverty. The murder figures are an average figure over an area, however, the probability of a murder is in certain areas (wealthy suburbs) is much lower than in other areas. Race also remains a primary predictor of violence (Provincial Government of the Western Cape 2011).

The incidence of murder has shown a decreasing trend. In 2005/2006 by far the largest percentage of murders (44.6%) and rapes (33.9%) in Cape Town occurred in the south eastern suburbs. The lowest incidence of murder (3.4%) and rape (6%) occurred in the northern suburbs.

According to the Community Safety Information Centre (2004), 55% of the residents of Western Cape felt safe in their own community (Lehohla 2006). According to the statistics crime levels have been gradually decreasing since 2003, although Cape Town has experienced a significant increase in drug-related crime (approximately 27% increase per year). In addition, commercial crime has been increasing since 2003 (an average annual increase of 10%). (City of Cape Town, 2010c)

HEALTH AND SAFETY AIM 2010

Despite the City's best efforts to reduce and prevent crime, it has become increasingly evident that criminal patterns are symptomatic of unhealthy social and living environments. HIV/Aids, drug-related behaviour, family breakdown, dislocation of communities and other social issues pose a threat to the establishment of a healthy, balanced society. Community activities and facilities, specifically for the youth, have been identified as methods to prevent criminal and gang-related behaviour. Particularly children's parks and multipurpose/sports facilities are in high demand, especially in poorer areas.

Cape Town has the advantage of leveraging its natural environment to create well being. Although the city has a good ratio of nature reserves to total population, these reserves are often inaccessible to people in lower socio-economic areas due to lengthy travel times and high transport costs.

Fostering a safe and secure environment is currently a strategic challenge for the City, as crime levels negatively impact on the quality of life in Cape Town, and also pose a threat to its future prosperity. Existing and future losses in investment opportunities and visitor revenues cannot be measured accurately, although they are likely to be significant (City of Cape Town, 2010c).

The hosting of the 2010 FWC presented an opportunity to show the world South Africa's capability to host an event in a safe environment. It was also an opportunity to improve security systems and make the society more aware of the importance of ensuring safety. The aim was to improve the communication, skills, and community involvement. Importantly, this was not aimed only to benefit the visitors, but the residents would also benefit as it would leave a lasting safety legacy. (Provincial Government of Western Cape 2011)

HEALTH AND SAFETY REALIZATION 2010

The South African Police Service (SAPS) made a safety and security plan in collaboration with various stakeholders from the public and private sector (Provincial Government of the Western Cape, 2011). SAPS gave inputs to design of the stadia (Cape Town, Athlone and Philippi), transport infrastructure around Cape Town International Airport, FIFA protocol routes, team routes, stadia access routes, FanJols and the FIFA Fan Fest. Existing safety and security operations were enhanced with additional operational plans during the tournament which included a Safety and Security Event Plan, Disaster Management Plan, Medical Emergency Plan, Fire and Rescue Plan, Transport Plan, Tourism Plan, a Host City Plan and Contingency Plans.

According to the Provincial Government (2011), “the fight against crime received a fortifying boost, with the national government spending R1.3 billion on safety and security and even though this was brought about specifically for the 2010 FWC, the long-term benefits for all South Africans post the tournament were the true safety legacy.”

The national Department of Justice, the Justice Crime Prevention and Security (JCPS), SAPS, the National Prosecuting Authority (NPA), Legal Aid South Africa (LASA) and the Judiciary created an Administration of Justice Plan. The plan was to create a system that could efficiently deal with alleged offences associated with the 2010 FWC. District and regional courts were established in different areas and operated from 28th May to 25th July 2010. For the Cape Town area, the courts were located in Cape Town, Athlone and Bellville. A total of 62 cases were processed (mainly cases of theft, selling FIFA tickets and fraud).

Four test events were held at the Cape Town Stadium before the start of the 2010 FWC and provided an opportunity to test the readiness of the Stadium as well as safety and security planning.

The safety and security structure in the Western Cape focused mainly on the event and included services such as SAPS, SANDF, Traffic and Law Enforcement. In addition, a Disaster Management was also a focus. There were many parties that needed to work together to prevent disasters (EMS, Fire Brigade Services, Social Development including humanitarian aid, emergency housing, public works and roads (engineering and infrastructure). The Department of Community Safety (DoCS) and Disaster Management formed a Work-stream which worked with SAPS.

The Department of Social Development approached the safety from a “needs-driven people” focus. The main concern was the safety of children because of the extended holiday and to ensure the well-being of citizens in general. They identified the following eight workstreams as points of operation:

1. Child Protection,
2. Street People,
3. Substance Abuse,
4. Commercial Sexual Exploitation,
5. Trafficking of people,
6. 2010 Community-based Holiday Programme,
7. Faith in 2010 World Cup-Child Tagging, and
8. Cross cutting projects (Communication, training and community-based holiday programmes).

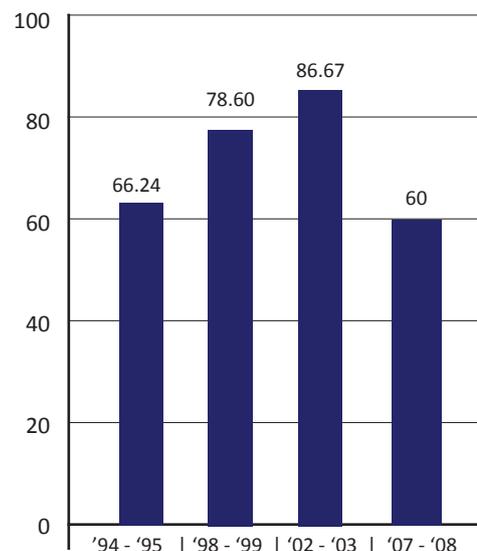


Figure 96: Murder rate (per 100 000 pop.) per year Cape Town (Smith 2005, Stats SA 2011)

4.4.4 COMMUNITY PRIDE AND PARTICIPATION

COMMUNITY PRIDE AND PARTICIPATION PRIOR TO 2010

Pride is something that has been taken away by the history of South Africa. Communities were seen as less due to racial and skin colour. Getting this pride back up in community is therefore a challenge. This is important because if there is pride, people will be more likely to participate in activities, maintenance and new development. Because of its history of segregation many communities started developing inward. Community facilities were therefore 'embedded' within communities, access to them is difficult for anyone from outside of the area. Some community facilities are overcrowded while others are under utilised. New community needs confront the city, but are being poorly met, including land for initiation, burial or for the grazing of livestock.

Often is seen that communities take pride in their living spaces and try to maintain their status. However, in many low income areas and particularly in developing countries this has been the opposite. It seems there is a mindset involved that if a community or individual did not actually pay for something, they do not need to involve themselves in maintaining it. Okoya concludes that there is very little investment of either time or money by communities in urban regeneration in the cities or elsewhere in South Africa. Throughout South Africa there are community projects, often organised by volunteers to help certain social situations. (Okoya 2011)

COMMUNITY PRIDE AND PARTICIPATION AIM 2010

This parameter is relevant also very for the 2010 FWC as it was seen as a great opportunity to create social participation and cohesion. In the strategic plan (The Provincial Government of the Western Cape and the City of Cape Town 2007), one goal was to inspire national pride and unity. The strategic plan proposes to do this by building racial, ethnic, gender, class understand, tolerance and appreciation. Secondly, by media coverage to which focuses on National Pride. And thirdly learning from Germany's branding skills; Germany - Land of Ideas - and South Africa - Alive with possibilities. Another objective of the City and Province was to enable and maximise as many South African and Western Cape suppliers as possible (merchandising, hospitality, and graphic design). Although the LOC did not have much to say about hospitality and branding issues, it was important that at an early stage reputable and quality manufacturers and suppliers were identified and introduced.

Firstly, it was important that the local people in the area would benefit from the capital injection in the Athlone stadium and Philippi Stadium. As already stated, a township-based BEE company, ChipCor Construction Ltd, was officially appoint as the tenant in August 2010. The company was responsible for maintaining the stadium and organize sporting development program (Provincial Government of Western Cape 2011).

COMMUNITY PRIDE AND PARTICIPATION REALIZATION 2010

There were numerous community projects throughout the city and province (some examples):

- Stars in their Eyes Foundation Exchange Program: Link between football teams and communities in the Netherlands and in South Africa
- FIFA Football for Hope Centre: In 2007 FIFA announced that they would build twenty 'Football for Hope Centers' throughout the continent of Africa. Five would be built in South Africa, and the first was built in the Cape Town township, Khayelitsha. Kyalitsha is one of the priority areas for social transformation. (Provincial Government of Western Cape 2011).
- Football Ambassador Program: A total of 20 ambassadors, ex football professionals, were appointed who promoted the tournament through a range of strategic approaches at events. They were used to run school programs and major events.
- Street Football: This was a program that had the aim to expand the participation creating football awareness amongst young potentials and creating social cohesion opportunities.
- Western Cape Playground Football Challenge: School tournament in eight districts in the Western Cape. Two hundred and fifty teams competed in an eight week tournament, each team that qualified for the tournament represented a country that participated in the 2010 FWC.
- Dreamfield Project: This project aimed at providing resources for playing football in township and rural

schools across South Africa reaching some of the most remote corners of the country. The program included Dream Bags (football materials), Dream Events (bringing schools, communities and sponsors together), and Dream Fields (renewed spaces for young people to play). (Provincial Government of Western Cape 2011).

The Western Cape set itself an ambitious target of hosting 10 of the 32 teams participating in the 2010 FWC. We succeeded in attracting Japan, France and Denmark to our Province. This desire to host teams was not based on immediate financial gains, but to spread the event footprint and to give towns and communities the opportunity to be more directly involved in the World Cup experience. The Provincial Basecamp Initiative was geared to capacitate municipalities to leverage the marketing opportunity presented and to understand the actual mechanics of hosting a team. Various interventions were led by the Provincial Government ranging from international study tours to the production of joint marketing collateral (Platzky 2011).

4.4.5 INFLOW OF TALENT

INFLOW OF TALENT PRIOR TO 2010

Until 1986 it was government policy to discourage the permanent rural-urban migration of black Africans in South Africa. This contributed significantly to the settlement pattern of the present-day country. (Lehohla, 2006)

With the end of apartheid and formal removal of restriction to mobility, South African cities were swamped with black migrants from the old bantustans looking for a better life in the cities. There was a massive rural-urban migration has led to informal settlements on the margins of cities. In these areas there is a lack of adequate housing and unemployment. In 1996, it was estimated that 84% of the population of Cape Town would be black. National migration trends indicate that only Gauteng and the Western Cape (of the nine South African provinces) show a net growth in the number of migrants. One can conclude that the net inflow of people to Gauteng and the Western Cape come from the other seven provinces. Cape Town received the highest net migration between 1997 and 2001.

According to Census 2001, 297 399 people moved into Western Cape from other provinces. There were 41 855 non-South Africans living in Western Cape. National migration trends indicate that only Gauteng and the Western Cape (of the nine South African provinces) show a net growth in the number of migrants. One can conclude that the net inflow of people to Gauteng and the Western Cape come from the other seven provinces. Cape Town received the highest net migration between 1997 and 2001. (Lehohla 2004) Though the migrants are usually uneducated and come from the rural areas and provinces.

The majority of South Africans population is poverty-stricken. The official figures show that nearly 50% of the population lives below the poverty line. There is a small middle class and a very small upper class. This upper class has also been shrinking, but due to international immigrants the number of well-heeled buyers and tenants have increased. While there has been large migration of wealthy South Africans to other parts of the world seeking greater opportunities. Not only does it have an impact on the social demographic composition of the country, but it also greatly impacts the economic situation.

Most of the new investment and regeneration projects focus on creating pleasant environments for upper-middle and upper class residents especially in the inner city. This means finding buyers and tenants will become more difficult when more urban regeneration activities are implanted. Due to the high unemployment and poverty, there are only a limited number of South Africans who can afford to live and to work in the urban areas.

According to Anke Kuesel (Kusel 2009) the informal settlements are far behind in terms of infrastructural development due to the fact that they have been developed by the residents living in the areas; the immigrants coming into the city. They are not developed by town planners and therefore are not based on any long term plan. Thereby, they often developed illegally and on privately owned land. An example of this is the township of Khayalitsha. The immigrants are often from the Eastern Cape in search of employment. However, the

employment market in Cape Town for unskilled labour is flooded, but the growth of the township continues. At present, these areas lack the basic infrastructure and services. To create an decent environment for these areas, great investment is needed from health care, roads, public spaces, transportation systems, telecommunication and industrial parks. Some deteriorated services and infrastructure exist, however, to such a degree that it would be better cost-wise to demolish and rebuild them. Although it would be of enormous benefit to the poverty-stricken residents, it would hardly provide anything close to what investors look for: a significant return on their investment. (Kusel 2009)

Thwala Wellington (2011) argues that in South Africa, urban regeneration projects undertaken, in particular projects conducted for the EPWP (Expanded Public Works Program) or the 2010 FWC preparations, were not undertaken with a focus on addressing the need of the country, or the requirements of the event, but rather as an effort to create jobs for the large unemployed population of the country. However, people employed by these projects find themselves once again unemployed. (Wellington 2006)

Instead of selling South Africa as a prime investment location, the government should be concentrate on boosting the local economy, by spending more on education, small business development, job creation, and the delivery of basic services. Without these critical development projects on the part of the South African government itself, poverty will remain causing urban regeneration projects are at risk. (Wellington 2011)

Cape Town has not yet been an important attraction for highly educated people. People do come into the city to become educated and for economic opportunity. Though the issue in the cities of South Africa is how to attract highly educated people from the outside.

INFLOW OF TALENT OBJECTIVE AND STRATEGY

In Cape Town a trend which is seen is that the high educated people moving out of the city to other places with more economic opportunities. Talent, highly educated people, are not yet coming in from international corners. South Africa still deals with the perception of having a low quality of living due to the safety perception. Due to the influx of people from the hinterland more uneducated people move into the city. Cape Town will need to accommodate an estimated population of 5 million people by 2025.

This migration is occurring world wide, the priority is to develop the appropriate infrastructure and provide for the migrants coming in.

INFLOW OF TALENT REALIZATION 2010

Due to world cup there has been an increase in the value of Real Estate. This was due to a high profile people, celebrities and important businessmen, that started buying property as second housing in Cape Town. This was mainly due to the publicity of the city before and during the event. This can be seen as the beginning of attracting high profile people as the perception of the country is changing which is a great advertisement. The enormous positive publicity and image change has been one main accomplishment and legacy left by the 2010 FWC.

4.4.6 CONCLUSION SOCIAL VARIABLE

On social level South Africa is a very unique case. The social structure has been heavily scarred by the years of Apartheid. The social scar was extended in the economic and physical character. These are therefore all interlinked and affect each other.

Tolerance and social equity is therefore one of the main problems the city has to deal with. The 2010 FWC was something very positive for this issue. Capetonians were confronted with the world, with different cultures, and skin colour. More importantly, it was a chance for Capetonians to celebrate together, to have pride, to forget their history, and to be united.

South Africa is still not the safest place, the perception of the outside world concerning safety in South Africa

is presently more positive and more realistic. The safety program of 2010 FWC was focused very much on the event itself and not really on how to improve the safety after the event. Though, SAPS must have definitely learned more about communication techniques, the general tendency is for people to fall back into their normal habits. This is the general feeling people have regarding the safety of the city. Though a trend of improvement has been visible since 2003.

The reason not everyone is educated is that during the Apartheid system, the blacks and coloured received a different education than the whites. Due to the poverty levels, education among residents in poor areas is still a low priority. The quality of education, on the other hand, is compared to other developing countries very good. Due to a mismatch of the skills needed and what skills people have the 2010 FWC was an opportunity to provide training. Though this training was mostly event related.

The 'know-how' of how to organize an important and massive event is definitely present on all levels from high political levels to the local touring guides. This is a positive development. Though the legacy will be complete if the training and educating will carry on and reach more people.

Though it is not evident in the strategies and visions that Cape Town has its main priority laid down on attracting more talent. The city has to first cope with the enormous in migration of uneducated people. The attraction of high profile people after the event is a good way to promote the city in foreign countries. This will also help to change the image of the country and will eventually trigger more people to buy real estate or to migrate to the Southern tip of Africa.

The question is if this social mingling kept on occurring after the event. This is very difficult to exactly measure. Though through observation and various street interviews, this was not the case. Though people are confident that it is a step towards an integrated future as people have been exposed to something they thought would never occur.

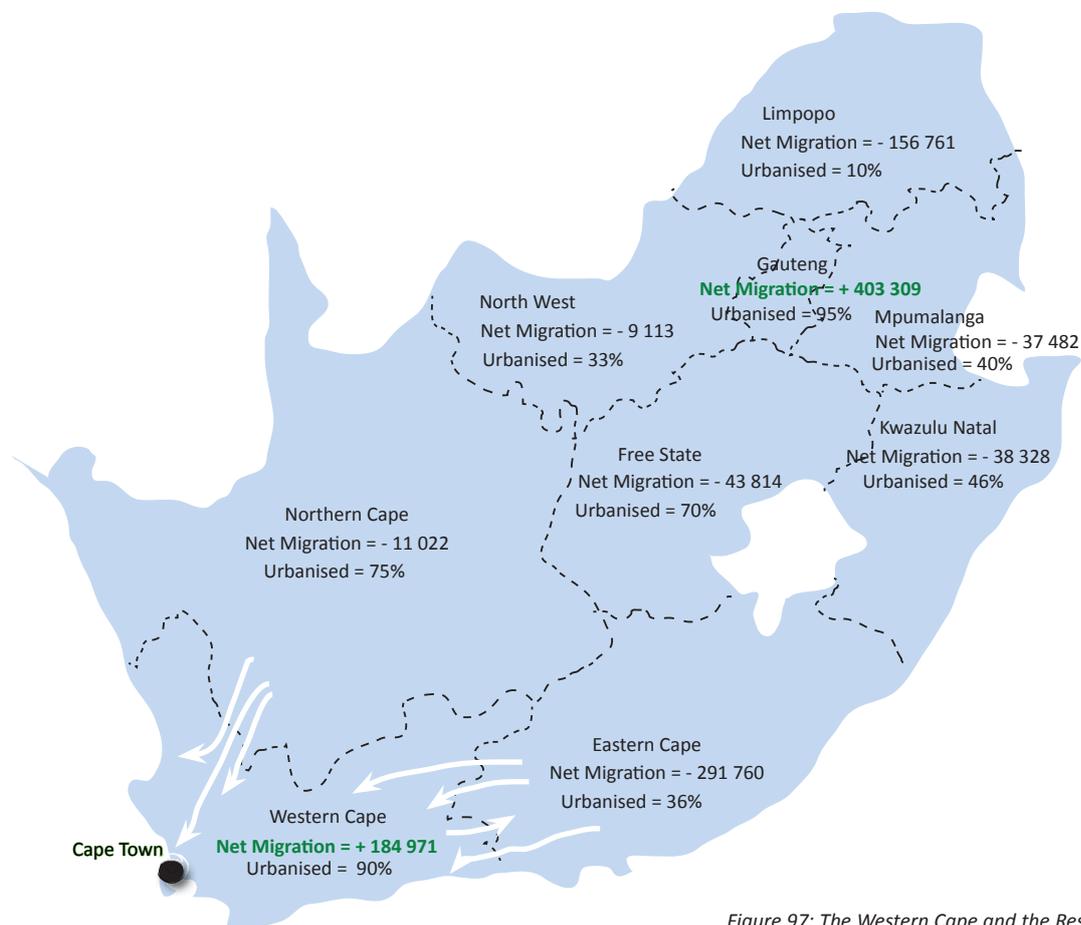


Figure 97: The Western Cape and the Rest of South Africa (PGWC - Settlement Framework for the Western Cape Province)

4.5 GOVERNANCE VARIABLE

4.5.1 ORGANISATION STRUCTURE

ORGANISATION STRUCTURE PRIOR TO 2010

Governance is an important factor in a city. How a city is governed and under what conditions can determine the development of a city. An example of this is seen in the history of Cape Town. The ideals of the Apartheid government determined the physical, economical, and social fabric of the city today. In the 1948 national elections, the National Party won on a platform of apartheid under the slogan of “swart gevaar” (black danger).

This led to the Group Areas Act, which categorized areas according to race. Formerly multi-racial suburbs of Cape Town were either purged of unlawful residents or demolished. The most known legacy of this was District Six. After it was declared a whites-only region in 1965, all housing there was demolished and over 60,000 residents were evicted (Recalling District Six, 2003). Many of these residents were relocated to the Cape Flats. In 1994, the Apartheid government officially resigned and the new political party, the ANC, took power. The ANC has been the national ruling party since and is the local government in almost all provinces in city except for the Western Cape Province and the City of Cape Town. This political preference which is not seen in other provinces in South Africa making the Western Cape and Cape Town in this sense unique.

The City of Cape Town was established in December 2000 when different municipalities merged; Cape Metropolitan Council, City of Cape Town, City of Tygerberg, Blaauwberg, Helderberg, Oostenberg and South Peninsula. Since then, the local government has been the City of Cape Town which is a metropolitan municipality. Cape Town has been governed by a 221-member city council. The city is divided into 111 electoral wards; each ward directly elects one member of the council, whilst the other 110 councillors are elected by a system of party-list proportional representation. The Executive Mayor and Executive Deputy Mayor are chosen by the city council.

Looking at the city from a financial perspective, due to global economic slowdown in 2001 and 2002 and the dampening effect of the Rand on the foreign trade performance the economic growth held back in the 2003. Initially, it was anticipated that the South African economy would grow by 3,3% during 2003, however, this was revised as the growth turned out to be 2,2 % rising to 3,3 % in 2004 and continuing this upward trend to potentially reach 4% in 2006. In order to meet the national objectives of employment creation, poverty reduction and broadening participation in economic activities, a sustained higher rate of economic growth remains an important requirement.

As a major contributor to the Gross Domestic Product for the Country, the City operates within the same challenging arena as National Government.

Some of the external issues affecting the financial viability of the City include:

- *Rising levels of unemployment*
- *Migration to urban areas*
- *The need for improvements in living conditions*
- *Changes in health care coverage*
- *HIV and other communicable diseases infection rates*
- *Crime and crime prevention measures*
- *Limited opportunities for job creation initiatives*

Internal factors include;

- *Rising personnel costs*
- *Increases in outstanding service payments due to the City*
- *Decreasing efficiency of service delivery processes*
- *Ageing infrastructure*
- *Reduction in usable life of assets caused by low maintenance levels*

ORGANISATION OBJECTIVE AND STRATEGY

For Cape Town to achieve the goal to be a destination of a high-performance culture, equitable, efficient and cost-effective service delivery, a world-class city which complies with the essential spirit and intent of the relevant legislation, the City needed to develop and implement a comprehensive, equitable, efficient and cost-effective integrated performance management framework for all staff levels and service providers, aligned with City priorities, IDP themes and objectives (City of Cape Town, 2006a). The overall aim is to integrate the public sector to give effect to the developmental objectives and strengthen the intergovernmental relationships to improve service delivery. The mobility between the spheres of government and between government and administration should be efficient (City of Cape Town, 2005). The challenge is to create an organisational structure which will enable Council, within its financial constraints, to deliver on its strategic and developmental priorities.

As financial sustainability has to be maintained within the context of an ever-changing City, the interventions implemented address both internal and external factors.

The City’s strategy was to implement interventions in the following key areas:

- *Cutting levels of expenditure within the operating budget by implementing operational efficiencies*
- *Rephasing of various capital projects over a period of longer than 12 months to reduce the level of borrowing required*
- *Sale of non-strategic Council-owned property*
- *Increasing income collection*
- *Increasing funding received or reducing expenditure of services provided on behalf of other spheres of government*

It is important to note that the FIFA World Cup event is a national event. This means that the event is not concentrated in one location or city. It takes place on various levels throughout different regions, cities and locations. The extent of organisational levels is therefore a complex issue as numerous municipalities and organizations have to collaborate and harmonize the plans (Provincial Government of Western Cape 2011). The FIFA event required great organization capacity to plan and implement strategies across of all spheres of government. The importance of ‘cooperative governance’ proved vital. Meetings were set up with various stakeholders including the private sector, labour organizations, and local communities. Different governmental organizations needed close contact; the national government, provincial government, the local municipality, the Local Organizing Committee (LOC) of South Africa, and the FIFA (Provincial Government of Western Cape 2011).

The event had to be delivered according to FIFA requirements and within the laws and regulations of the Republic of South Africa. The host cities signed contract with FIFA, the owner of the event. As Cape Town was



Figure 98: The administrative structure of the City of Cape Town(City of Cape Town. 2004)

chosen as host city, it signed the Host City Agreement, an agreement between the FIFA, the LOC, and the City of Cape Town. The Provincial Government did not have this contractual relationship, but had responsibilities such as disaster management, transport and liquor licenses, infrastructure and health services (Provincial Government of Western Cape 2011). In 2006, the City of Cape Town (CoCT) and the Provincial Government of the Western Cape (PGWC) joined to develop a strategic plan that would ensure a successful collaboration during the preparation phase of the event. The province played an important role in coordinating the local municipalities in the region, coordinating the projects, and also coordinating the overlap with the other provinces (Provincial Government of Western Cape 2011).

In the 2010 FIFA World Cup strategic plan, the PGWC and the CoCT identified several objectives;

- Host semi-final, other matches, and events successfully
- Maximize public benefit and lasting legacy in relation to:
 - o Infrastructure development
 - o Economic opportunities
 - o Environmental responsibility
 - o Social cohesion
- Promote Cape Town and Western Cape as a desirable destination for tourism, trade, and investment
- Ensure geographic spread of benefits beyond the City to the rest of the Western Cape

The strategic vision focused on promoting Cape Town and the Western Cape as the centre of attraction for participants, media and spectators.

FIFA’s regulations stated that South African Football Association (SAFA) was contractually responsible for ‘organising, hosting, and staging the final competition’. The SAFA and the LOC the ‘organising association’. The LOC is the overall coordinator and leader of the host cities which are guided by them. The LOC includes directors from SAFA, businesses and member of the government. “The organising association is subject to the supervision and control of FIFA, which has the last word on all matters relevant to the 2010 FIFA World Cup. The decisions of FIFA are final” (Schoonbee en Brummer 2010)

The City and Province sought to invest a significant amount to improve service delivery, infrastructure and facilities for the future to benefit all residents. There was the aim to make the 2010 FWC an integral part of

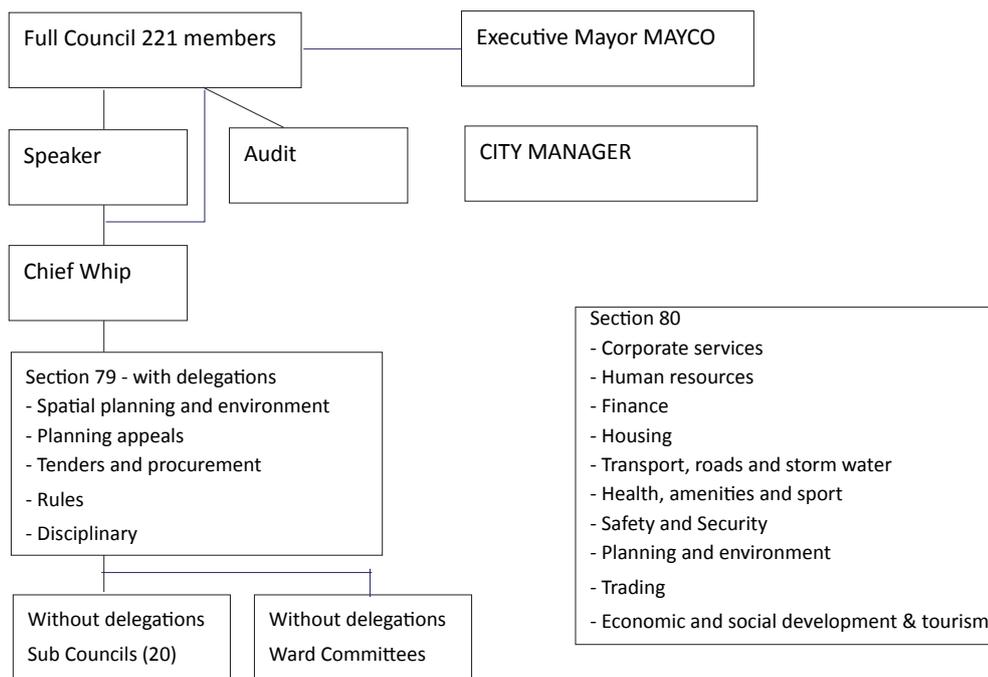


Figure 99: Political Structure of the City of Cape Town as depicted in the IDP 2005 (City of Cape Town, 2005)

planning, decision making and budgetary processes, or “mainstreaming”. The reason of the importance of this was so that the success of the event was ensured, but also to improve organisational functioning and delivery. The business plan accentuates the importance of joined forces between provinces, national government, and host cities to showcase South Africa’s capabilities. This was seen as important due to the integrated development concepts, from the urgent need to build a shared economy and from an understanding of the dynamic role that this part of South Africa can play in presenting the diversity and richness of Africa (City of Cape Town and the Western Cape 2006).

The iKapa GDS, the Western Cape growth and development strategy, included the 2010 FWC as an important part of this strategy. The vision was to create an inclusive society, ecologically sustainable development, spatial integration and effective governance and institutional strength. The aim was to involve different partners to help leave a positive developmental legacy with increased investment, job creation, improved infrastructure and social cohesion. The 2010 FWC contributed in unblocking barriers to shared growth by fast-tracking investment in infrastructure, building skills and created a community joint by a goal (Provincial Government of Western Cape 2011).

Stakeholders

As the different stakeholders were starting to realize the scope of the event, The City and the Province realized the importance of having the right stakeholders collaborate in the development process. Strategic relationships were fundamental to the overall success of the 2010 FWC. It was believed that powerful stakeholders could form and shape the project improving the quality winning more resources. Therefore, the communication was very essential to create understanding and common goals. A stakeholder program was to be set up to ensure appropriate relations and communication (The Provincial Government of the Western Cape and the City of Cape Town 2007).

An assessment was made of stakeholders which was translated into a “power and interest” diagram. The following stakeholders were identified in the Legacy report (Provincial Government of the Western Cape 2011).

- National Government, LOC/FIFA, SAFA WP, PSL clubs, Private sector, SARCC, Metrorail, Stadium operator, Media, Event sponsors and suppliers, City Water, Electricity and Waste, Environment Agencies, General public, School, District Municipalities, Tourists, Accommodation establishments, Restaurants, The arts and entertainment, Convention and conference centres, SAPS and security services, Hospitals, fire and emergency, Lobbyists: Anto world Cup campiangers, DBSA

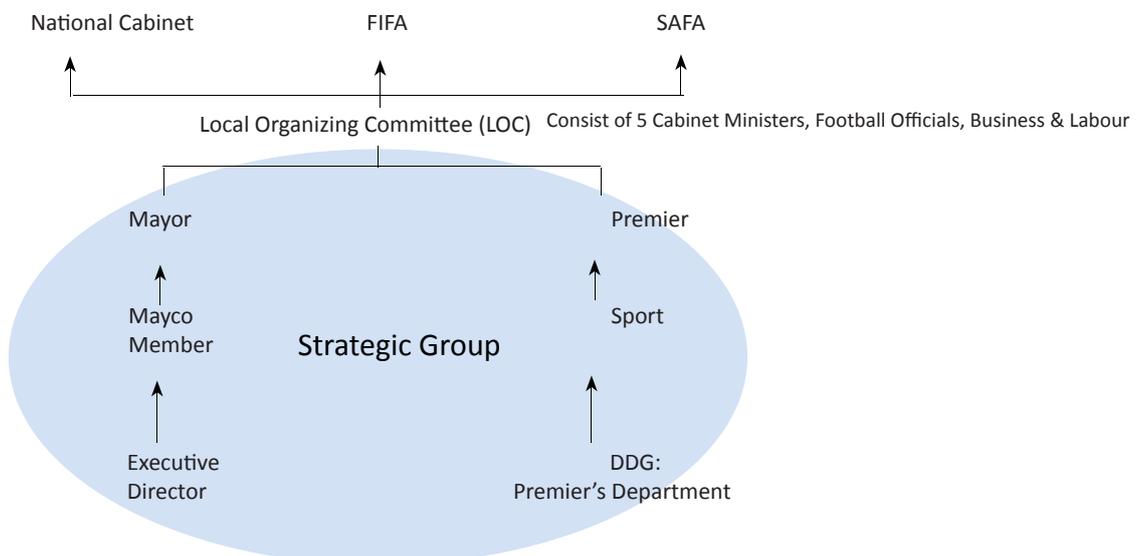


Figure 100: Organisation structure (Provincial Government of Western Cape 2011)

ORGANISATION REALIZATION 2010

The LOC was the overall coordinator and leader of the 2010 event. Cape Town, had the contractual obligations as a host city to FIFA. This gave the Province the ability to support broader objectives and play a more developmental and promotional role (rather than compliance). All three spheres of government funded various projects, new constructions, and upgrades in Cape Town and the Province (City of Cape Town and the Western Cape 2006).

The different work streams included groups at a political and at an official level. Regular reports on the 2010 FWC were given at forums and meeting. There was also interaction between the Provincial Cabinet and the City's Mayco to create intergovernmental cooperation particularly on transversal issues such as infrastructural projects. Until May 2009 the 2010 FWC was regularly discussed by the 2010 Cabinet Committee. After the May 2009 elections, the 2010 FWC was a permanent agenda item in the full Cabinet. (Provincial Government of Western Cape 2011).

In the start of 2006, the Provincial Coordinator of the FIFA led a transversal Provincial Technical Steering Committee (TSC). The TSC comprised senior representatives from the Departments of Economic Development and Tourism, Environmental Affairs and Development Planning, Health, Cultural Affairs and Sport, Transport and Public Works, Local Government and Housing, Community Safety, Social Development, Provincial Treasury, and the South African Police Service as well as officials from within the 2010 Unit DotP. (Provincial Government of Western Cape 2011).

The aim of Provincial Government of the Western Cape (PGWC) was to make sure that the effects of the event would trickle to the rest of the province. It was necessary, therefore, to collaborate with different partners across all spheres of government. The PGWC worked closely with the CoCT, but also with the municipalities across the province to ensure the benefits of the World Cup reached beyond the boundaries of the Host City. Thereby, the Western Cape's collaboration with the national government, other provinces and international players was vital for the success of the nation. (Provincial Government of Western Cape 2011).

Stakeholders and decision making

All stakeholders have their different goals and strategies. For example, on top level, the FIFA needs to create revenues which come largely from the sale of broadcasting, marketing, hospitality, and licensing right. The LOC also has the incentive to create revenues which they get mainly from ticket sales. FIFA and the LOC therefore desire state of the art stadia in the best locations for the event to serve a maximum amount of spectators and viewers. What happens after the event has no impact on their finances. This had great influence on choices that were made prior to the event. (Schoonbee en Brummer 2010)

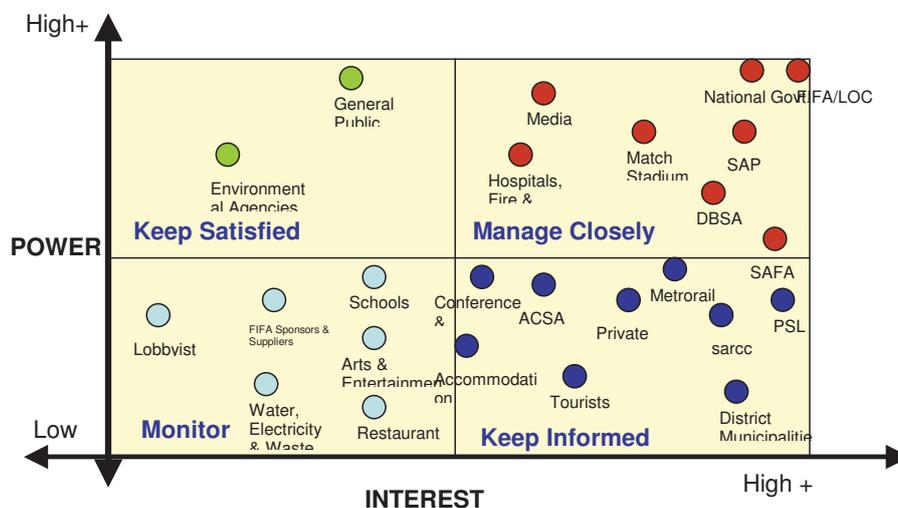


Figure 101: Power / interest grid (Provincial Government of the Western Cape 2011)

Direct evidence of this was the choice of stadium. The municipality of the City of Cape Town (the City) wanted Athlone Stadium as the main stadium due to its catalytic developmental affect for the area. It would create development opportunities in areas which were on the priority list of Cape Town. The problem was that the stadium had too many 'bad' seats, behind the goalposts, which would become tickets of less value. FIFA was concerned that Athlone and Newlands would undersell the City's potential. FIFA and the LOC had made their preference clear and wanted the venue on the Green Point Common (Schoonbee en Brummer 2010)

At the time of this decision making process, the country was experiencing elections (1st of March 2006). As the government was highly involved in the organisation, politics is an important aspect of the process to the World Cup. At the time of the bid the Western Cape was governed by the ANC Party (African National Congress) with Mfeketo as the mayor of Cape Town. Two weeks before the elections, Mfeketo received great pressure from the FIFA to finalise the decision before 16th of March. An investigation shows that Sepp Blatter signed the Cape Town agreements on the 15th of March. As of that day Cape Town was legally bound to deliver Green Point Stadium, later officially named the Cape Town Stadium. On that same day, the DA party (Democratic Alliance) had won the elections. Helen Zille replaced ANC's Mfeketo. People still ask if the hurry in the final days of Mfeketo administration was a deliberate strategy to pass the decision (Schoonbee en Brummer 2010).

In the end, the venue was switched without any kind of democratic structure and in a great rush. It is important to note that this decision also came due to the pressure from the national government. Members of the government are seated in the LOC, which is an agent of the FIFA making it an integrated decision circle. (Schoonbee en Brummer 2010)

However, a few weeks later, the new mayor, Helen Zille, ordered a temporary halt to contracting the stadium. Zille commissioned a multidisciplinary study by Bayette Development Consulting and iKapa Enviroplan comparing Green Point with five alternative venues (figure in section 'Key Areas' in 'Physical Variable'). In the end, the study was narrowed down to Green Point, Newlands and Athlone. The other options were not possible anymore as it was too late to negotiate land and gain statutory approvals for the other options. The study concluded that Newlands could not be upgraded beyond 55 000 seats and FIFA was 'unlikely to approve' a 68 000-seater at Athlone. It came down to the point that if Cape Town wanted to host a semi-final, it had to be Green Point. However, this question also did not seem to be a debate as Helen Zille was later quoted; "Whether a threat or not, the provincial and national governments have said that we must host a semi-final or we lose 2010. This is the choice that we face as a council." (Schoonbee en Brummer 2010)

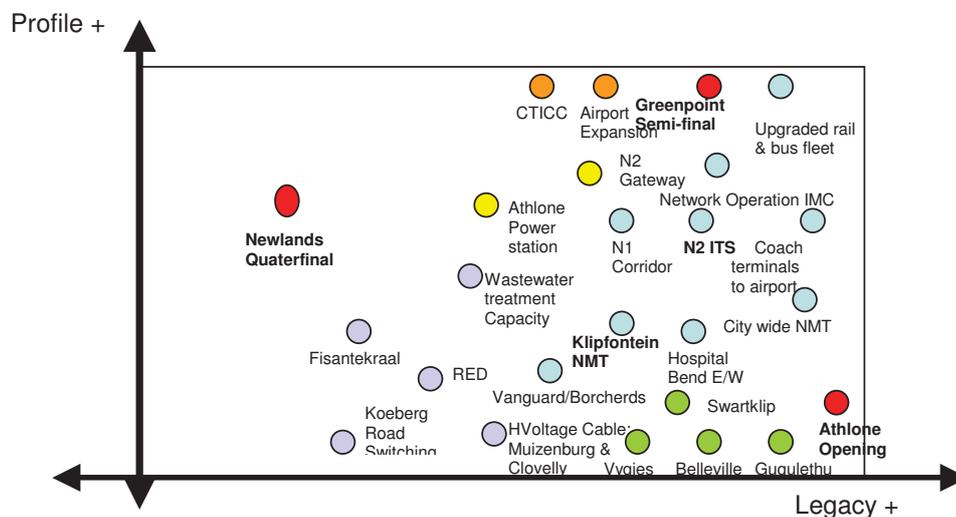


Figure 102: Projects identified in strategy plan (Provincial Government of the Western Cape 2011)

On 20 July 2006 the final choice was announced. The stadium was subject to national government paying most of the costs as Zille announced Cape Town only had R400 million (€41.2 million, June 2011) to spend. But costs ballooned. In March 2007, the City appointed contractors Murray & Roberts and WBHO after a tender. The costs at this stage was put at R2.86 billion (€294 million, June 2011). In March 2009, of this budget only R125 million (€12.8 million) remained and another R1.65 billion (€170 million, June 2011) was needed. It was reported that this was caused by increased sub contract costs, overheated construction industry, unprecedented increase in escalation indices, and complexities in the detailed design and construction of the concrete frame. It must be noted that the 'overheated construction industry' was caused by the World Cup itself as the demand for materials increased dramatically. (Hugo 2011)

Green Point Stadium costs escalated to R4.51 billion (€464 million June 2011). National government contributed just over R3 billion (€301 million, June 2011). The province's contribution had doubled to over R200 million (€20.6 million June 2011). The City had already spent R500 million (€51.5 million June 2011), and now it allocated a further R708 million (€72.9 million June 2011). Therefore, the stadium is costing Cape Town's ratepayers R1.21 billion (€125 million June 2011) – three times Zille's 'maximum' R400 million (€42.2 million June 2011).

Had Cape Town chosen Newlands as the main stadium to upgrade, it would probably have staged six or seven matches. With Athlone, Cape Town might have gotten five matches. With Green Point stadium it got eight matches including the semi-final. So Cape Town has one to three extra matches extra with the Green Point stadium. Though looking at what Newlands or Athlone would have cost if chosen as the stadium it was estimated at R1.13 billion (€120 million, June 2011) and R1.67 (€172 million, June 2011). This means that the cost of one to three extra matches was respectively R2.83 billion (€291 million, June 2011)(Green Point minus Athlone) or R3.37 billion (€347 million, June 2011) (Green Point minus Newlands). (Schoonbee en Brummer 2010)

4.5.2 CONCLUSION GOVERNANCE VARIABLE

Mainly due to the different objectives of the different parties difficult negotiations start to take place. The FIFA wants good contracts with the sponsors, the LOC wants to sell as many tickets as possible, and the local municipality the revenue via its local people. These principle objectives contradict each other. Due to the hierarchical character of the organisation structure, the local municipalities will always loose and suffer the losses after the event.

This is something that has already happened before and what the Mega Event is known for. This is something that is difficult to change for a host city. The FIFA is always in control and will always leave the country with a good deal. As the FIFA is known for its corruption, a developing country often also has a reputation of corruption. Politics and the event are mingled due to the organisation structure. This is also something that should be separated and independent from each other.

4.6 CONCLUSION STRATEGY REALISATION

A host starts with an ideal vision when bidding for the event. An event is then still seen a great opportunity to bring structural changes to a city. It is seen as a remedy and the highway to success. However, often is forgotten that such an event also comes at a great risk of disadvantages. And the problem with such disadvantages is that they are there to stay as they can come in the form of reputation, buildings, infrastructure, and development direction.

The host, ideally, wants to host a successful event and have a lasting legacy. However, there are some great contradictions involved. The first contradiction is the difference between what is beneficial for the city in the long term and what is beneficial for the event itself. The second contradiction lies at the foot of the event organisers. Because there are so many stakeholders involved with different ambitions and sometimes even opposite goals, it is very difficult to achieve and satisfy all objectives. These different objectives of different stakeholders can contradict each other as one stakeholder might want social development and the other pure revenue.

The City wanted to use the event to start the implementation the structural changes of the persistent inequality of the city. The initial plan of developing infrastructure around the Athlone Stadium would have provided a link between the south eastern suburbs and the affluent western suburbs. However, creating the main 2010 FWC hub around the Athlone stadium would not provide to revenue that the Green point would create. And this was the first and foremost contradiction. It must not be mistaken that the event infrastructure was an enormous success, however, the legacy infrastructure has proved to cause more problems and intensify the inequality in the physical structure of the city. More developments, facilities, public transport, and publicity has gone into an area which already had everything it needed. Whereas the areas that are in desperate need for development are left undeveloped, and are not sufficiently triggered for further development. The eventual consequence of this is that the already affluent City Bowl will keep developing, and the weak south eastern suburbs will continue to weaken.

However, one must not forget the benefits of the event as the 2010 FWC gave the city and the country a new true beautiful face. It was the face of South Africa, but also the face of Africa. The image that it portrayed before and during the event will increase the tourism and the reputation of the country. Cape Town manage to market itself in a great way. The new icon, Cape Town Stadium, gave Cape Town the attention during the event. It was also a big step in the social development of the country after the Apartheid era. All races joined together to make the event a great success.

One can see that not deviating from the initial strategy is quite hard because of the nature of such an event. These contradiction that are visible in the case study proves that it is difficult to fulfil all the objections and comply to all the stakeholders.

“Perhaps it was history that ordained that it be here, at the Cape of Good Hope that we should lay the foundation stone of our new nation. For it was here at this Cape, over three centuries ago, that there began the fateful convergence of the peoples of Africa, Europe and Asia on these shores.”

– Nelson Mandela
during his inauguration speech on May 9, 1994

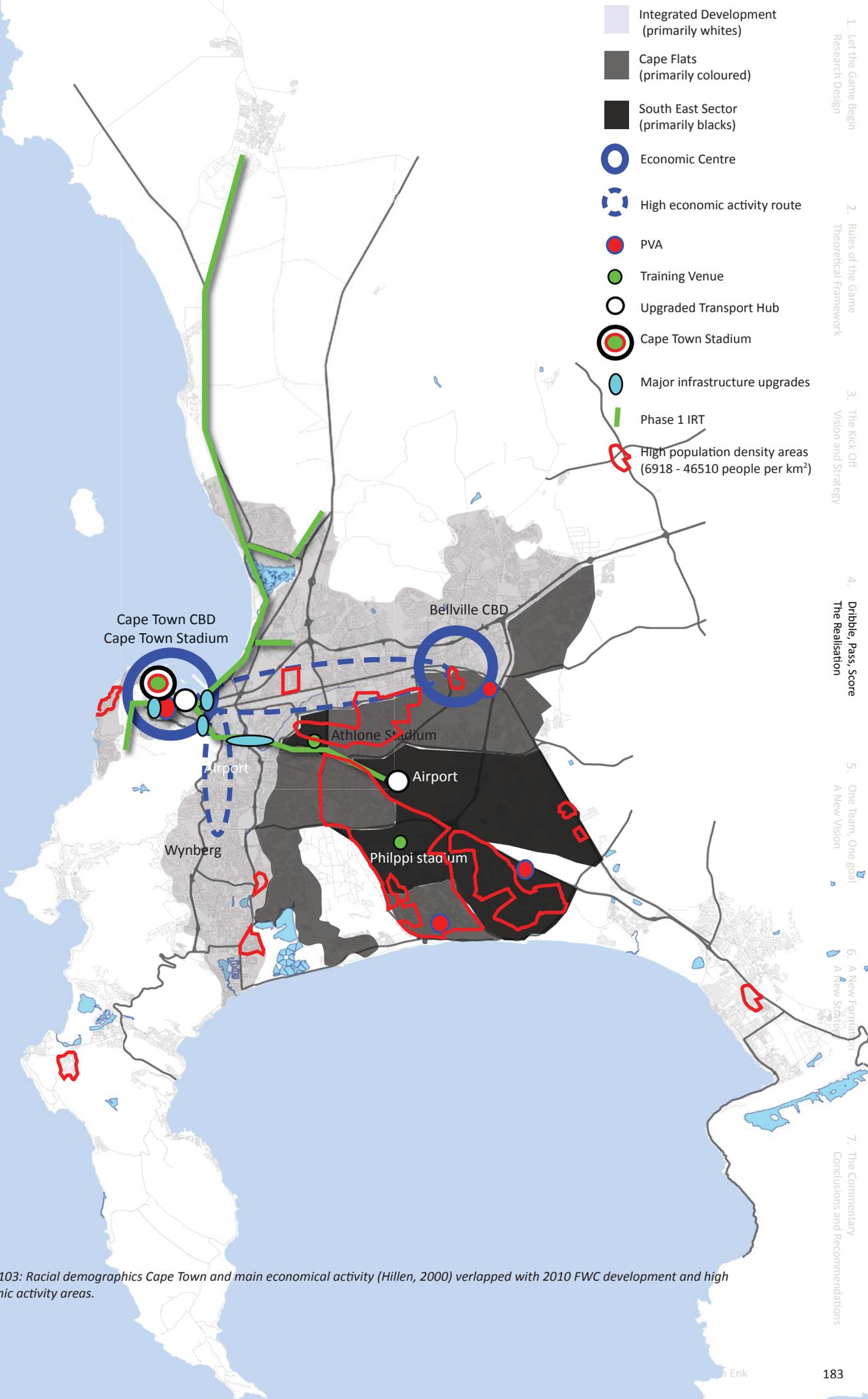


Figure 103: Racial demographics Cape Town and main economical activity (Hillen, 2000) overlapped with 2010 FWC development and high economic activity areas.

5. ONE TEAM, ONE GOAL

WHAT IS THE FUTURE VISION?



With the knowledge of how the FIFA World Cup impacted the city, a new urban strategy to be made to make use of the positive legacy or turned back the negative legacy left behind. In this following chapter a new vision is created for a new urban strategy. This will be done without too much consideration of the present visions and strategies.

5.1 THE FUTURE VISION

The next part of the research framework will look at the vision for the future vision. A vision for the future has already been developed by the municipality and the strategy. However, this vision and the strategy developed with the vision will be looked at. Though the new vision will not deliberately use the vision or strategy created for 2011 and beyond.

The diagram depicts the next phase. With the knowledge gained from the empirical research where the impact of the event on the city is investigated, a new vision and strategy has been created that takes account for the new situation.

This chapter will first summarize the visions and strategies already made by the City of Cape Town. This will entail the IDP 2011 - 2012 and the Metropolitan Development Spatial Framework (MDSF). It will illustrate a new vision and reflect on the old visions.

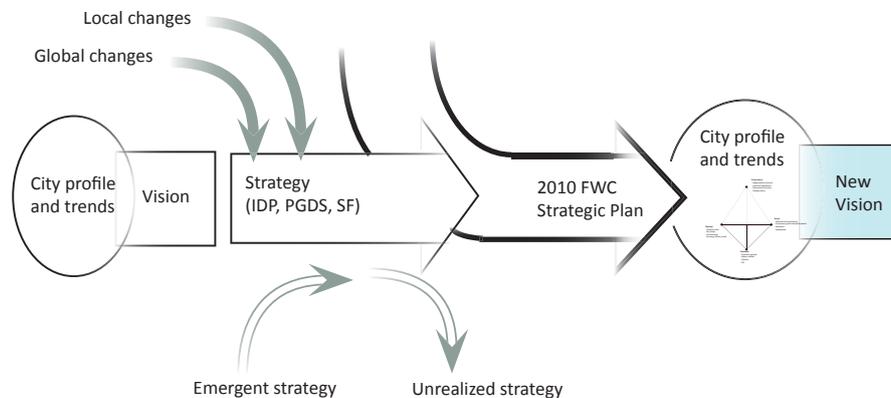


Figure 104: Research Framework, new vision

This phase and part of the research model will answer the third research question.; What is the future vision of the city and its goals?

5.2 VISION AND STRATEGIES 2010 AND BEYOND

5.2.1 INTEGRATED DEVELOPMENT PLAN 2011 - 2012

VISION

For the vision for the future we look again at the IDPs, the IDP 2011 - 2012 is ready for use. The visionary goals in the IDP 2011 – 2012 have not changed compared to the previous IDPs. For the next five years, the City of Cape Town envisions the following;

- a) A prosperous city
- b) Effective and equitable service delivery
- c) A well-governed and efficiently run administration

STRATEGIC FOCUS AREAS

The strategic focus areas, thereby, also has not changed.

1. *Shared economic growth and development*
2. *Sustainable urban infrastructure and services*
3. *Energy efficiency for a sustainable future*
4. *Public transport systems*
5. *Integrated human settlements*
6. *Safety and security*
7. *Health, social and community development*
8. *Good governance and regulatory reform*

These eight strategic focus areas form the framework of the five-year plan, and function as internal strategic levers to facilitate shared growth and development as well as to enhance urban efficiency and institutional effectiveness. The IDP brings together the different sector plan (Economic Development Strategy EDS, the Integrated Waste Management (IWM) Plan, the Water Services Development Plan (WSDP), the Integrated Transport Plan (ITP), and the Integrated Metropolitan Environmental Policy (IMEP))

At the beginning of the City's current term of office in 2007, two key issues lay at the centre of the administration's focus. The first was governance, including improving efficiency, stabilizing the Council workforce and restoring the administration's credibility. The second issue was the heightened investment in infrastructure throughout the city – especially linked to sustainable infrastructure investment for the 2010 FIFA World Cup.

As this IDP is the fifth and final year of the five-year IDP, and with the 2010 FIFA World Cup successfully completed, the emphasis has now shifted to longer-term sustainable growth and development for Cape Town. This IDP forms a bridge between the current five year plans and the longer term strategies. The IDP identifies four main spatial areas for development.

The first spatial area is the 'West Coast corridor' in the form of an innovative rapid public transport system, the integrated rapid transit (IRT) system. The next three years will focus specifically on the implementation of the integrated rapid transit (IRT) system and its extension to Atlantis and Mamre. The City will also be promoting the intensification of land uses along this IRT route. In addition, the aim is to develop affordable-housing in this corridor to help ensure that there is a better balance between where new low skills jobs are being created and where low-skills workers live.

The second spatial area the focus is on the intensification of land use in the N1–Voortrekker Road corridor, especially the promotion of economic land uses, the upgrade of public infrastructure and the regeneration of the area. This corridor is considered the economic core of the city.

The third spatial action area entails a major investment in affordable housing, poverty alleviation, training and education, as well as investment in public and economic infrastructure in areas towards the southeast of the city. The URPs of these areas will be used.

The fourth strategic direction is namely towards the south-southwest of the city. For the most part, this area is well developed and enjoys good infrastructure and services. However, service and maintenance must be kept at current levels to sustain confidence and functioning.

Spatial Development program

In 2001 the first Metropolitan Spatial Development Framework (MSDF) was developed. Since then it has undergone a great deal of change. The year 2006 saw the City propose a set of ideas called Future Cape Town, which focused on the issues and choices facing the City over the next 30 to 40 years. A review of the MSDF and the Future Cape Town initiative established the basis for a new Cape Town Spatial Development Framework (CTSDF), which is intended to guide Cape Town's long-term development.

Managing growth and land use changes in the city, and ensuring that urban growth happens in a sustainable, integrated and equitable manner, are key focus areas. The SDF is based on the IDP and therefore based on the following principles:

- The prevalence of public good over private good
- Reducing the city's ecological footprint and introducing sustainable disaster risk reduction measures
- Adopting a precautionary approach to the use of resources, switching to sustainable patterns of resource use and mitigating negative development impacts
- Improving urban efficiency and aligning planned growth with infrastructure provision
- Providing maximum access to the city's opportunities, resources and amenities, and redressing spatial imbalances in this regard as far as possible
- Responding to the basic needs of communities by providing a stronger link between regulatory processes (zoning schemes) and spatial plans and policies
- Creating safe, high-quality living environments that accommodate a range of lifestyles and offer a vibrant mix of land uses
- Promoting cross-sectoral planning, budgeting and growth management approaches

REFLECTION

As was concluded in the analysis Cape Town has a spatial imbalance which prevents the city from making progressive growth on other levels. Therefore, creating strategic spatial, what the IDP does, areas is very positive. The aim of the first strategic spatial area (the implementation of the integrated rapid transit (IRT) system and its extension to Atlantis and Mamre) is somewhat in contradiction with the conclusions made in the analysis and previous sections. Carrying out the above strategy will create a greater gap between the south eastern problem areas and the affluent western economic belt. Also when looking at the transport diagrams, these areas are the areas where the IRT is least needed as most people travel with private vehicles.

The second strategy (intensification of land use in the N1–Voortrekker Road) would more come in line with the results of the analysis. Though the area is already affluent, it is a very important part of the Cape Town as it is almost the backbone of the city. It is important that this road is accessible, especially because at the moment the area is experiencing heavy congestion.

The third strategy would be a viable action as this is definitely a priority area. Though there is a huge bulk of work to be done to get the area up to a certain quality level which has acceptable living standards. The goals therefore are, unfortunately, somewhat unrealistic. Cape Town needs to find a trigger that will form a catalyst for the above action plans.

The fourth strategic spatial area looks at the direction namely towards the south-southwest of the city. This is the area of Newlands, Claremont, and Wynberg, which is also an important area with a pleasant and unique identity. The area is growing quite fast economically and has a diverse racial make-up, though still bound to the suburbs. Though as the strategy already states, this area already has everything and should be sustained.

5.2.2 METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK

The Cape Town Metropolitan Spatial Development Framework (MSDF) developed by City Space and the City of Cape Town (2011) is a spatial framework and gives growth direction for the City of Cape Town.

VISION

The vision found in the Cape Town Metropolitan Spatial Development Framework (MSDF) (City Space, 2011) combines all different aspects of the city; social, economical, and physical. This vision is stated as follows.

“To, by 2040, turn Cape Town into one of the world’s greatest cities in which to live and learn, work, invest and discover: a place of possibility and innovation, with a diverse urban community and all the opportunities and amenities of city life, within a natural environment that supports economic vibrancy and inspires a sense of belonging in all.” (City Space 2011)

PRINCIPLES

This vision can be achieved by creating a sustainable and equitable city. Sustainability is the capacity to sustain and support for a long term. The vision elaborates on various principles that the city must have (City Space 2011):

Resilience and adaptivity

In the long term, Cape Town’s sustainability and prosperity is dependent on its ability to respond to change – rapid urbanisation, contrasting wealth and poverty, high unemployment, infrastructure and service backlogs, depleting oil reserves, energy and water supply constraints, and climate change. The City of Cape Town must therefore be resilient and adaptive

A city within a region

Cape Town should not become a sprawling conurbation, which absorbs all the surrounding towns in its growth path in an unplanned and uncoordinated manner. The diverse identities, functions and growth opportunities of the towns and rural settlements surrounding Cape Town, such as Stellenbosch, Malmesbury, Klapmuts and Paarl, need to be preserved and their functional interrelationships recognised, respected and enhanced.

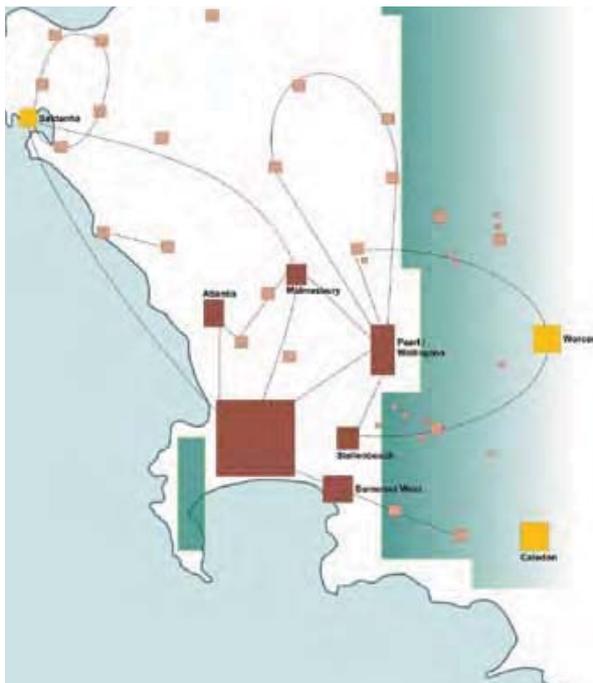
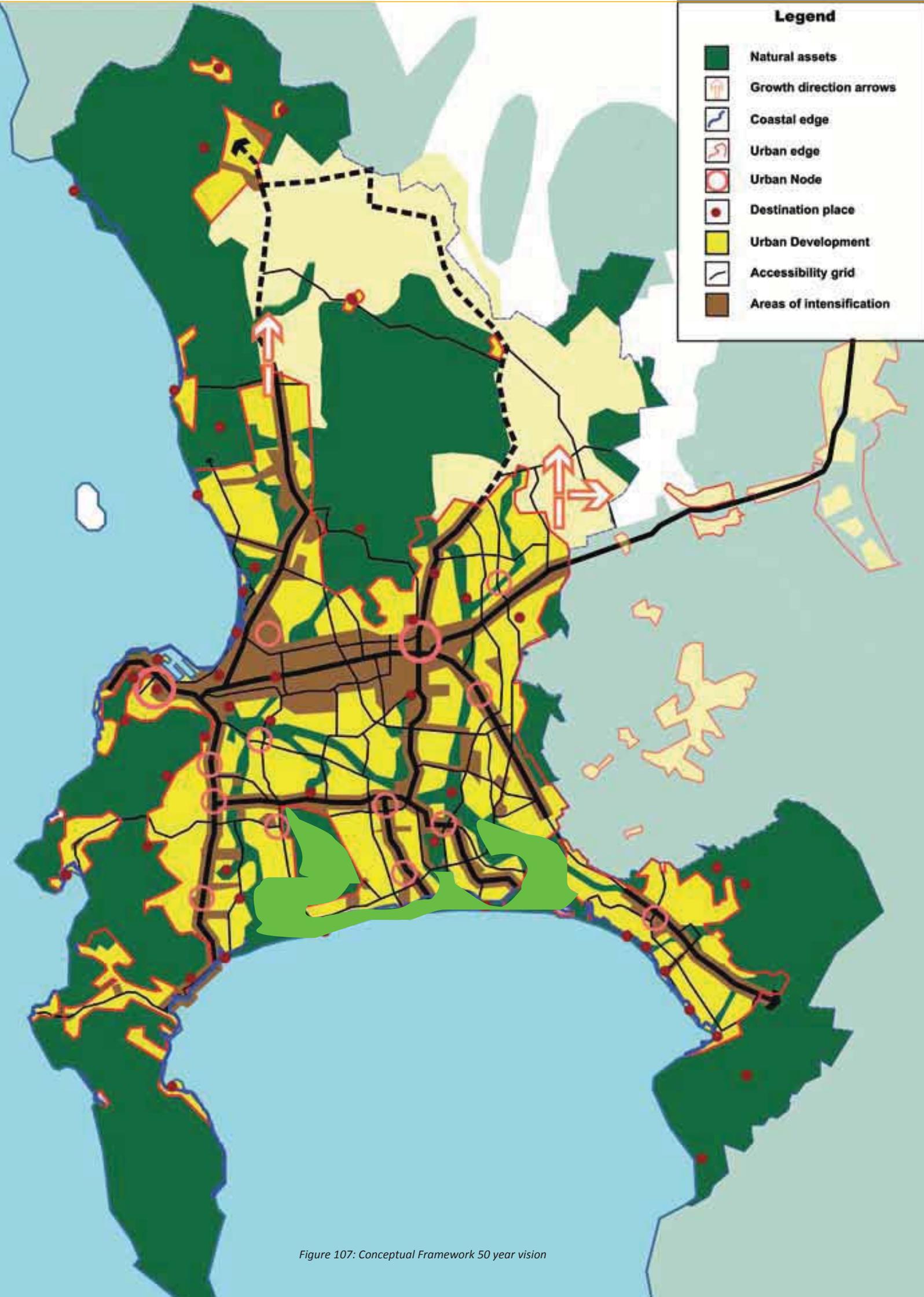


Figure 105: A city within a region



Figure 106: Cape Town's accessibility grid



Legend

- Natural assets
- Growth direction arrows
- Coastal edge
- Urban edge
- Urban Node
- Destination place
- Urban Development
- Accessibility grid
- Areas of intensification

Figure 107: Conceptual Framework 50 year vision

Natural assets

Cape Town's natural and biological quality is what makes Cape Town a unique and desirable place to live in. The natural resources play an important role in shaping where and how the city develops. Urban development must respect the presence, role and function of natural anchors, and should make the most of the possible benefits residents and visitors can derive from them.

The multidirectional accessibility grid

Cape Town must have a movement system that provides all Capetonians with convenient and affordable access to the city's resources and amenities. The movement system must be structured to create a public transport-orientated, equitable pattern of access, so that all people can reach a broadly similar range of opportunities and facilities in the city. The spatial organisation of Cape Town must shift away from the existing radial movement pattern towards a hierarchical, multidirectional, legible, open-ended 'accessibility grid' system.

Areas of land use intensification

Accessibility is a primary spatial informant to land use planning, serving to drive the economy, through which a 'land use distribution' is determined. The city's intention is to encourage land use intensification along the accessibility grid to ensure that the opportunities they offer can be accessed by a broader range of people. The process of land use intensification refers to achieving a greater spectrum of mixed uses (commercial, industrial and residential) through the increased use of space, both horizontally and vertically, in accessible, high opportunity locations. Employment-generating activities, retail development, social facilities, public institutions and intensive mixed-use and residential development should be encouraged on and adjacent to the accessibility grid, particularly the primary accessibility grid.

Urban growth informants

The spatial growth of the city will be managed through the use of development edges, and the identification of the future growth direction of the city. Two types of development edges will be used to manage urban development: the urban edge and coastal edge. The urban edge is a medium to long-term edge line that has been demarcated to limit urban sprawl, or to protect natural resources.



Figure 108: Cape Town's natural resources and biodiversity network

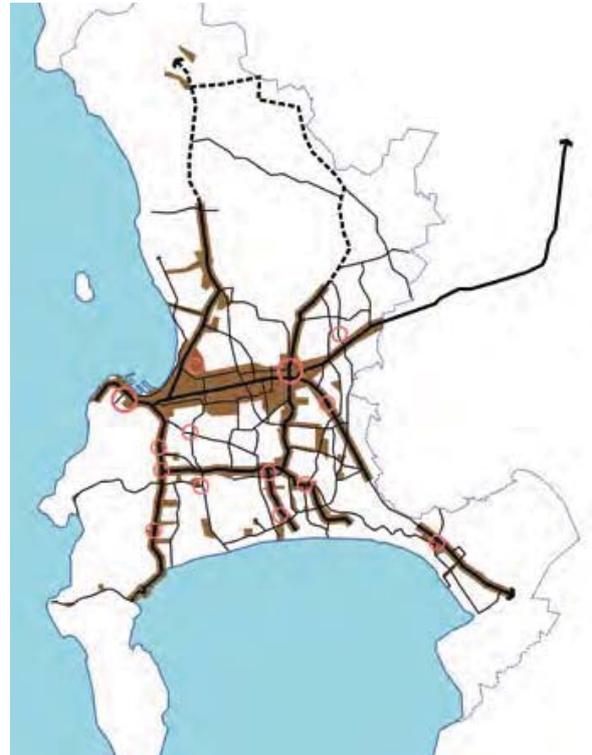


Figure 109: Areas of land use intensification

Destination places

A destination place is a node, landmark or location that forms a significant point or area of attraction, and is part of the identity of Cape Town. High-order destinations are those that every resident and visitor should visit at least once, while, at a local level, destinations include public spaces, such as squares, parks and sports facilities. Existing and proposed destinations and public spaces determine the configuration of the envisaged network.

Destination place Examples:

- Nature-based - Table Mountain, Cape Point, Tygerberg Hills,
 - Built/heritage-based - Kalk Bay Harbour, Winelands, V&A Waterfront
 - Coastal-based - Strandfontein, Tableview, Gordon's Bay
 - Special cultural landscape - Constantia, Durbanville, Somerset West
- (City Space 2011)

Reflection

The fact that there are principles on which the vision stands is very positive. The vision as been dissected and stands on these principles. All the principles are very relevant for the city. However, the advise would be to categorize these principles. Though important principles, they seem some how random as more one could think of more important principles for Cape Town.

5.2.3 STRATEGIES MDSF

The vision and the principles are to be accomplished by implemented three strategy. These strategies are subdivided into policies, these will are not included in this summary and reflection.

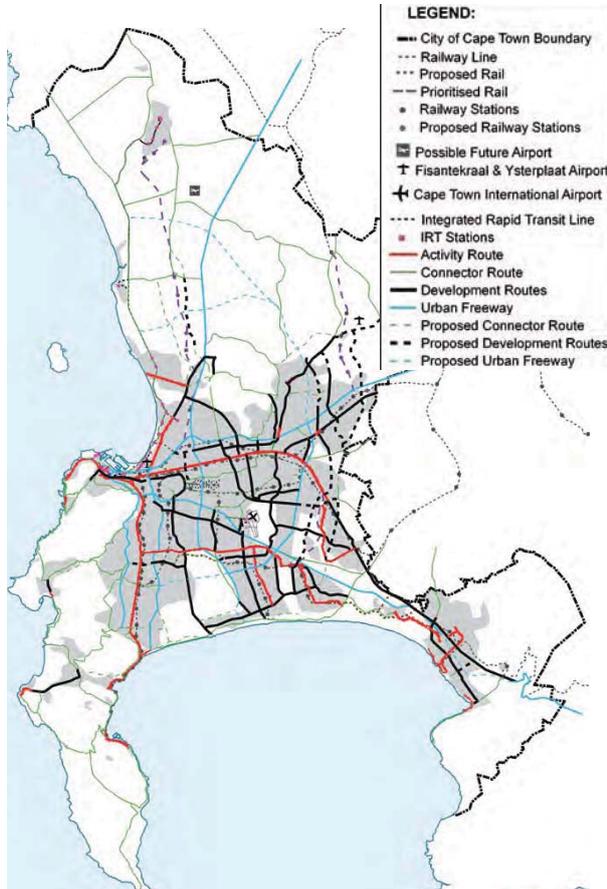


Figure 110: Land use transport network

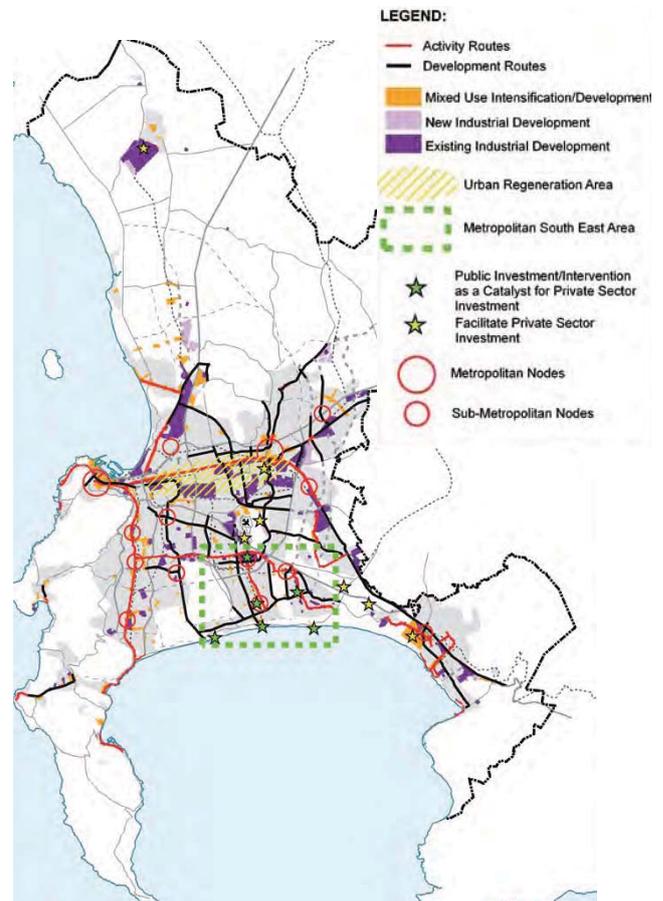


Figure 111: Metropolitan space economy

KEY STRATEGY 1. PLAN FOR EMPLOYMENT, AND IMPROVE ACCESS TO ECONOMIC OPPORTUNITIES

Economic development has to be encouraged, this regards both formal and informal economic activity. This needs to be encouraged especially in accessible locations to ensure that the opportunities they offer can be accessed by a broader range of people, and specifically from the Metro Southeast.

Cape Town must also have a transport and infrastructure system that provides convenient, equitable and affordable access to these areas. Substrategies that support employment and improved access to economic opportunities include the following (supported by the policy statements and development guidelines):

- Promote inclusive, shared economic growth and development
- Address spatial economic imbalances
- Establish an integrated, citywide public transport system that supports the accessibility grid
- Integrate land use, economic and transport planning
- Support the rationalisation, upgrade and/or development of economic gateways, and manage land uses around them appropriately (City Space 2011)

Reflection

This strategy is very important; the physical aspect of planning for employment. One of the main problems of the city is that there is a large part of the population that do not have physical access to economic opportunities. As the strategy states, the public transport is an important key to unlock the economic spatial imbalance. However, the IDP 2011 - 2012 has the priority in Atlantis and Marmie for developing the IRT, this bring the strategies into contradiction. The best option would be to follow the MDSF on this aspect.

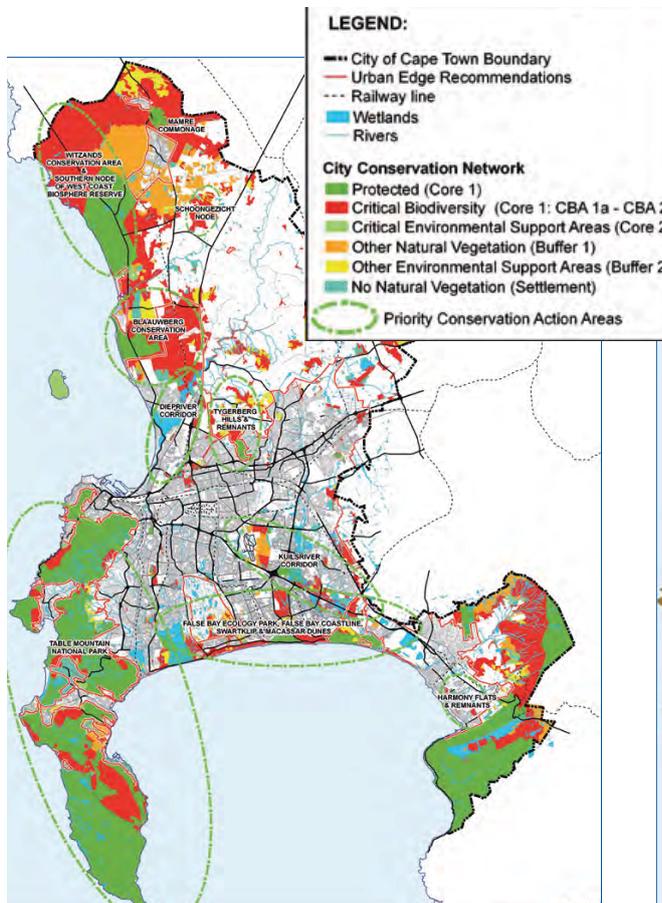


Figure 112: Biodiversity Network

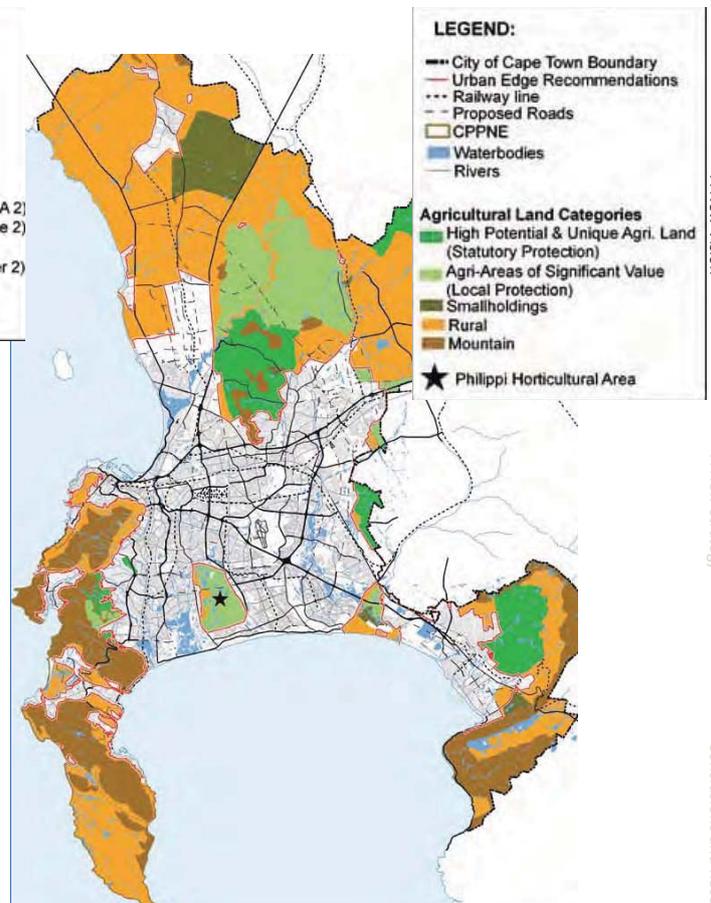


Figure 113: Agricultural land

KEY STRATEGY 2. MANAGE URBAN GROWTH, AND CREATE A BALANCE BETWEEN URBAN DEVELOPMENT AND ENVIRONMENTAL PROTECTION

The trends of rapid urbanization, high levels of poverty and unemployment, and housing, infrastructure and service backlogs will shape urban development. Informal development is likely to remain part of Cape Town's urban fabric.

Strategies to address urbanization-related development pressures within the ambit of spatial and land use planning, will need to address the following:

Land for urban development: The City needs to identify the areas that are most suitable for development, and those that should be avoided for environmental reasons or the hazards/risks they create for surrounding residents. Form of development: It is important that links are built between informal and formal development processes. Managed growth: The spatial development needs to be in such a way that efficient use of resources, assets and amenities, and infrastructure and services are possible. To achieve this, the following, more specific interventions are proposed:

- Appropriately manage urban development impacts on natural resources, critical biodiversity areas and natural corridors
- Facilitate urban development
- Appropriately protect the citizens of Cape Town from hazardous areas/activities
- Contain the development footprint of the city, and protect natural, rural, urban and heritage assets with development edges
- Encourage a more compact form of development
- Support incremental development processes
- Make efficient use of non-renewable resources
- Protect and enhance the city's rural environment

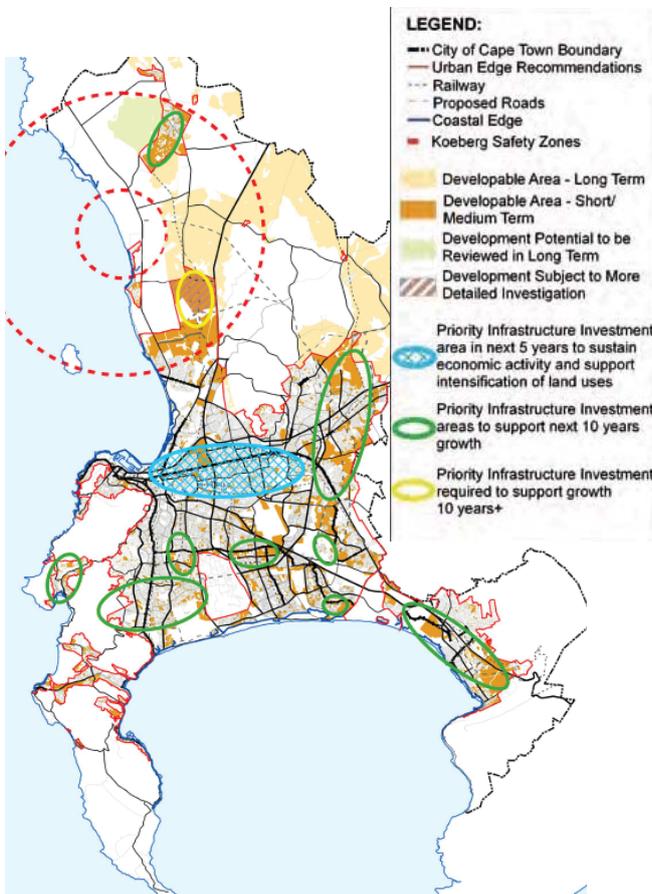


Figure 114: The alignment of future growth and infrastructure investment



Figure 115: Destination places and scenic routes

Reflection

Environment is a theme which has become increasingly important around the globe and has therefore become an important theme in the urban strategies. The urban growth creates enormous challenges, especially for a city in the development state of Cape Town. The city already has a difficulty providing the entire population with the needed infrastructure and services. When the population continuous growing, this difficulty only becomes greater. At the moment, the people migrating from the rural lands settle on the periphery of the city. As the strategy states the City needs to identify the areas that are most suitable for development, this is also important with regards to the environment. Increasing the urban density is hereby key so that the urban sprawl is stopped.

KEYS STRATEGY 3. BUILD AN INCLUSIVE, INTEGRATED, VIBRANT CITY

The legacies of apartheid are still visible in the city, and the amount of low quality of housing is increasing due to the urbanization trend. An upgrade of informal settlements, low-income areas and identification of land for new developments must be carefully considered. In addition, natural and cultural assets need to be recognized and preserved. Cape Town’s high-quality destinations are what makes it unique, and what will continue to give it the edge as an attractive place to live in and to visit. Strategies to achieve an inclusive, integrated and vibrant city include the following:

- Transform the apartheid city
- Proactively support publicly led land reform and new housing delivery
- Encourage integrated settlement patterns
- Enhance the quality of the built form of Cape Town
- Enhance the value of heritage resources and scenic routes
- Promote accessible, citywide destination places

Reflection

The strategy is more focussed on the social aspect, and there is still an enormous inequality. This is also a strategy which overlaps the IDPs 2011 - 2012 as the first visionary goal is create an inclusive city. Though this strategy is still very broad. This strategy could be even subdivided into more key strategies as enhancing heritage resources and scenic routes somehow does not fit into the transformation of the apartheid city. This strategy in addition (transforming the apartheid city) is perhaps more a political statement. The policies that are the implemented talk about transforming the informal settlements into economically and socially integrated neighbourhoods, which is goal in itself. Therefore, this key strategy is a vital part of the cities goal, however, with the strategies developed to solve the problem, the problem will continue to persist.

5.2.4 CONCLUSION VISION AND STRATEGIES 2010 AND BEYOND

Because Cape Town is a city with many contradictions, problems and imbalances the plans often call for many different strategies and interventions. Some intervention are feasible, some are merely political, others cannot be realized, and some will not solve the problem. But the main issue is that there are so many different plans, and so many different interventions that the overview is lost. The IDP plans are political plans. The technical implementation of the plans lack. The spatial framework above does make the plans more concise as it makest the political and economical views clear on spatial level. But trying to fix all the problems at once with one strategy is, unfortunately, not possible. It is important the City of Cape Town brings out a clear straightforward strategy which sets one priority.

5.3 A NEW VISION

5.3.1 THE PROBLEM OUTLINE

When South Africa won the bid to host the event, the world was sceptical. Thus, in the preparation phase South Africa was subject to a great deal of negative media attention. The world doubted if South Africa was ready and capable of hosting such an immense event. Fortunately, the world was mistaken; the 2010 FIFA World Cup was an enormous success. Every city was a thriving host. Looking specifically at the City of Cape Town; one can conclude that it was a triumph on many levels. The entertainment, the atmosphere, the game, the facilities and the services outdid all the expectations. Due to the FIFA Fan Walk thousands of fans marched as one to the stadium to watch the ultimate battles. The Grand Parade, or the FIFA Fan Fest, was a great gathering of different nationalities, cultures, and races. The stadium added new value to Cape Town and gave the city a new icon. By visitors, spectators, players and residents it is still looked upon as an epic and unique experience. The event created an exceptional sight that Cape Town, but also the rest of South Africa and even Africa, needed.

The above situation depicts only the month of the event, or the event phase. However, the other phases should not be forgotten. The preparation phase and the legacy phase are just as important and last much longer. The success of the event can therefore only be determined when all phases are taken into account. Therefore, the spotlight of this research is on preparation phase and the aftermath of the event.

As we have seen in the analysis, Cape Town's choice to become part of the event and become a host city was mainly to improve infrastructure and facilities, but also to market itself to the rest of the world as an investment and tourist destination. Cape Town's bid to host the semi finals, the second most important match, was also supported by these motives. However, this bid came along with a great cost as the requirements of the facilities increased and became stricter. It also resulted in more involvement from the national government, the LOC, and the FIFA. Due to all these different factors, there was there an enormous budget overrun, but it also distorted the original city planning strategy. The question is if the benefits of hosting the semi finals outweighed the consequences.

To become a global city and a place of quality for all residents, visitors, and investors there are some fundamental issues that Cape Town needs to change. The first fundamental problem is that of segregation. This segregation is on physical, economical, and social level and has kept Cape Town from progressive development on all different levels. It is important that the people white, black, and coloured have to possibility to fuse and intermingle on all three levels.

Due to the apartheid regime, people of different races were physically segregation and allocated in different suburbs. The different suburbs which are based on race still determine the structure of the city. Today, this physical segregation embedded in the city structure has caused social and economical difficulties due to various reasons demonstrated in the analysis. The white people have always been better well off as they were located in areas with infrastructure, employment, investment, attractiveness, educational institutions and other facilities. The black people were located outside the centre of the city what later became the periphery. These people were located far from quality housing, employment opportunities, investments and educational institutions. During the apartheid era, black people even received a different education than the colored and white people. Today, having a large part of the population uneducated is a huge misfortune for Cape Town. This is not only unfortunate for this part of Cape Town's population, but also for the city's social and economical progress. At the moment, there is a mismatch between the skills needed and the skills available in the city. Like many economies around the world, Cape Town's economy is shifting to a more services sector, changing the labor skills needed.

Interestingly, the Colored people were put in between the white people and the black people. This people were somewhat always left in the middle of all privileges or non privileges. They were not as white as the whites, but not as black as the blacks. The majority of Cape Town's population is Colored (just fewer than 60%)

making Cape Town cultural and racial demographics unique in relation to the rest of South Africa.

Throughout the many years of racial segregation, the races grew apart. Today, race is not only a colour of one's skin, but it has progressed into different cultures, habits, languages and even accents. This means simply that the 'Blacks' have different habits than the 'Coloureds', which in turn are different from the 'White' culture.

Though the Apartheid era ended in 1994, there is still much resentment among all racial groups. Racism is still a problem and occurs in all racial groups and on different income levels. Contradictory, in Cape Town all religions and sexualities are widely accepted and tolerated. For example, Cape Town has a large gay scene and is even known as the gay capital of Africa. Not only is there a gay area but gay's are celebrated during the Gay Parade. Yet, between races there is much antipathy.

The economical difficulties that the black people experience are mainly due to the large physical distance to employment opportunities and lack of education. As also seen in other parts of the world, is that most of the crimes committed are done by the poorer population. Crime is therefore higher among the black population.

As one can see, the causes and consequences are so close to each other and form a vicious cycle of problems which are all linked and connection to each other. Therefore, it is advisable that Cape Town begins with concentrating on the most fundamental problem and solution; segregation and integration.

As most hosts experience, winning the bid for such a mega event is experienced as an enormous victory and euphoria. At the time of winning it is often perceived as the answer to success, development, fame and growth by the organizers and the local population. In the case of Cape Town we have seen that a vision and a strategy can change. Though, Cape Town did benefit in many ways, it also suffers in different ways.

First of all, the development was aimed to link and integrated the dispersed city. The stadium and centre of the event was to be in Athlone between the deprived south eastern suburbs and the wealthy economically thriving Cape Town CBD, located in the City Bowl. It would have given Cape Town a lift in the right direction. However, in the end this strategy was left behind, and the wealthy Green Point was chosen as centre location of the event. In truth it was a grand location for the spectators of the event. However, for the local population and the structural problems of the segregation of the city it was a devastating choice. As not only has is brought more development in an already developed part of the city, it has fueled the ongoing problems of segregation described above. The stadium, the urban 'people' park, and the recreational facilities on the Green Point Common were and are too far for a large part of the population. The argument often used is that the Green Point Common was an unsafe and run down strip of land. However, in actual fact, this strip of land was surrounded by Africa's wealthiest and it would have upgraded itself due to the attractive suburb Green Point, the V&AW, Sea Point, the tourists, and the boulevard which runs through it. The infrastructure that has been developed to connect Green Point and the Cape Town CBD strengthened this part of the city which has been positive for this part of the city, though should have had the least of priority.

Thereby, the IRT which has finally been implemented to improve the flow of people through the city was implemented. Unfortunately, the first phase was completed which entailed the connection between the Cape Town CBD and the northern part of the metropolitan. This, again, should not have gotten the priority.

Though the PVAs were spread around the city, these did not bring structural changes or development. These PVAs helped the people that did not have the means to buy tickets or get to the stadium to watch the matches in their areas, or in other words, it helped people from the south eastern suburbs to stay in the south eastern suburbs. As the City and the Province were aware of the strategy and focus change and the affect this would have on the city, Philippi stadium one of the training venues which meant it would undergo an upgrade. The previous Philippi stadium had a an athletics and cycle track which was lost in the upgrade to a soccer stadium. The question is if the new stadium will be a trigger that attracts people and investors from outside the suburb into the suburb. That this will not happen is due to two major problems. First of all, the city already has numerous stadia and sporting facilities and already has problem has a problem attracting anchor tenants and matches to occupy all stadia. Secondly, football is a sport which is popular in certain cultures and races. In South Africa, football is mainly a 'black sport'. Seen the unique demographics of the Cape Town, the city merely has around 35 % black people causing the sport to be less popular in the city. Both the Philippi Stadium

and the Athlone stadium lost other sport facilities during the upgrades. Therefore there is a limitation in the flexibility of the stadium as they are not multi sport facilities.

The FIFA Strategy at some point in time starting created its own island and left the IDP 2005 - 2006 and the PGDS too far behind. At some point it even seemed as if the IDP started conforming to the FIFA 2010 strategy. The City and Province started to adhering to the FIFA strategy when decided on major development and structural changes instead of the IDP and MSDF.

The problem is therefore not only the high risks of white elephants, but moreover that what Cape Town has been working hard for the past decades as seen in the IDP is the spatial and economic integration of the city has been slowed down and even set back. The focus was on the western and northern parts of the city which attracting tourists, investment and development. As the developments cannot be relocated, the challenge is to find a way to continue the strategy path that Cape Town was on.

With the reality that Cape Town is in today, what is the urban strategy the city should uphold?

“When the missionaries came to Africa they had the Bible and we had the land. They said, 'Let us pray.' We closed our eyes. When we opened them we had the Bible and they had the land.”

– Bishop Desmond Tutu

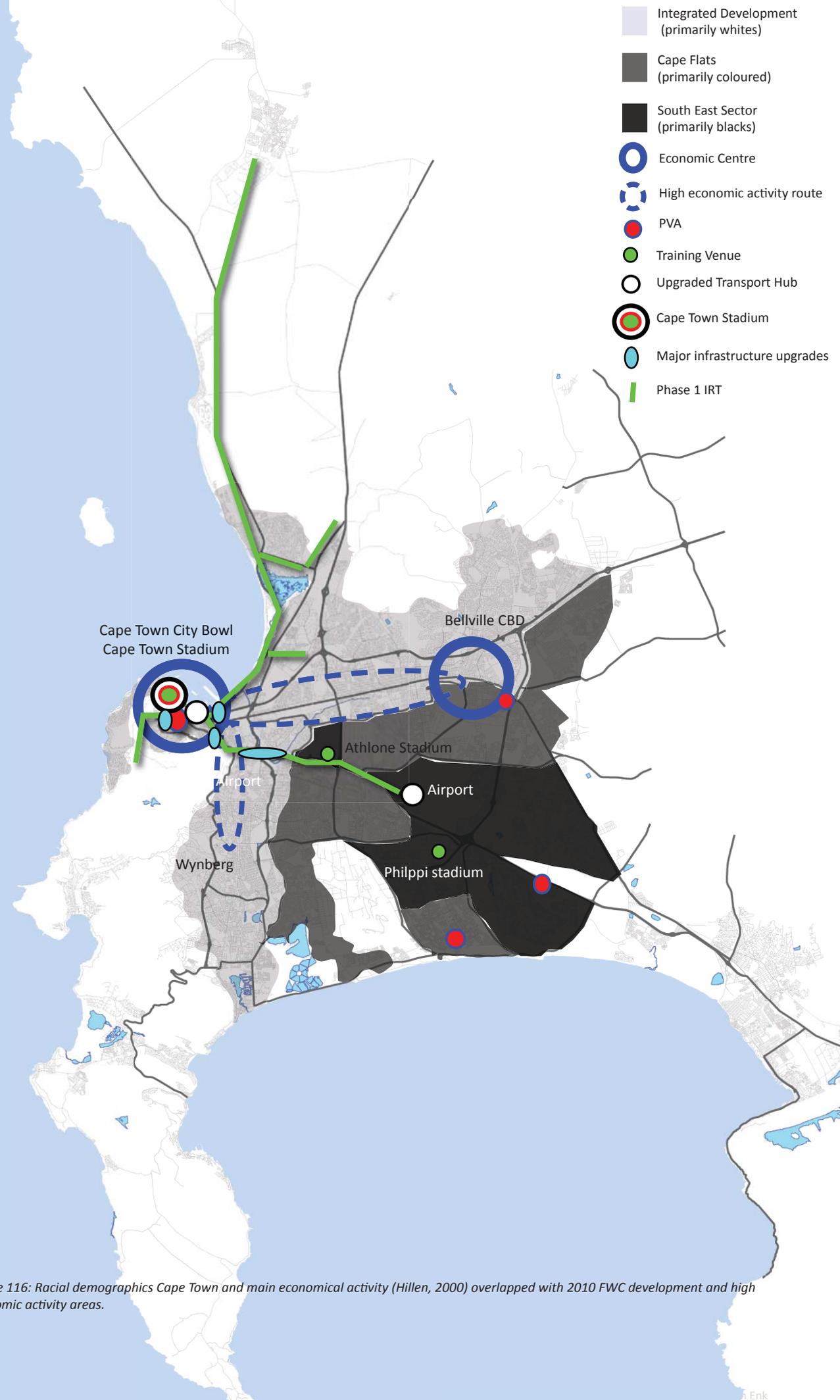


Figure 116: Racial demographics Cape Town and main economical activity (Hillen, 2000) overlapped with 2010 FWC development and high economic activity areas.

5.3.2 NEW VISION; ONE CITY, ONE TEAM, ONE GOAL

The IDPs and the MSDFs, as we have seen, have various visions, objectives, priorities, and strategies. The problem identified with these different documents is that the overview is easily lost. For this next step into the future, it is important for Cape Town to set full priority on the fundamental problem of the city which is root of the problems on economical and social level; the physical imbalance.

Lessons learned from the event, and literally the game of football, will be taken into account to create a clear strategy. The metaphor of the game thereby will be used, as the strategy will play according to the motto and rules of the games.

“One city, one team, one goal”

This vision is used because it is also important not to forget the success the summer of 2010. The social impact during the event was immense as all colours and races stood together and cheered all other colours and races. For South Africa this was a learning moment and therefore should be remembered. Thereby a slogan is used that once again remembers 2010. It is a slogan that is simple and reminds people the importance of fair play, team work and the greater picture. It is a legacy in itself.

The slogan refers to the spatial, economical, and social imbalances in the city. The City of Cape Town formed in the year 2000 by the merge of seven municipalities. This has caused the core of the city not to be located in the centre of the city, but on the west coast. At the moment, the city is structured as a core on the west and different nodes spread, almost randomly across an area. At the moment, areas of the city either function on their own, or are secluded from the rest of the urban system Cape Town. And as shown in the figure on the left, the slogan reflects on key nodes of the city, making them *one* team and giving *one* unified goal; making Cape Town *one* city.

And just as the game, Cape Town should start playing as a team and straightforward. Cape Town should have a vision which is in its own sense simple and clear. Instead of defining all the different roles and independent areas, the city has to start harmonizing, connecting, and creating a unity. Losing this focus again can lead to disastrous result and the city will grow more and more to the Cape Town City Bowl and in the Northern part of the city causing a greater gap between the south eastern suburbs and the north western suburbs.

This principle is based on the theory of the network city. Most traditional cities have a core and builds layers around the core. However, a network city is a network of different cores connected and working together. This is highly applicable to this case study. Cape Town needs to reconnect the important nodes and start creating synergy with qualities they have.

In addition, the city needs to start implementing densification strategies in key nodes along the connections between key nodes, instead of promoting city growth in the north. Infrastructure led growth is thereby key, this infrastructure growth needs to connect the key areas of the city defined in the analysis and harmonize these as shown in the figure.

The team is also literally to be translated to the physical aspect of the city. The team, are the key areas of the city. These have to united so that they are prepared for the integration.

To achieve this, the strategy is as clean as the game; A new formation for Tiki Taka

Tiki-taka (commonly spelled tiqui-taca in Spanish) is a style of play characterised by short passing and movement, working the ball through various channels, maintaining possession, working the ball forward.

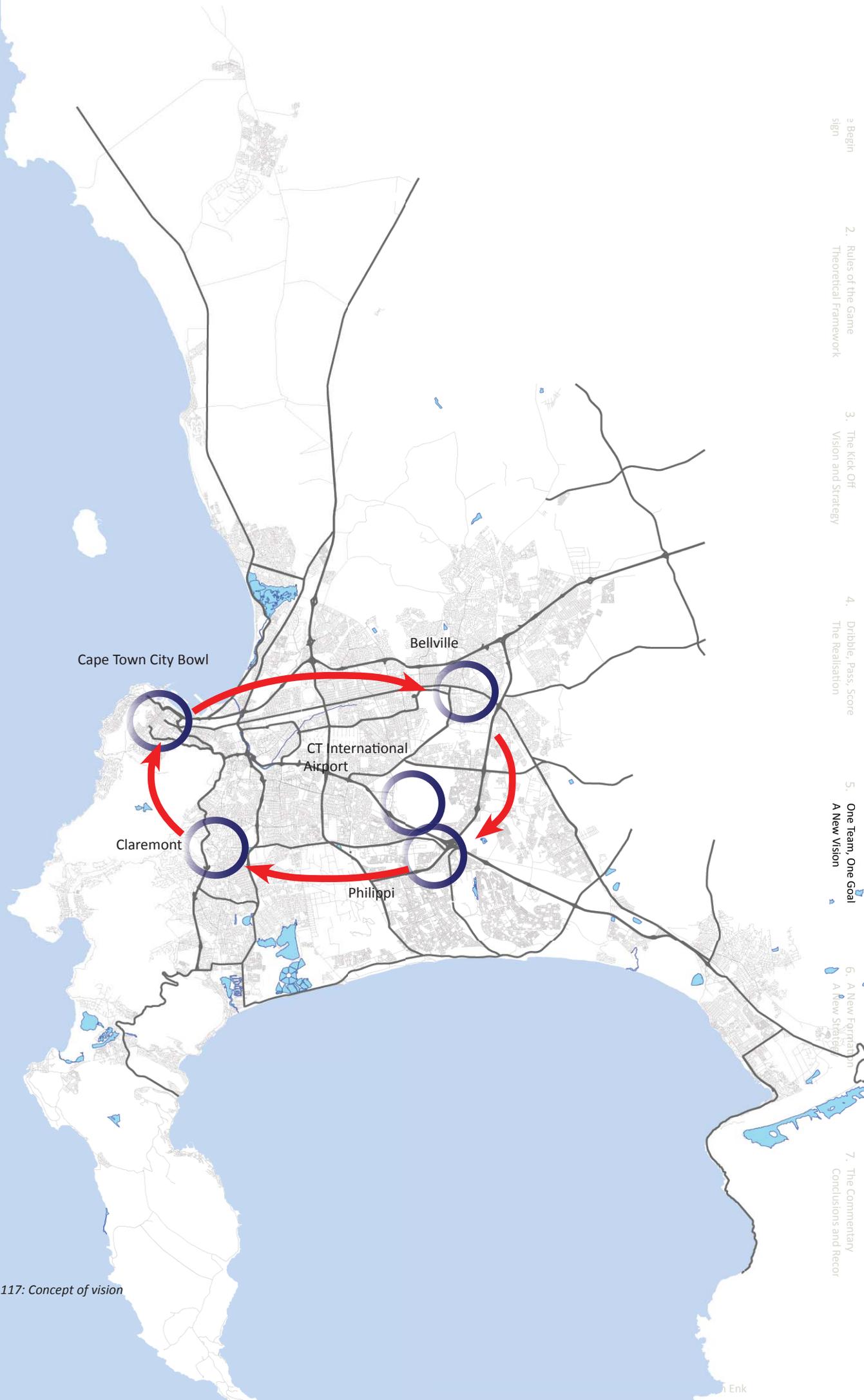


Figure 117: Concept of vision

6. A NEW FORMATION

WHAT IS THE NEW STRATEGY?

Given the new vision for the city, this chapter explicates the new strategy to make the vision a reality. The strategy is also again based on the concept of the game of football as it symbolizes the memory of the success of the event in South Africa.



6.1 A NEW STRATEGY

This last phase looks at a new strategy that can realize the vision giving in the previous chapter; One city, one team, one goal. The chapter will describe the strategy by using a strong metaphor. It will then explicate the theoretical background of the strategy. It will dissect the strategy and zoom in different essential areas. It will be take into account to starting phase of the implementation of the strategy.

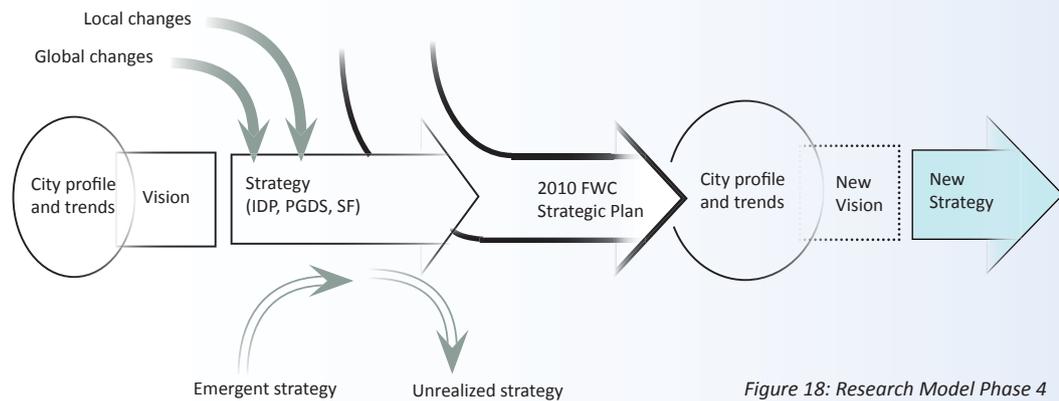


Figure 18: Research Model Phase 4

Figure 118: Concept of vision to strategy

6.2 A NEW FORMATION FOR TIKI TAKA

Evidently, a football game is not exactly the same as a city, this is merely a metaphor. Though the metaphor is more very alike and makes the concept understandable and simple. This is exactly the aim of the new strategy and vision; simple, clean and straightforward. For this reason we will take the metaphor one step further to the well known football strategy Tiki Taka.

When putting this metaphor onto the city, one can imagine key nodes working together, passing the 'ball' to one another instead of passing it straight to a forward player, or striker, who plays into the net. At the moment, the latter is happening in Cape Town. Cape Town is not at all playing in a team, but plays only with its main player, the Cape Town City Bowl, which functions as the striker. The Cape Town City Bowl has therefore become the star player, and the other players are often forgotten or even secluded.

Tiki Taka is also known as 'possession football'. Possession football is when the team aims to keep control over the ball for long periods of time. This is done by a large number of predominantly short passes deployed by multiple of players working the ball forward. This style of play originated in Spain and is known there as 'tiqui-taca'.

The strategy 'a new formation for Tiki Taka' has main elements; the new formation of players and the passes between them. The new formation symbolizes the new urban system. The players stands for the nodes that make up the new urban system. And the passes symbolize the connections between them.

Firstly, we look at the players which form the new formation. Identifying key players that work together will strengthen not only the City Bowl, but also the other key players. They should have urban qualities or potential urban qualities due to their location, facilities, demographics, or complementary nodes. Secondly, we look at the passes as the game of Tiki Taka is just as much about the passes between the players; this symbolizes the

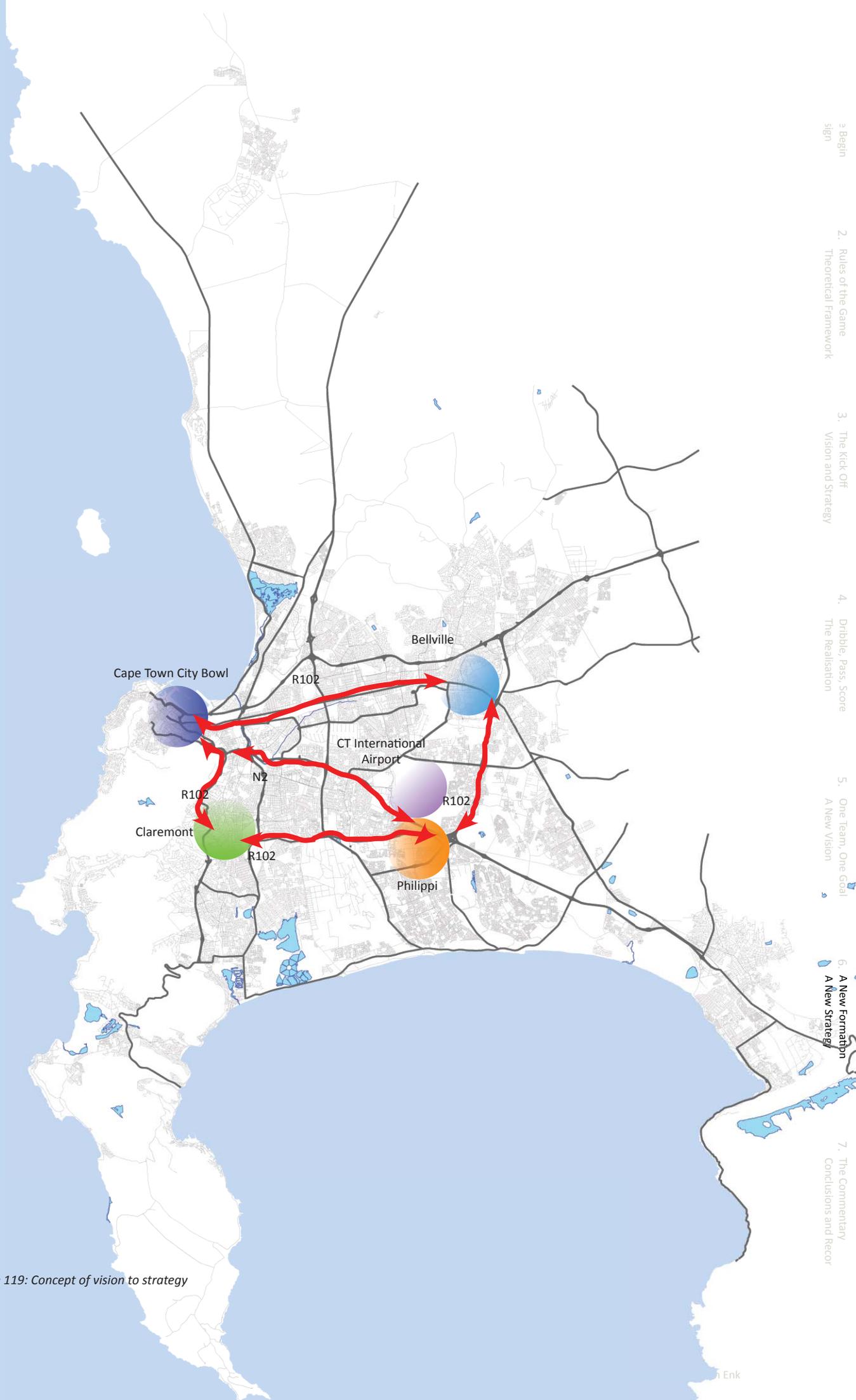


Figure 119: Concept of vision to strategy

connections between the nodes. This means that the connectivity and accessibility between the nodes are important. Location and access to the main existing infrastructure is key. The nodes form the new formation of the city and the infrastructure that connects them forms the new field of play. The aim of the strategy is not to create numerous interventions to give the nodes more potential. This is due to fact that the city does not have a means a developed city would have. For this reason, it is also not an advise to implement expensive new facilities, infrastructure.

The new key team players that make up the new formation for Tiki Taka will be the key urban nodes Bellville, Cape Town City Bowl, Philippi, Cape International Airport (CTIA) and Claremont. These nodes are important as they are identified in the analysis as either economic areas, potential economic areas, or highly populated areas.

The principles of the football game symbolize the principles nodes, or key players, in this strategy

- *Keep it simple.*
- *Have vision of the entire field.*
- *Build endurance and strength.*
- *Have realistic expectations of teammates.*
- *Communicate on the field (don't scream or blame each other), give direction*
- *Have the ability to combine with players*
- *Show creativity and vision.*
- *Play smart and anticipate what's going to happen.*
- *Make the play predictable so your teammate can anticipate the next pass or play.*
- *Always be in position to support teammates.*
- *Ask for the ball.*
- *Give options to player with the ball*

(soccertraininginfo.com)

6.2.1 INTRODUCING THE TEAM PLAYERS

There are five main team players that will be part of the strategy. These five players will be the main players and should work as a team to pass the pass back and forth. The team players metaphorically are the striker, the winger, the attacking midfielder, the sweeper and the fullback. This players each symbolize a node. It corresponds to what there position is now, why it is weak, and how it should function in the future.

THE STRIKER - CAPE TOWN CITY BOWL

Strikers are often well known around the world due to their fantastic goal scoring ability. The Cape Town City Bowl is world famous. During high season tourists swarm through the beautiful and interesting streets. The City Bowl is also a historically important area with historical buildings making it a unique mixture of architecture and culture. In racial make up it is quite diverse, just over 50% of the residents are White, just over 22% of the residents are Coloured and just over 21% of the residents are Black African. English is the main language with a 44%. It also has a major contribution to the city's economy. However, just as a the striker, it also has other important responsibilities such as setting up goals for other players and holding the ball up so that other players may join the attack. At the moment, Cape Town City Bowl is playing in a one man's team.

THE WINGER- BELLVILLE

A winger or wide midfielder is a midfielder located on the wing of the midfield. The Winger is positioned in a wide position effectively hugging the touchline of the field. Like all attacking players, wide midfielders need to have 'off-the-ball' intelligence, by being able to read passes from the midfield that give them a clear crossing or scoring opportunity. The role of winger can be classed as a forward or a midfielder.

The winger of Cape Town is Bellville is a former city in the Western Cape and is now part of the Cape Town metropolitan area. It is situated about 20 KM from Cape Town's city centre. The route from Bellville to Cape Town is already a high activity route on economical level; it is clearly symbolic for the side line route of a Winger. Bellville is less diverse in its racial make up as around 85% of the residents are White, 11% are Coloured and 4%

are Black African. Here Afrikaans is the dominant language as it is spoken by 75% of the population.

THE ATTACKING MIDFIELDER - CLAREMONT

Midfielders play several roles on the field of play. They are the link between back and forward. Their central position gives them an all-round view of the match, and midfielders often exert the greatest degree of control over how a match is played. Midfielders require great stamina as they are the on field players who cover the greatest distance during a professional football match. The attacking midfielder is stationed in an advanced midfield position, usually behind the strikers.

Claremont is the attacking midfielder of this new formation. Claremont railway station is on the main line from Simon's Town to Cape Town. 14 531 live in the suburb. It is a suburb that lies in the middle of the South Suburbs and has a strong economical contribution to the city. The racial makeup of this suburb was about 6.6% Black African, 8% are Coloured, 4% are Indian/Asia and 80% White. Claremont is chosen as a key player because it can play the centre of the diverse southern suburbs. It lies close to Wynberg and Newlands which have a different economical and racial makeup. Wynberg, for example, has about 8.5% Black African and 82% Coloured, 12% are Indian/Asia and 30% White people. The Southern Suburbs are therefore diverse and has different qualities. These should work together to create a synergy. Unemployment is low compared to the average of Cape Town at just fewer than 10% in Wynberg, 3% in Claremont and 3% in Newlands. (Strategic Development Information and GIS (compiled by), 2001)

SWEEPER - CAPE TOWN INTERNATIONAL AIRPORT

The sweeper is a type of defender and, as the name suggests, "sweeps up" the ball if the opponent manages to breach the defensive line. The airport has much potential for the city and can help the city 'sweep up' to another level.

The International Cape Town International Airport is an area that is often not identified as an important node. The area beholds of an airport but there are also people living in the area. According to the Census 2001 1 661 people live in the area. 50.5% are Black African and 48.3% are Coloured. Notably from all the people living there almost the entire population has an educational level less than 12th grade (last year of the school system). There is an unemployment rate of 32.6%. 86% of the types of dwellings in the area are shacks, or informal dwelling. (Strategic Development Information and GIS (compiled by), 2001). Of course, living near an airport is not the ideal area, for that reason it is a low income area. However, an airport region has much potential for businesses and it is highly and internationally accessible.

FULL BACK - PHILIPPI

A full back's main responsibility is to stop opposing players, particularly the strikers from the other team, from scoring, and to bring the ball out from their penalty area. As their name suggests, they play in a central position. Philippi is one of the larger townships in Cape Town. The exact size, as in many townships is unknown, but estimation indicate that there are about 150 000 people living in the area. The township is founded in the 1980s and is located next to other large townships the most well known are Mitchell's Plain and Khayelitsha.

Philippi and its connecting nodes, Mitchells Plain and Khayelitsha are problem areas. However, they are very important and key areas for the city due to the large population living in these areas and due to problems they face. The population is still rapidly growing, and the infrastructure is still not able to facilitate these needs. It is important the Philippi gets this 'ball' out of the penalty area, keeping the unwanted problems away.

Philippi also has high potential and is seen as an ideal area for business related development. Around 80% of Cape Town's vegetables are grown in a farmland just outside the township. The demographics from 2001 show that the Black Africans in this part of the city are the majority as they make up for almost 95% of the population. The Coloureds make up for 5.5%, and the Whites for 0.05%. Xhosa is the main language as 91.1% of the population speaks it as a first language. A staggering 58.6% of the population is unemployed. 82.8% of the residents earn less than R1 600 (€ 160, www.xe.com July 2011) per month. 46.7 percent of the types of dwellings found in this are informal dwellings. Houses or brick structure on a separate stand make up 35.2% of the dwellings. (Strategic Development Information and GIS (compiled by), 2001).

6.3 TIKI TAKA AS A NETWORK

The next section has the aim to convert the metaphor of football and the theory to the reality. Firstly, it is important that this strategy functions on two scales. The first scale is the scale of the city, or the new formation making up for 'a new field of play'. This new formation makes of a new urban system. The second scale is the node scale. The second scale looks at the specific nodes and how they function. The new urban network function on the basis of the literature review in section 2.2 Global and Local. The system is specifically based on the transformation of cities into networks. For this reason the city scale strategy will briefly look at the following characteristics for a network city; accessibility, connections and flows, liveliness, mix of functions, complementary nodes and density.

6.3.1 CITY SCALE

The key players, or the key nodes, were already stated above; City Bowl, Bellville, Cape Town International Airport, Claremont and Philippi. The nodes together cover all races, economical sectors, and socio-economical classes. The nodes are chosen due to their potential but also their strategic location in the city so that they form the structural basis of the city as shown on the figures on the following pages.

The nodes have their different roles, different characteristics and therefore a different identity. The nodes can give their own contribution to the network. For this reason the nodes received a different colour corresponding to their roles and composition. There should be a balance between the activity and the accessibility in the node. However, due to the fact Cape Town is a city that deals with transport and accessibility problems, this is where the priority should go to. As already stated, Cape Town is still in a developing state and it therefore has to set priorities.

Accessibility

The roads that are the direct connections between the transport hubs are the R102, R300, M9, M5 and the N2. These roads form the circle shown in the strategy concept. Other important roads are the N1, the M7 and the M3. The railway lines are also shown in the figure. The structure of the railway lines are based on starting point, the Cape Town CBD in the City Bowl. From the railway station in the CBD they spread to different nodes. However, this railway structure should also, in the future, conform to the circular flow of the city shown in this concept. They should not only connect the City Bowl to the other nodes, but also inter connect the nodes. The main freeways running through the city, the N1, and N2, have the same structure as the railway. They start (or end) in the CBD and spread to the region in a linear way rather than a circular way. This is also illustrated in the figures below.

Additionally, Cape Town is a vehicle based city as the distances are great and the quality of public transport is insufficient. The main infrastructure (R102, R300, M9, M5, N2, N1, the M7 and the M3) should have public transport, the Integrated Rapid Transport (IRT).

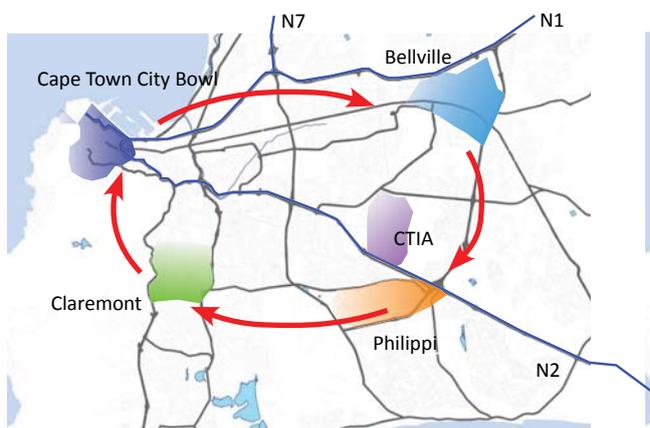


Figure 120: Concept vision with nodes

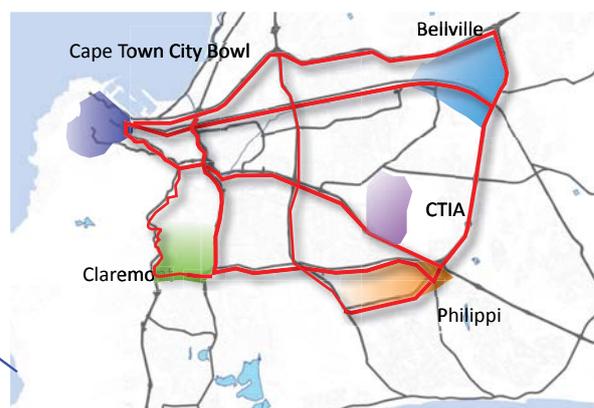


Figure 121: Converting the circular flow of connection to the reality

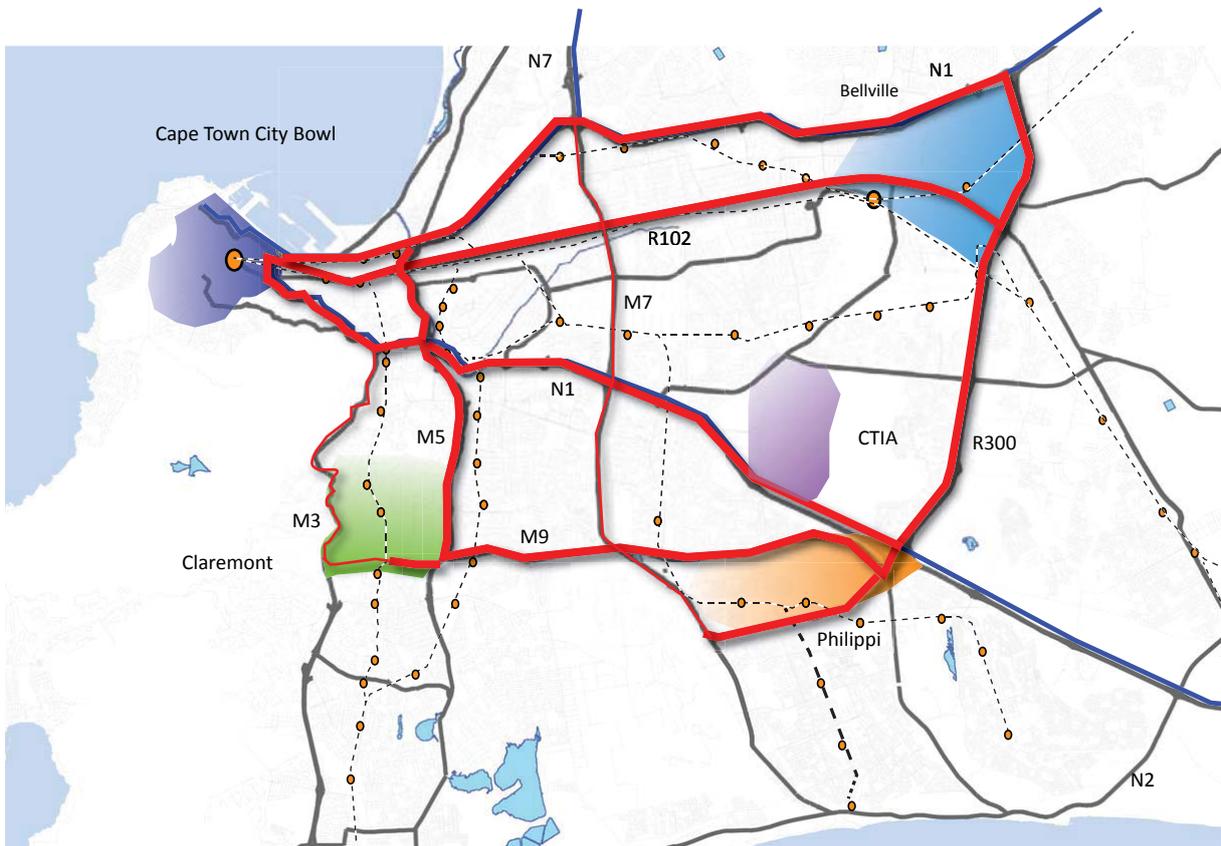


Figure 122: Main infrastructure between nodes. Thicker red lines are will be the primary connections and where intensification should take place. It is in the form of the circle. Thinner red lines are secondary connections .

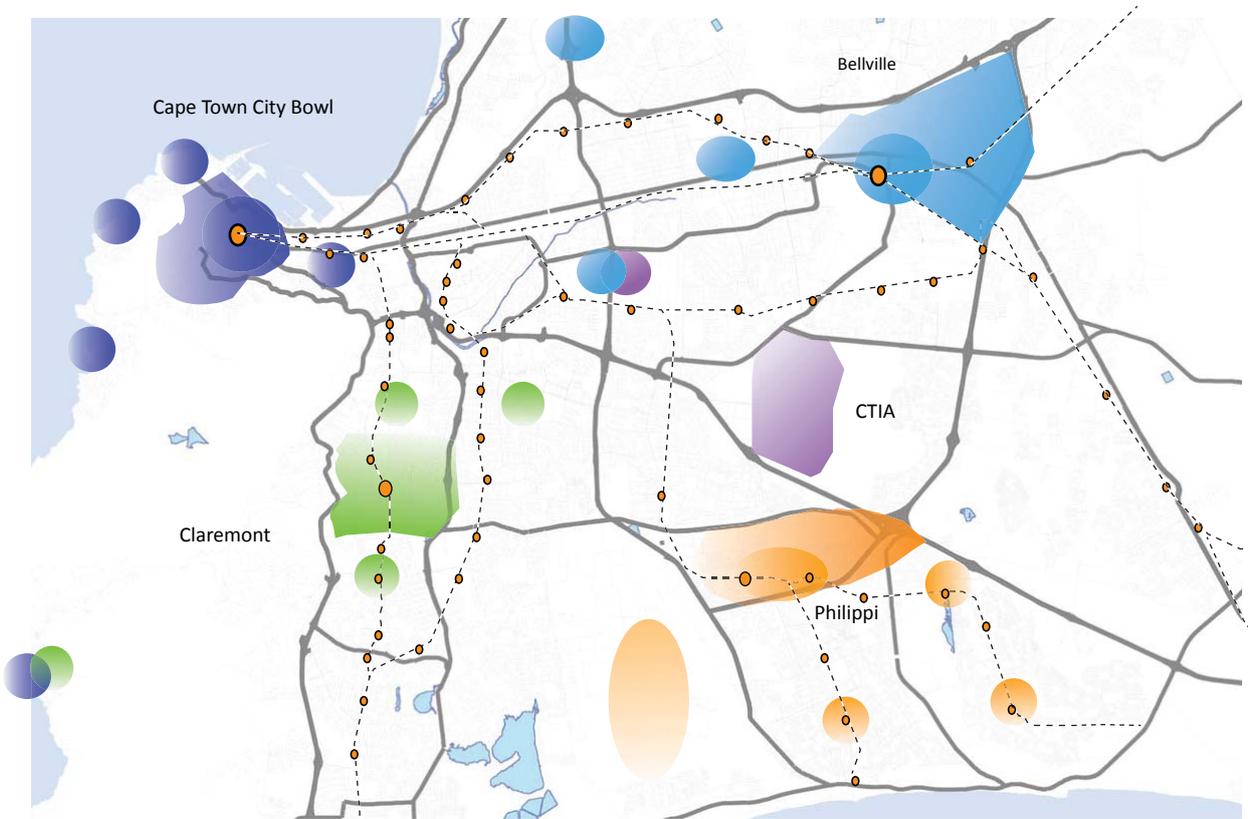


Figure 123: A hierarchy is defined and secondary nodes are identified. These nodes also have a significance for the city or for the key node to work. These secondary nodes 'belong' to the main nodes due to their characteristic or connection. These is shown in the illustration by colours.

The City Bowl is therefore the most accessible due to the fact that it is the transport core. However, as concluded from the analysis, congestion is a problem mainly between the nodes Bellville and City Bowl. Therefore the N2 and the R102 both need to be used and need to have public transport. On the long term the congestion will also decrease if the activity is spread more equally between the different nodes. Connections between the other nodes are, at the moment, not sufficient enough. To get from one node to the other may take about 45 minutes, though this time frame is often exceeded due to the distance, poor quality public transport, and congestion due to the high number of private vehicles.

Liveliness

Every key node has a unique identity (this will be elaborated on later in the Chapter). Liveliness however is not in equal balance between the nodes on city level as some nodes outdo other nodes. The Cape Town CBD, as already explained, is at the moment attracting all the activity on economical and social level. Therefore the liveliness should be more spread. This is to attract visitors, residents, and investors, but also for the visitors, residents and investors who are already there. Improving the liveliness in the different nodes to create a balance in this new urban system is vital.

However, as stated before, one of the reasons for the underdevelopment of certain areas is also due to the fact that these areas lack the accessibility. This is vital because inaccessibility will constrain the development of activities in the node.

Mix of functions

Mix of functions is also very much related to liveliness, but still pinpoints something different. On city level, mix of function is important to create liveliness, but also to attract different kinds from different nodes. The City Bowl has a create mix of functions, it has companies, political institutions, retail, and leisure. Around the core of the CBD residential areas are found which have easy access to the core. Therefore the City Bowl attracts people from other nodes for different reasons from work to leisure. On the hand, the node Philippi has a mix of functions only to a certain degree. It has agriculture and residential areas. However, it does not have any functions that would attract people from the City Bowl to the area. It is also difficult from the areas to compete with the City Bowl due to the investment and development that have been made in the City Bowl for years. However, this has made the City Bowl more expensive, meaning that the other nodes, if promoted, have a new potential as they are cheaper. Therefore, if the accessibility of the other nodes improves and becomes comparable to the accessibility of the City Bowl, the nodes will have the potential to attract residents, investors, and visitors due to the low cost of the area. This will create an increase in development, facilities, and therefore functions.

Complementary nodes

Every main node, or key player, has sub nodes as illustrated in the figures. These sub nodes are also impor-

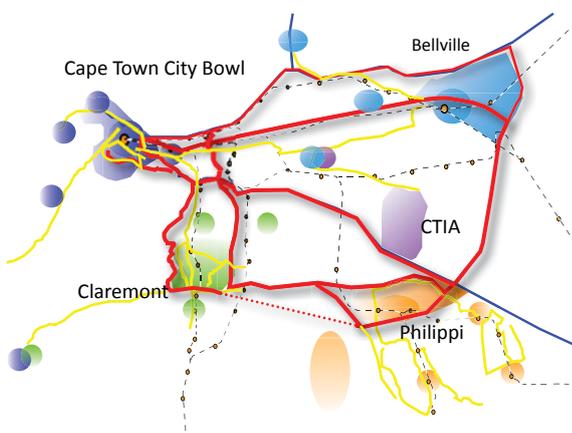


Figure 124: Main infrastructure, main nodes, subnodes, and secondary infrastructure

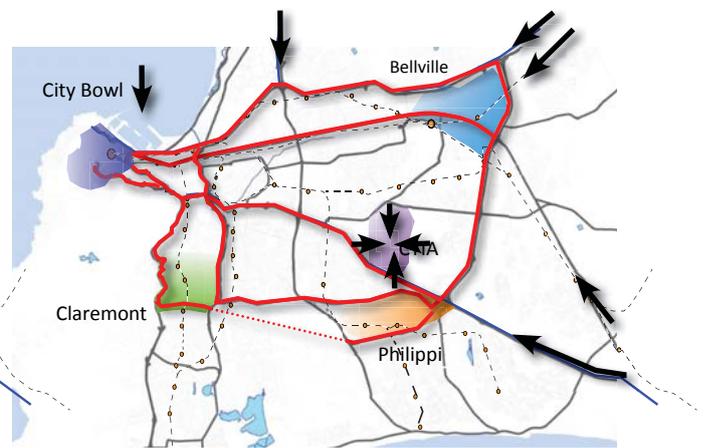


Figure 125: Arrows show the ports of entry into the city

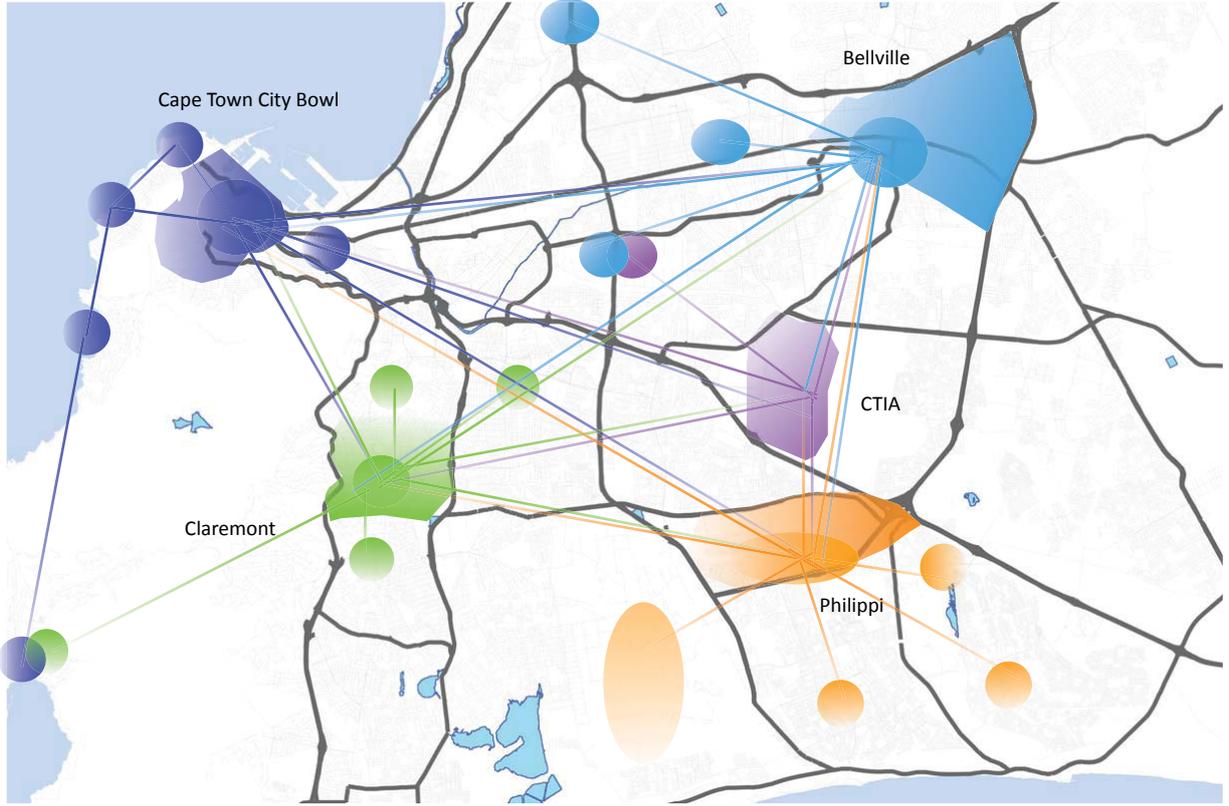


Figure 126: Without looking at the infrastructure one can see which nodes need to be linked to each other. As shown in the diagram the main nodes are connected to each other. And every main node is connected to its sub nodes.

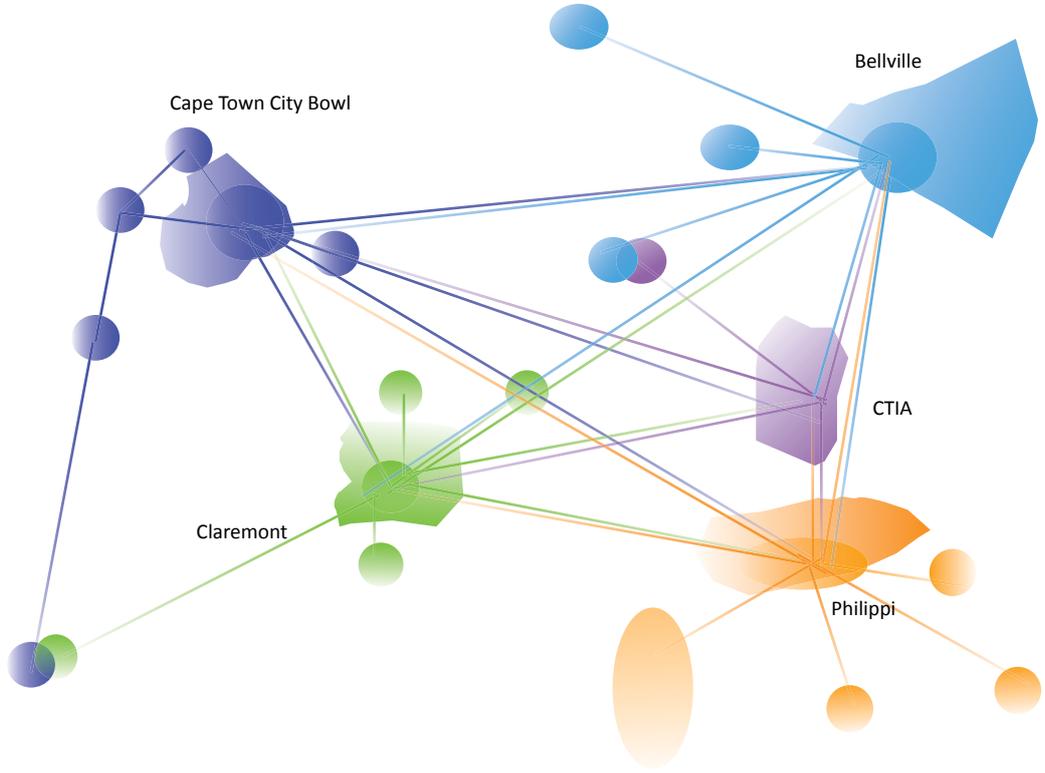


Figure 127: Network of main nodes and sub nodes

tant nodes in the city and create a synergy in the main nodes. Moreover, less advantaged areas, or priority areas, can be uplifted by the main nodes. In the illustration is shown how the subnodes are connected to the main nodes. For example, Claremont is an important hub because its complementary nodes are Wynberg and Newlands. Claremont and Newlands are successful economical hubs. Newlands is an affluent suburb with predominantly white people. Wynberg is a multi racial suburb. These three suburbs are located very close to each other and can therefore create a multi racial economical hub with a pleasant residential atmosphere. The combination of these different hubs can therefore create a great potential place of diversity for all races, functions and income groups.

Density

Cape Town is characterised by low density urban sprawl. This is a legacy from the Apartheid ideology. This makes the city very large in its physical size, though in relation to the population it is imbalanced. The consequence of this low density sprawl is that infrastructure and facilities are relative more expensive as the need to extend all the way to the periphery of the city. In addition, when facilities, services, or infrastructure are provided for, relatively few people can use them. Whereas if there is a high density in an area, more people make use of the infrastructure or facilities making them relatively less expensive and more people content. On city level it important the density increases around the main infrastructure routes shown in the illustration and in the key nodes identified.

6.3.2 NODE SCALE

The strategy is created on city scale. However, the implementation has to be done from node scale. Therefore, the strategy is something that is created top down onto the nodes. But the nodes are the key for success, creating the need for a bottom up implementation. In the following section the key nodes will be looked at individually. Per node the demographics will be illustrated. The racial composition, unemployment, education, typologies, electricity and water figures will be illustrated. From this analysis a good conception is made of the racial culture, but also living standards of the area. The demographics are followed by the functions in the node. This will be illustrated on two level. Firstly on city level. This refers the attraction potential of the node. It looks at the functions which are attractive for people coming from outside the node. The second scale will look at the function for actual residents, investors, and other users of the node.

The characteristic of the functions are also defined on the basis of the frequency such a user would use the function; daily, weekly, monthly, or yearly. This can give an conception of the characteristic liveliness and mix of function, defined by Rutten (2010) in her literature of Salingaros (2005). Additionally, the connections between the main nodes and subnodes will be shown to illustrate the connections and accessibility. The IRT icon will also be shown to illustrate if the node is connection to the integrated public transport system. This is important as one of the characteristics of a successful node, defined by Salingaros (2005), is the inter connectivity. This way one can also identify weak, strong, and important connections. And lastly, the characteristics will be identified. This shows the identity of the node and what it differentiates compared to other nodes. This may overlap in someway with the functions in the area. The general aim of this is to see what the current situation is, and what the situation should be in the future. Illustrations are also used to show the overall atmosphere and the desired atmosphere.

Important is that, of course, is most desireable that the informal settlements turn into large vibrant economic and living nodes, however, this is not realistic in a short time span. Therefore, it will try to illustrate what is realistic using this strategy of 'tiki taka'. The pictures should also be realistic in what can be achieved.

7.3.3 LEGEND

The legend for the analysis is shown below

Demographics

	Population
	% Black African
	% Coloured
	% Indian/Asian
	% White
	% Unemployed
	% Education level higher than grade 11
	% House or brick structure on a separate stand or yard
	% Flat in block of flats
	% Informal dwelling
	% Lighting fuel by electricity
	% Piped water inside dwelling or yard
	% Refuse removed by local authority at least once a week

Connections

	Very poor connection
	Moderate connection
	Sufficient connection
	Priority connection for improvement

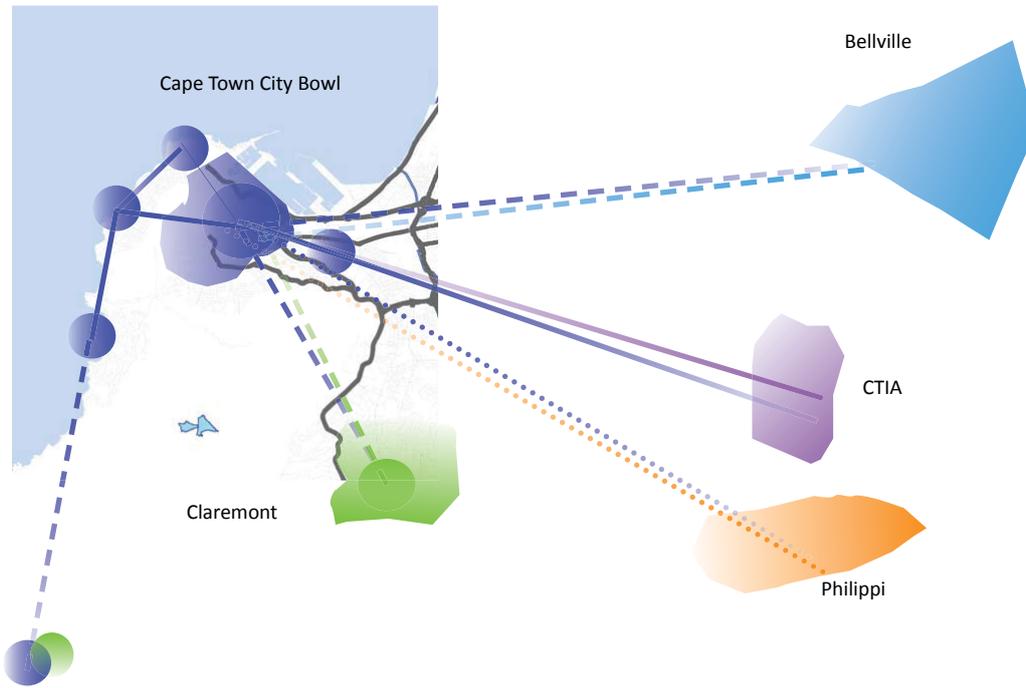
Functions and characteristics

	Agriculture
	Airport
	Architecture
	Beaches
	Business centre
	Brick homes
	Cafe/restaurants
	Cultural facilities
	Educational facilities
	Harbour
	IRT
	Natural heritage
	Public parks and green spaces
	University
	Shack homes
	Shopping facilities
	Stadium
	Tourism destination

Figure 128: Legend for the analysis of the individual nodes; demographics, functions and characteristics, and connections

STRIKER - CAPE TOWN CITY BOWL

CURRENT



NODE COMPOSITION CURRENT

Demographics

- 3 186
- 21.25
- 22.22
- 6.31
- 50.19
- 13.92
- 66.02
- 18.97
- 63.61
- 1.16
- 95.71
- 91.8
- 89.08

Functions city scale

- Daily
- Weekly
- Monthly
- Yearly

Functions node scale

- Daily
- Weekly
- Monthly
- Yearly

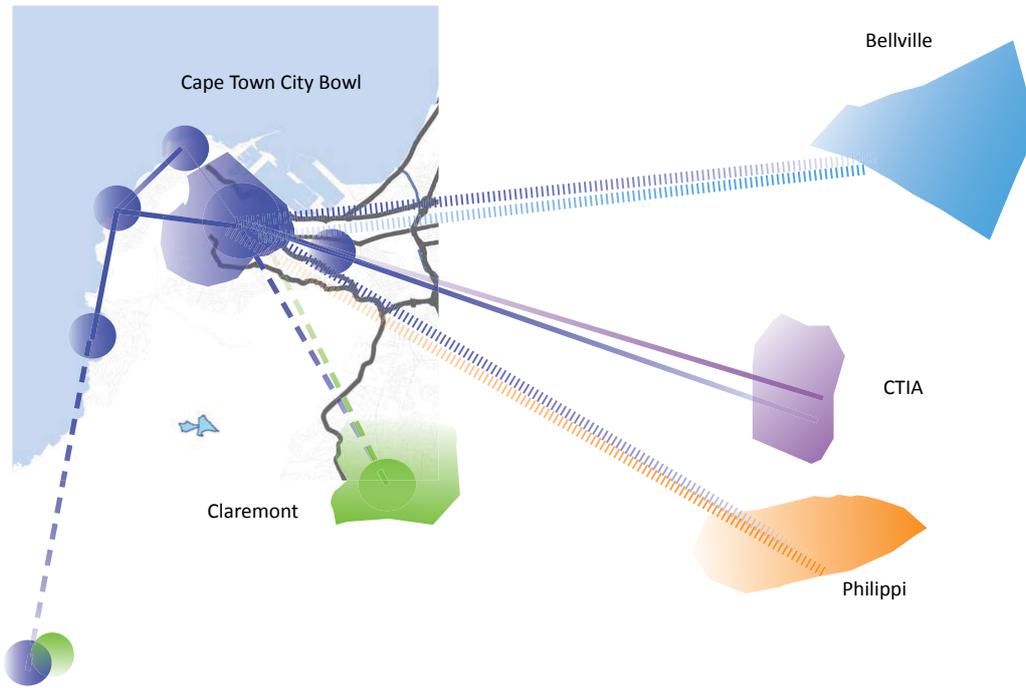
Characteristics

-

Density 12 - 1 034 per km²



FUTURE



NODE COMPOSITION FUTURE

Demographics

	3 186
	21.25 ↑
	22.22 ↑
	6.31
	50.19
	13.92 ↓
	66.02 ↑
	18.97
	63.61
	1.16 ↓
	95.71
	91.8
	89.08 ↑

Functions city scale

Daily				
Weekly				
Monthly				
Yearly				

Functions node scale

Daily				
Weekly				
Monthly				
Yearly				

Characteristics

Density 12 - 1 034 per km2 ↑						



The City Bowl is the core of the city. It is also the oldest node of the city where the Dutch started their settlements. It is an important node as it contains the CBD and the seat of parliament. It has numerous man made and natural landmarks. It has vulnerable nature resources surrounding it, and architecture and historic value.

THE FUTURE STRIKER

When looking at the profile of the Cape Town City Bowl below one can conclude that the node functions quite independently and has a good living quality. In the City Bowl node has a mix of racial groups, relatively low unemployment, adequate infrastructure, educated people, and almost no informal shacks. The City Bowl and also its sub nodes create a synergy giving the area a wide variety of functions. The node has public and green spaces, architectural significance, nature reserves, retail, universities, businesses, museums, beaches, a harbour, the IRT and even a stadium. One can conclude that this part of the city complies to almost all the criteria. The characteristics regarding liveliness, mix of functions, complementary nodes are very much in synergy.

However, the future Cape Town City Bowl should become more of a team player. The node already works efficient but can strengthen the other nodes and itself. Cape Town is a vehicle based city as the distances are great and the quality of public transport is insufficient.

The City Bowl and its subnodes should aim to increase the density and implement social housing for low

	Strengths	Weaknesses
Physical	<ul style="list-style-type: none"> - Infrastructure Cape Town Railway station is the main station of the metropolis IRT connects the node to the airport making it internationally accessible Connected to three main freeways making the node nationally accessible - Key Areas The CBD is part of the City Bowl, making it an important economic hub. Due to its accessibility, it is an important transport hub The affluent complementary nodes create a synergy of different characteristic (e.g. beaches, natural reserve, tourist attractions) - Mix of function The node has residential, leisure, retail and work functions. The node is lively during the day and also during the night 	<ul style="list-style-type: none"> - Infrastructure Heavy congestion between Bellville and the City Bowl Poorly accessible for the south eastern suburbs. People how do not have a private vehicle have difficulty getting to and from the other node. - Key Areas The supplementary nodes are mostly used by the upper class. - Mix of Functions Mono racial or economic class functions Contradiction between the low density character of the area and high number of public facilities
Economical	<ul style="list-style-type: none"> - Labour Market Unemployment in the node is very low compared to the average of the city; 13.92% High growth rate in the financial sector. - FDI Attracts most of the FDI due to its accessibility and economic character - Tourism Tourist node due architecture, museums and natural beauty 	<ul style="list-style-type: none"> - Labour Market The node is unaccessible for a large part of the population.
Social	<ul style="list-style-type: none"> - Tolerance and social equity The node is compared to the other nodes quite multi racial and diverse - Education 66.02% has a education level higher than 11th grade which is quite high compared to the other nodes. - Health and Safety Safer node compared to other parts of the city. - Inflow of Talent Due to the potential of the economic opportunities and the universities, talent from other nodes tend to move to this node. - Pride and community participation Due to the many qualities of the node, residence tend to be very proud of the area. 	<ul style="list-style-type: none"> - Tolerance and social equity Lack of housing and facilities for the low income people - Education There is a mismatch between the skills needed and the skills available as the economy is shifting to a more financial sector. - Safety On international level, crime rates are still high
Governance	<ul style="list-style-type: none"> Organisation structure - An already established partnership between stakeholders 	

income households. The City Bowl has a low density but good facilities. This means that these facilities serve relatively few people making them relatively expensive.

Economically, this area has a high growth rate in the financial sector. The global economy is experiencing a shift towards the financial sector, this will give Cape Town an advantage to the introduction in the global network. This economical sector is therefore important and should be the future on the global market, Cape Town should try to continue this growth and concentrate it in the City Bowl node.

KEY INTERVENTIONS

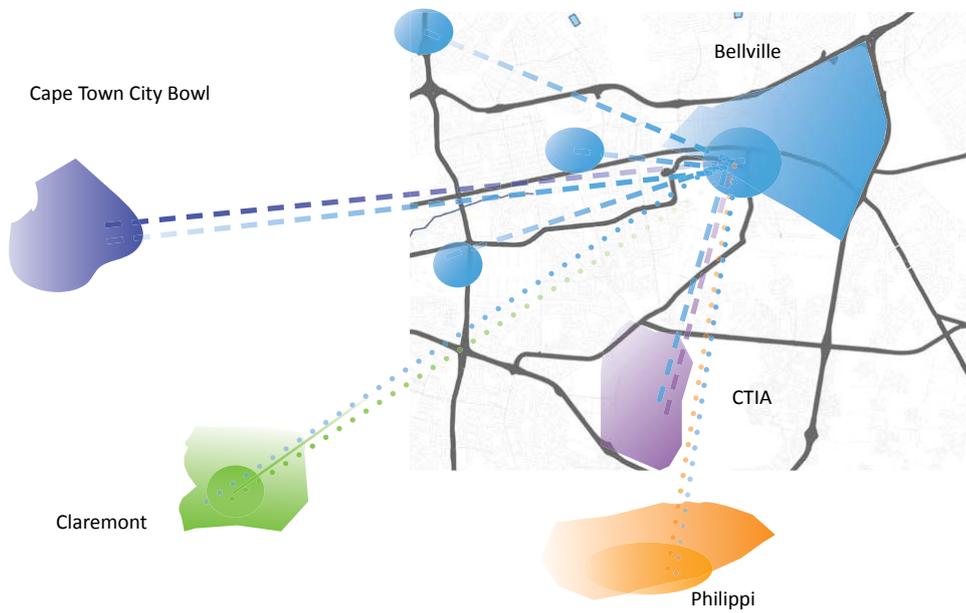
First of the connections between City Bowl and Bellville and City Bowl and Phillipi need to be improved. This has been done from an economical perspective and a social perspective. This should be done by implementing the IRT which makes it more affordable and convenient for people to travel to the other side of the city. The R102 and the N1 should both be connected to the IRT spreading the travel.

The second main intervention is densifying, but mainly through the attraction of low income households. This can be done through labelling some of the current residential houses as social housing or developing low cost housing. Both these interventions will be a great investment at first, but more people will have access to economic opportunity creating more taxpayers and money.

Opportunities	Threats
<ul style="list-style-type: none"> - Infrastructure Connecting the node to the other key players with improved public transport Implemented the IRT throughout the new strategic field to create better accessibility <ul style="list-style-type: none"> - Key Areas Become more of a team player, strengthening the other nodes and itself <ul style="list-style-type: none"> - Mix of functions Increase the facilities for low income people to create more diversity of population groups.	<ul style="list-style-type: none"> - Infrastructure Continuation of infrastructure around the node preventing it from being connected to other nodes. The node functions as the core of the city, but its location seems to be off sides <ul style="list-style-type: none"> - Key Areas Concentration of investments and development in this area causing more spatial imbalances on city scale. <ul style="list-style-type: none"> - Mix of functions Increasing function only for the affluent population group causing other population groups to be excluded.
<ul style="list-style-type: none"> - Labour Market Start educating people according to the skills needed in the economy <ul style="list-style-type: none"> - FDI The 2010 FWC changed the image of the city also for investors, continue promoting to attract more foreign investors. <ul style="list-style-type: none"> - Tourism Expand tourism sector to other nodes	<ul style="list-style-type: none"> - Labour Market A greater mismatch between skills needed and skills available due to migrants and less funds. <ul style="list-style-type: none"> - FDI The global economic crisis also causes less investment, this will put strain on FDI to invest in developing countries. <ul style="list-style-type: none"> - Tourism Global crisis causes less tourism
<ul style="list-style-type: none"> - Tolerance and social equity Creating housing and facilities for more low income people will increase the tolerance and social equity. Continuing the remembrance of the event where tolerance was created for all races and cultures. <ul style="list-style-type: none"> - Education Education is the basis of social and economical <ul style="list-style-type: none"> - Safety On international level, crime rates are still high AIDS and HIV figures have been improving but the illness still persists throughout the country.	<ul style="list-style-type: none"> - Tolerance and social equity Becoming more affluent and less accessible and usable for low income. Continuation of racism and segregation <ul style="list-style-type: none"> - Education Due to the unavailability of funds it is difficult to provide quality education for all. Due to an uneducated population, Cape Town is unable to grow economically and enter the global network. <ul style="list-style-type: none"> - Health and safety Due to lack of funds and international attention due to the global crisis AIDS and HIV continue to persist. <ul style="list-style-type: none"> - Inflow of talent Educated people leaving the country to seek better economic opportunities
Organisation structure <ul style="list-style-type: none"> - Cape Town partnership working together with stakeholders from other nodes 	Organisational structure <ul style="list-style-type: none"> - Stakeholder competing instead of working together

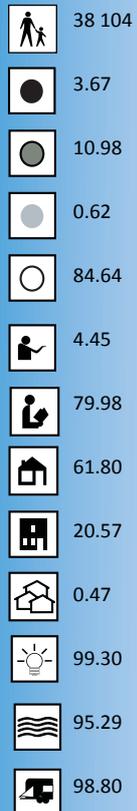
WINGER - BELLVILLE

CURRENT



NODE COMPOSITION CURRENT

Demographics



Functions city scale



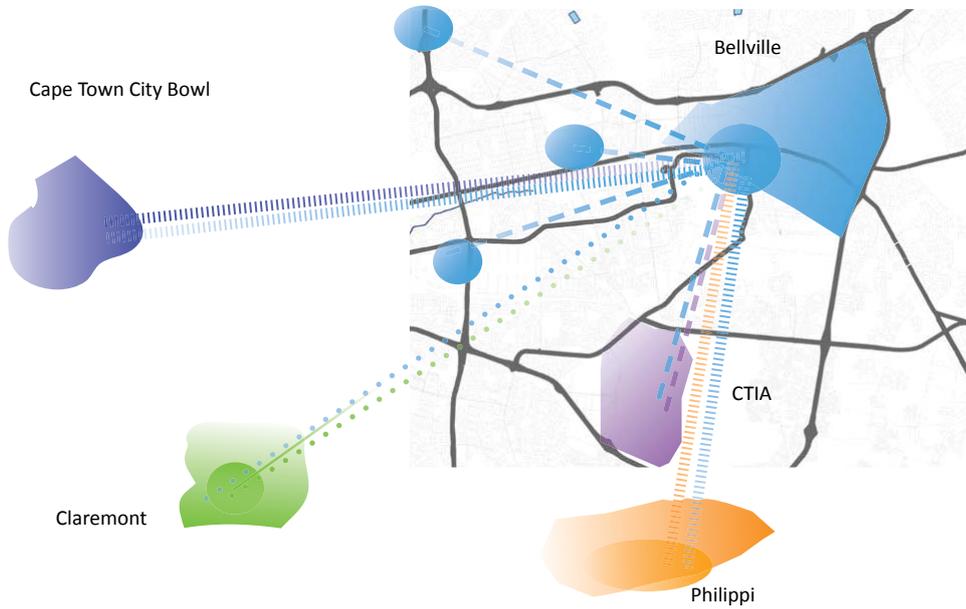
Functions node scale



Characteristics



FUTURE



NODE COMPOSITION FUTURE

Demographics

	38 104
	3.67 ↑
	10.98 ↑
	0.62
	84.64
	4.45
	79.98
	61.80
	20.57 ↑
	0.47 ↓
	99.30
	95.29
	98.80

Functions city scale

Daily				
Weekly				
Monthly				
Yearly				

Functions node scale

Daily					
Weekly					
Monthly					
Yearly					

Characteristics

Density 2 166 - 3 509 per km2				↑



Bellville is currently the winger of the City Bowl. It has the role of the winger because it works closely with the striker. At the moment, the route from the Cape Town City Bowl to Bellville is important for the city and is often also called to economic backbone of the city. Though this partnership should be strengthened and the winger should also start working with the defenders and mid fielder.

THE FUTURE WINGER

The future winger, or Bellville, should concentrate on the economical importance of the city. However, it should improve its 'quality of place' as it does not have enough to attract people from outside the nodes. Bellville's should keep this unique quality of residential, but also as main economical hub. The link between Cape Town City Bowl and Bellville should be grow into a more developed economical route. Bellville is also the port of entry for freight coming into the city due to the fact that the N1 almost runs through the node. This makes the N1 is very important, economic diversity should be visible along this road.

Bellville should try to diversify its population by attracting more people of the Black and Coloured race. Just like in the case of the Cape Town City Bowl, this can be done through social housing providing cheap shelter for people from the less advantage areas such as the south eastern suburbs. This way, more greater spectrum of people will be able to profit from the facilities that the node has. To attract more people from other races, the node has to become more accessible and the inter connectivity between the nodes need to improve greatly. Improving the connection between Bellville and the City Bowl will also decrease the congestion and increase the city's efficiency regarding the economy. Connecting the airport with Bellville will make the node also internationally accessible. Though the southern suburbs are not sufficiently connected to the Bellville node,

	Strengths	Weaknesses
Physical	<ul style="list-style-type: none"> - Infrastructure Almost fully serviced and clearly demarcated by roads, electricity, water Port of entry from regional and national level Link to the norther suburbs - Key Areas An important economic hub. An important transport hub for the region. - Mix of functions The node has residential, leisure, retail and work functions. Does not attract people from other nodes 	<ul style="list-style-type: none"> - Infrastructure Not very accessible for all nodes due to poor public transport system Heavy congestion between Bellville and the City Bowl People how do not have a private vehicle have difficulty getting to and from the other node. - Key Areas The supplementary nodes are mostly used by the upper class. - Mix of Functions Mono racial or economic class functions Contradiction between the low density character of the area and high number of public facilities
Economical	<ul style="list-style-type: none"> - Labour Market The node has below 5% unemployment High growth rate in the financial sector. - FDI Attracts most of the FDI due to its regional accessibility and economic character 	<ul style="list-style-type: none"> - Labour Market The node is inaccessible for a large part of the population.
Social	<ul style="list-style-type: none"> - Education 80 % has a education level higher than 11th grade - Health and Safety Safer node compared to other parts of the city. Health services are good in the node - Inflow of talent Due to the potential of the economic opportunities and the universities, talent from the region tend to move to this node. - Pride and community participation Residence tend to be very proud of the area. 	<ul style="list-style-type: none"> - Tolerance and social equity Mono racial quality Lack of housing and facilities for the low income people - Inflow of talent Talented South Africans leave the country to the developed world when they have the chance for better economic opportunities
Governance	<ul style="list-style-type: none"> Organisation structure - Bellville used to be an independent city before it merged with Cape Town. 	

this does not have the same priority as the connection between Bellville - City Bowl and Bellville - Philippi. This is because the relationship between Bellville and the City Bowl is important as it functions as the economic backbone of the city. And the connection to Philippi is important as it can provide diversity in Bellville and job opportunity for the people of Philippi.

THE KEY INTERVENTIONS

Two concrete interventions need to take place in the short term. Firstly, the main intervention for this node is connecting it to the IRT so that the inter connectivity between the nodes improves. This way it can also attract more people from outside the node. The priority connection is the Philippi node. The next priority is making the connection between Bellville and the City Bowl more efficient also by implementing the IRT on both the R102 and the N1.

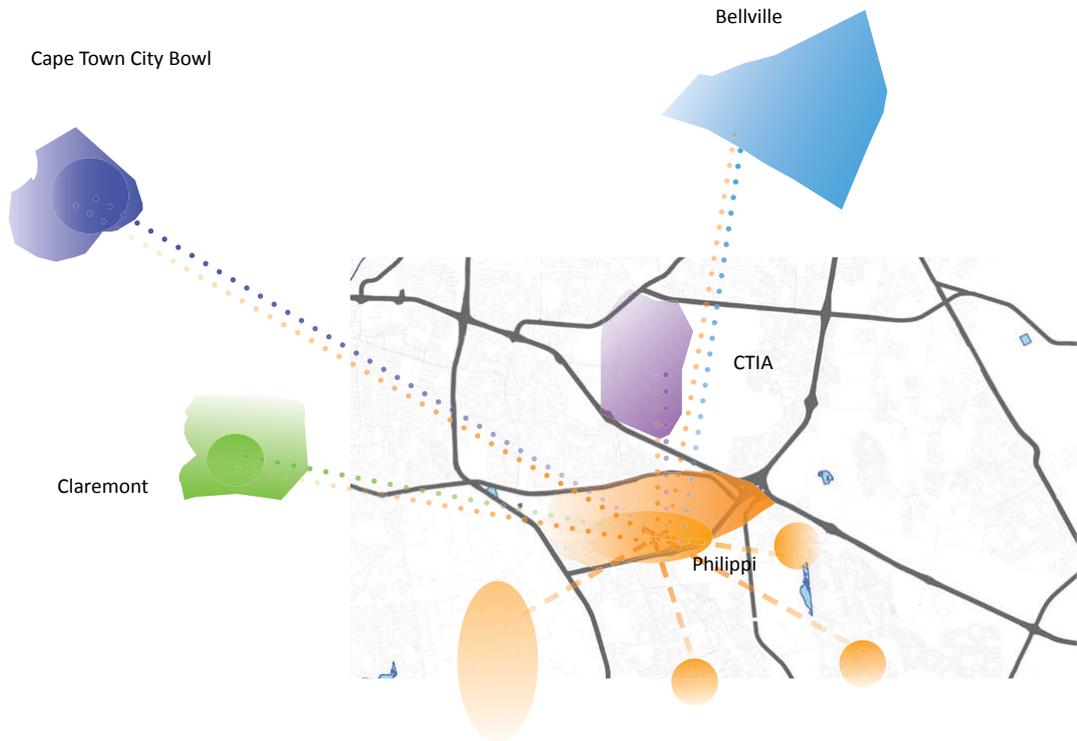
Secondly, just like the City Bowl, introducing different races and different socio economic classes in the node. social housing is one of the intervention that can attract different races in the area.

In the long term the node should concentrate on its density and spreading its activity to the N1 route. This route has the potential to become a lively and important economical activity route. Clustering the sectors will therefore benefit the city. Furthermore, the area is characterized by low rise buildings. The development of high rise building will also avoid more urban sprawl and will densify the area. This will cause more people to use the infrastructure, services, and facilities provided in the node. Increasing green spaces within the node will also improve the quality of the node.

Opportunities	Threats
<ul style="list-style-type: none"> - Infrastructure Connecting the node to the other key players with improved public transport Implemented the IRT throughout the new strategic field to create better accessibility <ul style="list-style-type: none"> - Key Areas Focus on economical importance Become more of a team player, strengthening the other nodes and itself <ul style="list-style-type: none"> - Mix of functions Increase the facilities for low income people to create more diversity of population groups.	<ul style="list-style-type: none"> - Infrastructure Continuation of infrastructure around the node preventing it from being connected to other nodes. The node functions as the core of the city, but its location seems to be off sides <ul style="list-style-type: none"> - Key Areas Concentration of investments and development in this area causing more spatial imbalances on city scale. <ul style="list-style-type: none"> - Mix of functions Increasing function only for the affluent population group causing other population groups to be excluded.
<ul style="list-style-type: none"> - Labour Market Start educating people according to the skills needed in the economy <ul style="list-style-type: none"> - FDI The 2010 FWC changed the image of the city also for investors Continue promoting to attract more foreign investors. <ul style="list-style-type: none"> - Tourism Attract tourists as it is located close to the wine lands	<ul style="list-style-type: none"> - FDI The global economic crisis also causes less investment, this will put strain on FDI to invest in developing countries. The legacy of the image does not persists preventing investors from investing. <ul style="list-style-type: none"> - Tourism Area does not have enough qualities to attract tourists Global crisis causes less tourism
<ul style="list-style-type: none"> - Tolerance and social equity Creating housing and facilities for more low income people will increase the tolerance and social equity. Continuing the remembrance of the event where tolerance was created for all races and cultures. <ul style="list-style-type: none"> - Inflow of Talent Creating more educational programs will increase inflow of talent	<ul style="list-style-type: none"> - Tolerance and social equity Becoming more affluent and therefore less accessible and usable for low income people. Continuation of racism and segregation Inflow of talent Educated people leaving the country to seek better economic opportunities
Organisation structure <ul style="list-style-type: none"> - Work together with stakeholders from other nodes 	Organisational structure <ul style="list-style-type: none"> - Stakeholder competing instead of working together

FULLBACK - PHILIIPPI

CURRENT



NODE COMPOSITION FUTURE

Demographics

	110 321
	94.37
	5.47
	0.11
	0.05
	58.59
	21.07
	35.17
	4.04
	54.65
	51.04
	8.40
	71.76

Functions city scale

Daily
Weekly
Monthly
Yearly

Functions node scale

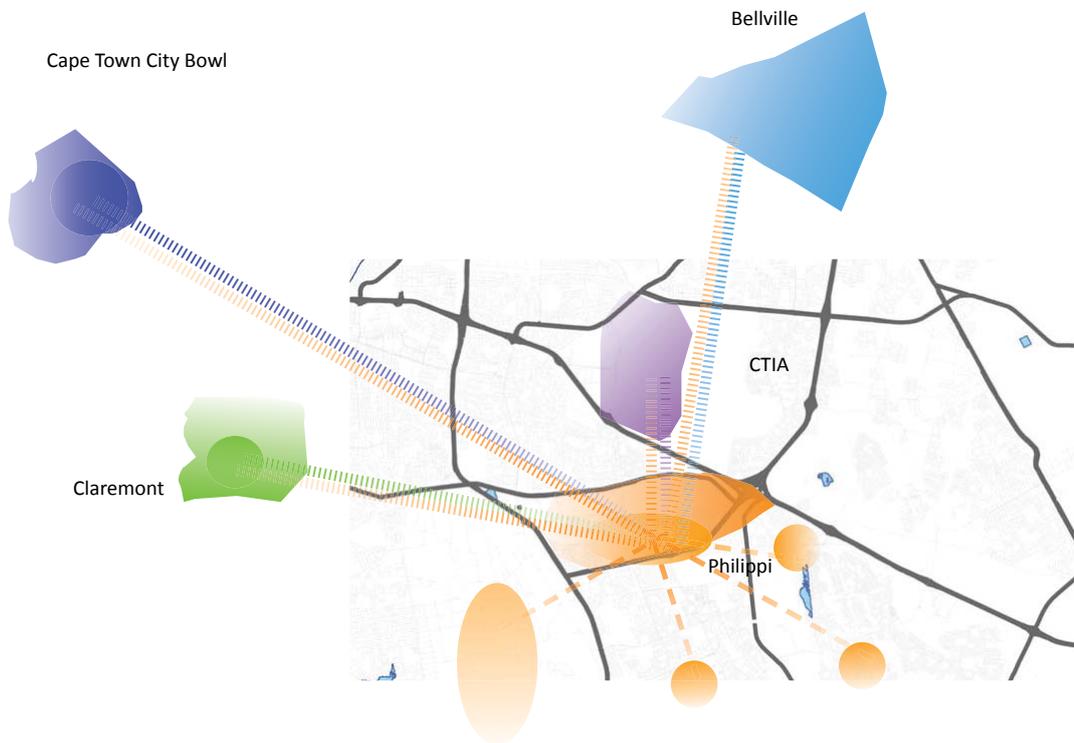
Daily			
Weekly			
Monthly			
Yearly			

Characteristics

Density 6 918 - 46 510 per km ²		



FUTURE



NODE COMPOSITION FUTURE

Demographics

	110 321
	94.37
	5.47 ↑
	0.11 ↑
	0.05 ↑
	58.59 ↓
	21.07 ↑
	35.17 ↑
	4.04 ↑
	54.65 ↓
	51.04 ↑
	8.40 ↑
	71.76 ↓

Functions city scale

Daily		
Weekly		
Monthly		
Yearly		

Functions node scale

Daily			
Weekly			
Monthly			
Yearly			

Characteristics

Density 6 918 - 46 510 per km ² ↑			



The fullback of the strategy is Philippi. This is a node which will need the most attention of the strategy. Though its location is strategically well situated on the main roads of the city, there are still many improvements to be made. Philippi is a central place and should therefore also become a hub for Mitchells Plain and Khayelitsha, the other two major townships south of Philippi.

The townships in the south eastern area of the city are densely populated areas with insufficient infrastructure. This area is located in the outskirts of agglomeration areas. The urbanisation rate of rural migrant is very high in the entire country. Migrant migrate to the cities and settle in the periphery of the city, this is how the townships grow rapidly, causing more infrastructure and housing back logs. For migrant, townships are perceived as first entrance and potential gateways to a better life and economic prosperity people seek to find in primary cities and far less as desired areas for long-term settlement. (Küsel, 2009)

Philippi is characterized by undeveloped land, islands of streets squashed together in a maze. It is a very spacious suburb. The government cannot fulfil its promise to deliver stone houses and basic services to all South Africans. Government facilities for housing loans are slow; interest rates for loans amount to 15 percent. Only

	Strengths	Weaknesses
Physical	<ul style="list-style-type: none"> - Infrastructure Located along the N2 and close by the airport Key Areas - Links the major townships to the main city infrastructure - Philippi Horticultural area, urban agriculture 	<ul style="list-style-type: none"> - Infrastructure Poor accessibility to other nodes due to distance and poor quality public transport Poor accessibility from other nodes due to distance and poor quality public transport Key areas South eastern suburbs seem isolated from the rest of the city Undeveloped land - Mix of Functions Mono functional, mostly informal dwellings. Isolated public spaces
Economical	<ul style="list-style-type: none"> Labour Market - Philippi Horticultural area gives economic opportunities to the area 	<ul style="list-style-type: none"> - Labour Market 58.59% is unemployed Other nodes in the city are inaccessible for - FDI The node does not attract foreign investors
Social	<ul style="list-style-type: none"> - Pride and community participation People from townships are often proud of their townships 	<ul style="list-style-type: none"> Tolerance and social equity - Education Only 21.07% has a education higher than 11th grade, this is extremely low - Health and Safety Gangsterism and tik (methamphetamine) addiction among the youth High rates of AIDS and HIV - Inflow of talent There is no inflow of talent
Governance	<ul style="list-style-type: none"> Organisation structure - URP is planning in the area 	<ul style="list-style-type: none"> Organisation structure - Due to the informal settlements there is no one officially in charge

half of the families have flush toilets and sewerage; community toilets are in bad shape and very unhygienic. Few people have shower facilities. Only half of the people have electricity. Candles and oil lamps cause fire accidents. Paraffin stoves for cooking cause lung and chest problems. Solid waste is collected irregularly or not collected at all. It piles up and scatters around. Residents of Philippi spend too much household money on transport; the city centre and suburbs where they work are twenty or more kilometres away.

Education is free in theory, but 30 percent of Philippi children do not attend primary school, because books, fees and uniforms are too expensive. Public education is poor and many students drop out. Unemployment among youth is as high as 50 percent. HIV / aids is on the rise, but usually denied due to stigma. High use of alcohol and a drug called 'tik' fuel crime, violence, rape and street gangs. Youth lack study space, sports and training on subjects like safe sex.

Opportunities	Threats
<ul style="list-style-type: none"> - Infrastructure Improving the public transport along the N2 and close by the airport - Key areas Philippi is the neighbour of the great townships; Khayelitsha and Mitchells Plain (part of the national Urban Renewal Program (URP)) Make the Philippi Stadium the icon of the node (place branding) 	<ul style="list-style-type: none"> - Infrastructure Continuation of infrastructure around the node preventing it from being connected to other nodes. The node functions as the core of the city, but its location seems to be off sides - Key Areas Concentration of investments and development in this area causing more spatial imbalances on city scale. - Mix of functions Increasing function only for the affluent population group causing other population groups to be excluded.
<ul style="list-style-type: none"> - Labour Market Start educating people according to the skills needed in the economy Urban agriculture can absorb labour - FDI The land is undeveloped and located close to the airport. Cheap for development - Tourism Township tourism 	<ul style="list-style-type: none"> - FDI The global economic crisis also causes less investment, this will put strain on FDI to invest in developing countries. The legacy of the image does not persists preventing investors from investing. - Tourism Area does not have enough qualities to attract tourists Global crisis causes less tourism
<ul style="list-style-type: none"> - Tolerance and social equity Trying to attract investors can upgrade the area and bring more tolerance and social equity. - Education Establishing education institutes can bring a great potential in the area - Inflow of talent There is no inflow of talent, but the node can be used to Integrate migrants coming from the rural hinterland to the city - Pride and community participation There are many community projects in the area, some also created during the 2010 FWC, - Use Philippi Stadium as a way to get communities to participate. 	<ul style="list-style-type: none"> - Tolerance and social equity Continuation of racism and segregation
<ul style="list-style-type: none"> Organisation structure - Heads of communities get together to form unions. 	<ul style="list-style-type: none"> Organisational structure - Stakeholder competing instead of working together

THE FUTURE FULLBACK

The node does not comply with any of the characteristics that make a node successful. But to tackle this node is a long term and time consuming process. Therefore it is of uttermost importance to set priorities. And as this strategy has stated, it is the accessibility so that it can find its place in the network. Therefore, the area has to become more accessible for people to come in, but also for people to get in order to get to job opportunity. The infrastructure and the IRT have to be adequate and connection to the Philippi node. The sub nodes, Khayelitsha and Mitchell Plain, need to use Philippi as a gateway into the system. In addition, the growth of these townships needs to go inwards instead of to outward. Extend more outward to the periphery will endanger the vulnerable nature resources of Cape Town. Not only will this help the people to get to places of economic opportunity, but it will also help bring economic opportunity to the area.

When the infrastructure is adequate, people can reach other nodes and the node can promote itself as a place for investment. It is close to the airport, which will also make it accessible for freight and international investments. Though, this is not done yet due to the different problems the south eastern suburbs face. It is also a unique area because of the large horticulture area which provides the opportunity for urban agriculture. Promoting the urban agriculture will node only give the node a role in the network, it will also solve some of the unemployment as most of the people have no other skills than farming. Other priorities that will trigger other improvement in the area are urban water management, regulation of informal settlements and the associated land use management and tenure issues, sustainable housing, and solid waste management. (www.cordaid.urbanmatters.com)

The node should also be ready and integrate migrants coming from the rural hinterland to the city. The townships possess a unique and vital role in the settlement pattern in the future development and migration dynamics. Most of the migrants settle here due to the large informal settlements. This should be regulated and programs should be set up for the integration of these people. But it is essential that municipalities at both ends of the migration participate in the development of social and economic inclusion. (Küsel, 2009)

THE KEY INTERVENTIONS

This node is more complicated than the other nodes as it faces more problems that are deeply entrenched in the spatial and economical structure. The amount of interventions that *have* to be done seem almost endless. However, the amounts of interventions that *can* be done are less. As already stated before, setting priorities is essential. For this strategy to work is to include these nodes in the urban system which will open doors for the internal functioning of the node.

The most important intervention in the short term and for this strategy to be a success is to implement the IRT. The Golden Arrow Bus, the public transport system that is currently servicing Cape Town, should concentrate mainly on connecting the sub nodes to Philippi. Philippi should become the gateway for the south eastern suburbs into the urban system and should therefore become a great transport hub. In the short term this node should become very accessible.

The second priority is to gather with all the stakeholders in the nodes from investors to communities. This is firstly to be able to implement the strategy, but also to unify the different stakeholders in the area. Different partnerships should be formed between the public and the private sector to upgrade the place. It is very important to involve the private sector for the node to become successful. Development would also create more jobs in the area. Additionally, the community has to be involved in order create pride for area. Community participation programs are therefore of essence.

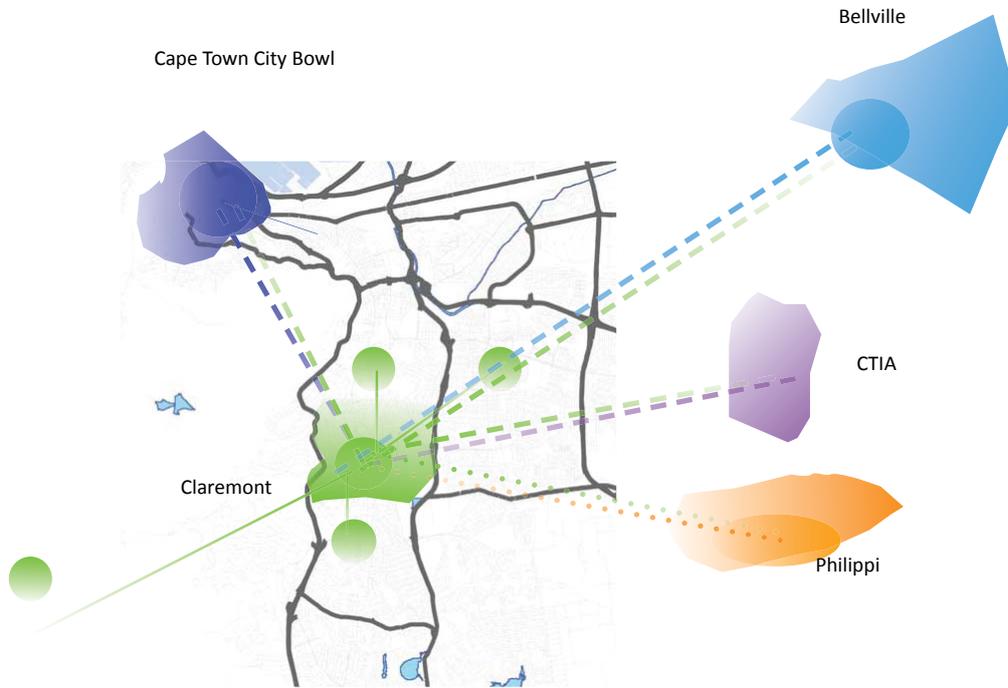
A new integral plan should be developed looking at the spatial possibilities and opportunities. This should be done together with the private sector. Due to an increase of accessibility the land will become more attractive due to the close location to the airport. If it becomes more attractive to invest in, the private sector should

Make Philippi Stadium the icon of the node. Use the image of the stadium as a place brand. The architectural value and also the community value are selling points attracting the attention to the node.

1. Let the Game Begin Research Design	
2. Rules of the Game Theoretical Framework	
3. The Kick Off Vision and Strategy	
4. Dribble, Pass, Score The Realisation	
5. One Team, One Goal A New Vision	
6. A New Formation A New Strategy	
7. The Commentary Conclusions and Recommendations	

ATTACKING MID FIELDER - CLAREMONT

CURRENT



NODE COMPOSITION FUTURE

Demographics

- 14 531
- 6.62
- 8.27
- 3.76
- 80.35
- 3.04
- 85.27
- 54.97
- 24.70
- 0.53
- 98.88
- 96.15
- 98.40

Functions city scale

- Daily
- Weekly
- Monthly
- Yearly

Functions node scale

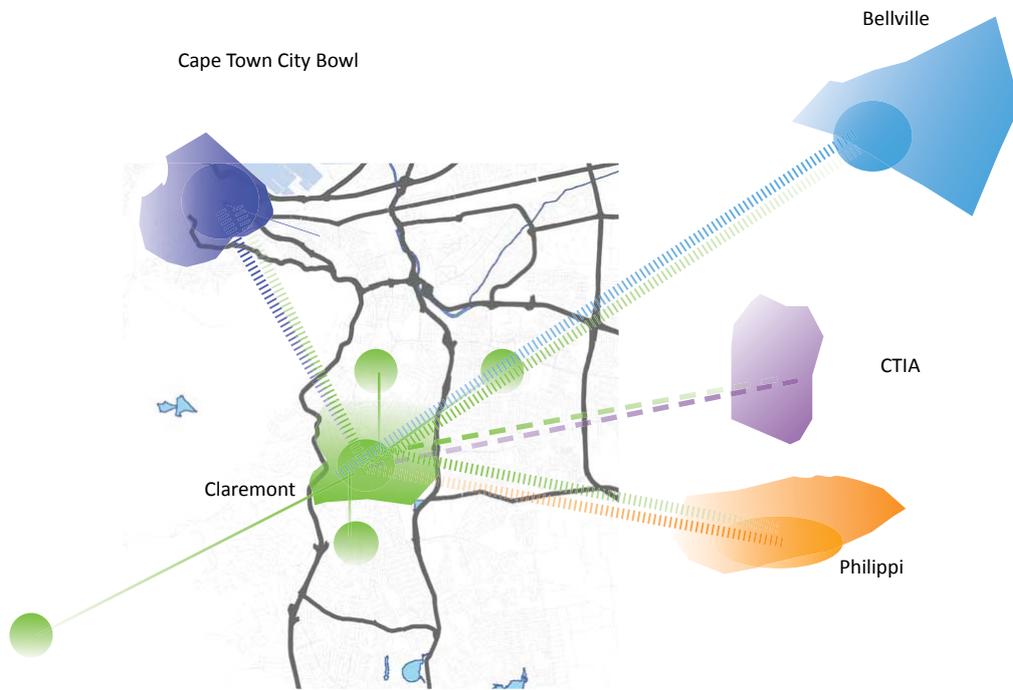
- Daily
- Weekly
- Monthly
- Yearly

Characteristics

-
- Density 2 166 - 3 509 per km2



FUTURE



NODE COMPOSITION FUTURE

Demographics

- 14 531
- 6.62
- 8.27
- 3.76
- 80.35
- 3.04
- 85.27
- 54.97
- 24.70
- 0.53
- 98.88
- 96.15
- 98.40

Functions city scale

- Daily
- Weekly
- Monthly
- Yearly

Functions node scale

- Daily
- Weekly
- Monthly
- Yearly

Characteristics

-
- Density 2 166 - 3 509 per km2



The attacking mid fielder of the strategy is Claremont. A midfielder is the linked between the defenders and the forwards. It is situated about ten kilometres south of the city core, and is located in the area what is called “Southern Suburbs”. It is an important commercial and residential area, which is currently experiencing significant growth and development. Claremont is known to be an affluent family residential suburb.

Claremont is some 20 minutes’ drive from the core of Cape Town, the CBD. This drive is either along Main Road or along the M3. It is also easily accessible by train, and Claremont’s Main Road is a hive of activity as taxis rush for clientele and destination. (Claremont, South Suburbs, 2011)

THE FUTURE ATTACKING MIDFIELDER

When looking at the characteristics of a successful node, accessibility is quite good as the node is on a strategic location between important roads of the city leading to the south eastern suburbs and the Cape Town CBD. The connection to the airport and Bellville may have to be improved and there are no major roads running between these nodes.

Claremont is a node in the middle of the southern suburbs. The connection between these nodes is already facilitated by the railway system which connects the sub nodes stopping in all the suburbs from the Cape Town Central Station in the CBD to Simon Town. These hubs are located quite close to each other making it easier for these suburbs to integrate and create a synergy.

	Strengths	Weaknesses
Physical	<ul style="list-style-type: none"> - Infrastructure <p>Almost fully services node (electricity, water, infrastructure)</p> <p>Good accessibility to the City Bowl by road, train and mini bus taxis</p> <ul style="list-style-type: none"> - Key Areas <p>Very large shopping mall on Cavendish Square</p> <p>Complementary nodes Wynberg and Newlands have much potential.</p> <ul style="list-style-type: none"> - Mix of functions <p>Universities, retail, residential and a growing manufacturing node</p> <p>Almost no shacks</p>	<ul style="list-style-type: none"> - Infrastructure <p>Poor accessibility to the other nodes Bellville, Philippi, and the CTAI due to distance and poor quality public transport</p> <p>Great distance from the Northern Suburbs</p> <p>Congestion between City Bowl and Claremont</p> <ul style="list-style-type: none"> - Mix of functions <p>Not enough functions for low income people</p>
Economical	<ul style="list-style-type: none"> - Labour Market <p>Very low unemployment rate, 3%</p> <ul style="list-style-type: none"> - Tourism <p>The node has touristic attraction in the area such as the wine farms in Constantia and Table Mountain.</p>	<ul style="list-style-type: none"> - FDI <p>The node is not really a place for FDI</p> <ul style="list-style-type: none"> - Tourism <p>The node does not have many other touristic attractions.</p>
Social	<ul style="list-style-type: none"> - Education <p>85.27% has a education higher than 11th grade,</p> <ul style="list-style-type: none"> - Health and safety <p>Good health and security services</p> <ul style="list-style-type: none"> - Inflow of talent <p>Due to the access to universities and the pleasant living condition people from other nodes tend to move here.</p>	<ul style="list-style-type: none"> - Tolerance and social equity <p>There is some diversity, but mainly coloureds and whites.</p> <p>The node is not accessible (financial and infrastructure wise) for the lower income class</p>
Governance	<p>Organisation structure</p> <p>Claremont has a solid organisation structure. Stakeholders work together</p>	

The sub nodes are what make the main node diverse. Though Claremont and Newlands have a large population which is white, Wynberg has a dominant Coloured race. Due to their inter connectivity these population groups are more easy to mix. Wynberg also has a growing economy mainly in sectors of retail and manufacturing. These are two sectors have much potential and can absorb a part of the population which is less educated, whereas Bellville and Cape Town City Bowl concentrate on the finance sector. The area can form an agglomeration in the area and perhaps also looking at the potential expansion using the labour from the Philippi node.

THE KEY INTERVENTIONS

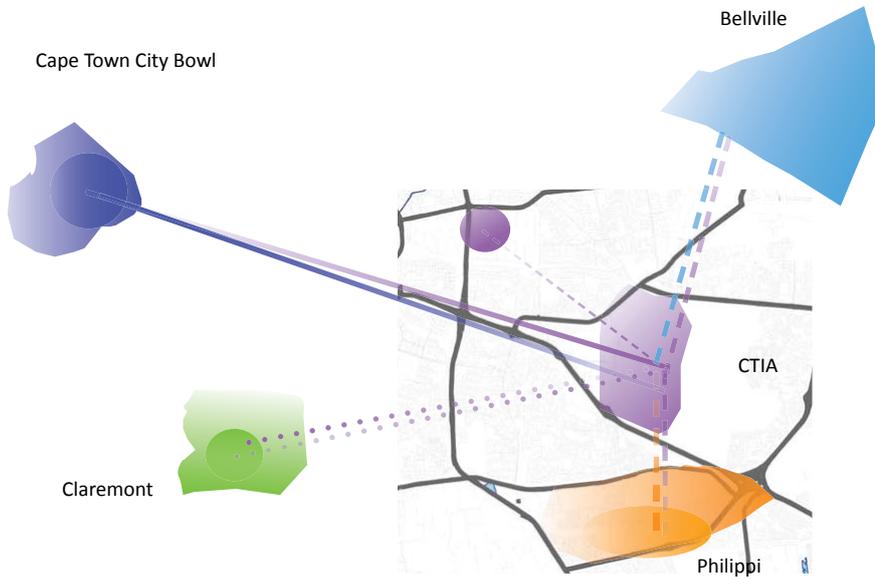
Just like most of the other nodes, the first intervention should be the connection to the IRT so that the flow of the urban nodes is initiated. This will cause a movement of people. People will therefore also be able to access the Claremont node and its sub nodes. This will increase the diversity of the area and it will increase the employment in the less advantaged areas as the accessibility of job opportunities becomes greater.

Just like the nodes City Bowl and Bellville, the introduction of social housing would increase the diversity regarding racial groups and the socio economical classes in the area. This would help create familiarization and tolerance towards different races and cultures. Additionally, it would create housing opportunity, a better quality of place, and job opportunities for the less advantaged in the city.

Opportunities	Threats
<ul style="list-style-type: none"> - Infrastructure Improving the public transport through out the new urban field connecting- Claremont to the other nodes - Key areas Integrating with its complementary nodes Wynbertg and Newlands to create more diversity 	<ul style="list-style-type: none"> - Infrastructure Not enough funds to create public transport throughout the urban field - Key Areas Combining with the complementary nodes may make the area to large for proper governing - Mix of functions Current residents might not want the diversity in the node as it means that low income people will also start living in the residential areas.
<ul style="list-style-type: none"> - Labour Market Start educating people according to the skills needed in the economy Urban agriculture can absorb labour - FDI The land is undeveloped and located close to the airport. Cheap for development - Tourism Township tourism 	<ul style="list-style-type: none"> - FDI The global economic crisis also causes less investment, this will put strain on FDI to invest in developing countries. The legacy of the image does not persists preventing investors from investing. - Tourism Global crisis causes less tourism
<ul style="list-style-type: none"> - Tolerance and social equity Attracting different racial groups by implementing housing and functions for low income classes - Education Establishing education programs for low educated people from other nodes - Inflow of talent Attract international talents, promoting the city. - Pride and community participation There are many community projects in the area, some also created during the 2010 FWC 	<ul style="list-style-type: none"> - Tolerance and social equity Continuation of racism and segregation People do not accept the new residents -Education If new low income residents come into the node, the percentage educated people will decrease Extra funds are needed to offer education - Inflow of talent If there is an increase of low income people, high income people might leave the node
<ul style="list-style-type: none"> Organisation structure - Stakeholders should take example of the Cape Town Partnership and should start collaborating with stakeholders from other nodes. 	<ul style="list-style-type: none"> Organisational structure - Stakeholder competing instead of working together

THE SWEEPER - CAPE TOWN INTERNATIONAL AIRPORT

CURRENT



NODE COMPOSITION FUTURE

Demographics

	1 661
	50.51
	49.31
	0.18
	0.00
	32.63
	9.55
	2.70
	1.62
	86.51
	14.29
	12.08
	68.86

Functions city scale

Daily		
Weekly		
Monthly		
Yearly		

Functions node scale

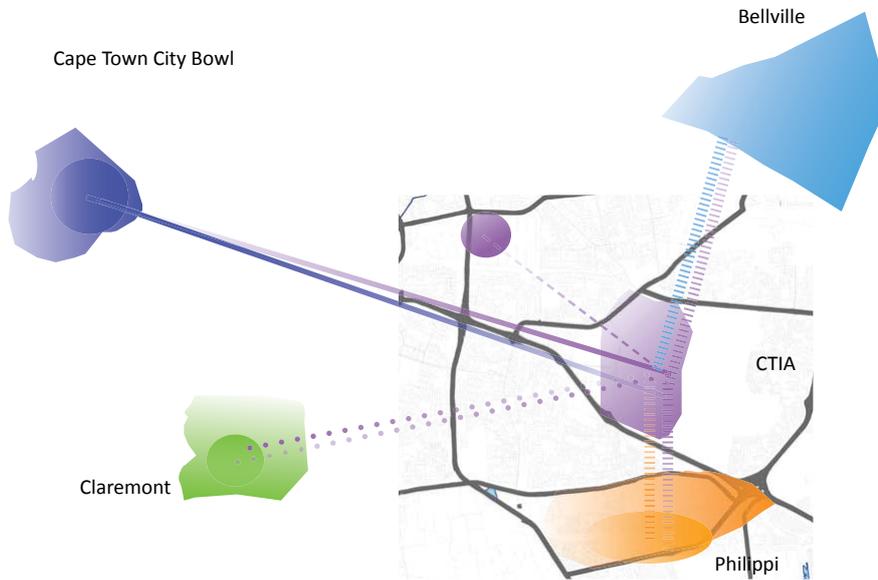
Daily	
Weekly	
Monthly	
Yearly	

Characteristics

Density 2 166 - 3 509 per km ²	



FUTURE



NODE COMPOSITION FUTURE

Demographics

- 1 661
- 50.51
- 49.31
- 0.18
- 0.00
- 32.63
- 9.55
- 2.70
- 1.62
- 86.51
- 14.29
- 12.08
- 68.86

Functions city scale

- Daily
- Weekly
- Monthly
- Yearly

Functions node scale

- Daily
- Weekly
- Monthly
- Yearly

Characteristics

-
- Density 2 166 - 3 509 per km²



The sweeper of the City of Cape Town is the Cape Town International Airport. This node often seems to be forgotten in urban plans. Though it is a major link between the global world and the city. Cape Town International Airport is the airport that serves the city of Cape Town. It is the second busiest airport in South Africa and the third busiest in Africa. The airport offers direct flights to Johannesburg and Durban. However, as described in the analysis, the airport lacks direct flights as most of the flights still go through Johannesburg.

The airport is located in the centre of the metropolitan. It is therefore accessible from all sides of the city. It is located about 20 kilometers from the City Bowl. It is located in between the south eastern suburbs, Philippi, Mitchell's Plain and Khayelitsha, and the Cape Flats. It is accessible from the N2 highway. The airport can also be indirectly accessed from the R300, via the M12, M10 and M22.

FUTURE SWEEPER

On local level the main function of the sweeper is to receive the ball and pass it straight to one of the team players. To some of the nodes the public transport could be better making the airport more accessible. Due to the close location to most of the nodes, the airport is accessible with metered taxis or private vehicles. The Passenger Rail Agency of South Africa (PRASA) proposed a rail link between the airport and the existing railway station. However, since the initiation of the 2010 FWC, the PRASA has been intensively busy with the construction of the Gautrain project, the railway construction in the Gauteng province. The current function of the CTIA, however, this is too much of a mono functional character. As already stated in the above criteria analysis, the airport has a large potential to expand. It has a great benefit due to its location for more and different functions. The reference for the airport node should be the Schiphol node which has become a multi transport and mix function hub. It facilitates not only the passenger coming in from an international scale,

	Strengths	Weaknesses
Physical	<ul style="list-style-type: none"> - Infrastructure Location is very central in the city, close to Bellville and Philippi Good access to the City Bowl Connected to the IRT - Second busiest airport in Africa 	<ul style="list-style-type: none"> - Infrastructure The airport is not connected to the other nodes with the IRT - Key areas On the east side of the airport, informal shacks are found with poor living conditions - Mix of functions Mono functional transport node There are shacks located on within the node. Living next to the airport creates low living standard due to noise nuisance and pollution
Economical	<ul style="list-style-type: none"> - Labour Market The airport is a important employment institute for the city. - Tourism The node is the port of entry for most international tourists 	<ul style="list-style-type: none"> - Labour Market Due to the informal settlements in the node there is a high unemployment rate. - FDI The node is not really a place for FDI due to the undeveloped land and informal settlements - Tourism The node does not have any touristic attractions
Social	<ul style="list-style-type: none"> - Education The people who live in the area have a low education - Health and safety Good health and security services 	<ul style="list-style-type: none"> - Tolerance and social equity The airport node has some contradictions. In the one hand it is a new airport which is not usable by a large part of the population (due to low income) There are informal settlements with the majority black people people. These informal settlements have a low living standard. - Health and safety On the airport health and safety services are adequate, though on the informal settlements they are not. Community participation and pride The airport is a great facility to be proud of
Governance	<ul style="list-style-type: none"> Organisation structure Due to the management system of the airport, the organisational structure is excellent 	<ul style="list-style-type: none"> Organisation structure Because the airport has its own management system and is a private company, it does not work well the nodes close to its due to lack of potential

but it is also the main transport hub for the Randstad, a conurbation in the Netherlands. Additionally, it has become a large international economic and commercial hub. For the private the location is very suitable due to the fact that Schiphol is located in the middle of the Randstad being very accessible for the four largest cities that make up the Randstad. This is the same situation for the Cape Town International Airport.

On national and international scale to airport has much potential as it is the major airport in the western part of the city. It should promote this and serve for the surrounding area and even neighboring countries such as Namibia and Botswana. Additionally, to make the CTIA more internationally accessible airlines should start offering more direct flights to Cape Town, instead of stopping over in Johannesburg. The Airport Company of South Africa (ACSA) should also be the aim to provide more direct flights to Cape Town.

THE KEY INTERVENTIONS

Expanding the airport can be done by implementing more direct flights to the airport. The node has to become attractive for foreign investors and should become a node that attracts internationally oriented and foreign investors and companies. To achieve this, ACSA, the City of Cape Town, and the CTIA should work together closely with the private sector to create public private partnerships. The collaboration with the private sector and the international community is a way to develop this node to make it a multi functional economic and transport hub.

On local scale, it should become directly connected to the other main nodes. This will make Philippi also a complementary node. This can also, for example, trigger the area of Philippi to become more attractive for commercial and economic activities.

Opportunities	Threats
<ul style="list-style-type: none"> - Infrastructure Improving the public transport through out the new urban field connection the CTIA to the other nodes <ul style="list-style-type: none"> - Key areas The land is cheap to develop. <ul style="list-style-type: none"> - Mix of functions Due to its accessibility on regional, local, and international scale the area has a lot of potential. Attracting investors and developers to create a multi functional transport hub	<ul style="list-style-type: none"> - Infrastructure Not enough funds to create public transport throughout the urban field <ul style="list-style-type: none"> - Key Areas Combining with the complementary nodes may make the area to large for proper governing <ul style="list-style-type: none"> - Mix of functions Due to the global crisis it is difficult
<ul style="list-style-type: none"> - Labour Market Start educating people according to the skills needed in the economy <ul style="list-style-type: none"> - FDI The land is undeveloped and located close to the airport. Cheap for development <ul style="list-style-type: none"> - Tourism Direct tourists to the tourists attraction in the city	<ul style="list-style-type: none"> - FDI The global economic crisis also causes less investment, this will put strain on FDI to invest in developing countries. The legacy of the image does not persists preventing investors from investing. <ul style="list-style-type: none"> - Tourism Global crisis causes less business in the node
<ul style="list-style-type: none"> - Tolerance and social equity Attracting different racial groups by implementing housing and functions for low income classes <ul style="list-style-type: none"> - Inflow of talent Attract international talents, promoting the city. Promoting node as a place for international business Promote the node as the gateway into Africa <ul style="list-style-type: none"> - Pride and community participation There are many community projects in the area, some also created during the 2010 FWC	<ul style="list-style-type: none"> - Tolerance and social equity Continuation of racism and segregation People do not accept the new residents -Education Extra funds are needed to offer education <ul style="list-style-type: none"> - Inflow of talent Due to the global crisis less international businesses will seek to establish in Africa
Organisation structure <ul style="list-style-type: none"> - Stakeholders should take example of the Cape Town Partnership and should start collaborating with stakeholders from other nodes. 	Organisational structure <ul style="list-style-type: none"> - Stakeholder competing instead of working together

6.3.3 PHASING

The phasing for the implementation of the strategy will be determined on city scale as it aims to unify the nodes to from one city, one team. A time frame is not given has it is a long transformation process. With involvement of the stakeholders specific (node) strategies can be made and time frames can be determined.

1. Start creating support in the nodes among the node stakeholders and residents. Start forming PPP's with the private sector. Start preparing the mobility plan also involving stakeholders explicated their benefit.



Figure 129: Phase 1

2. As access to all of the nodes is momentarily inefficient. Develop the IRT along the following routes creating bus lanes for the BRT. Route is black is already connected to the IRT

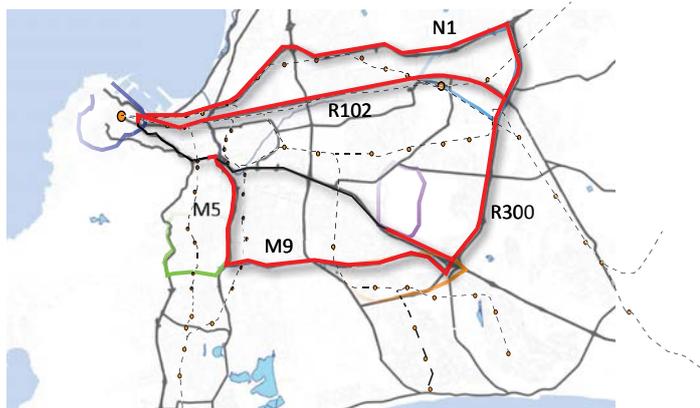


Figure 130: Phase 1

3. Start focussing on the Philippi node as the accessibility improves. Involving local entrepreneurs and businesses, encouraging to establish here (cheaper and better accessible than the City Bowl).

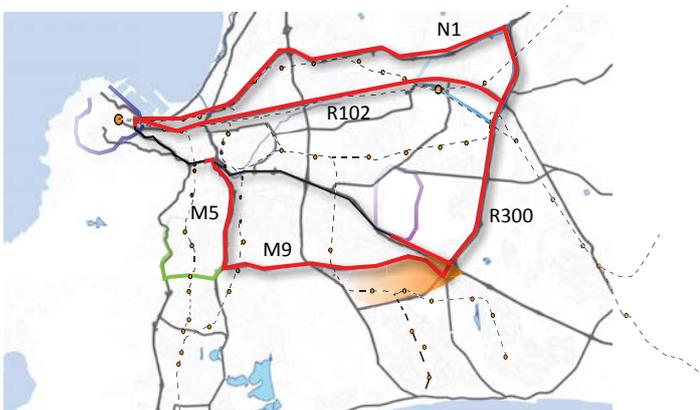


Figure 131: Phase 1

As Bertolini explicated that there needs to be a balance between accessibility and activity. For this reason Philippi has the focus priority as it lacks activity on node scale and on city scale. In addition, preparing the Philippi node will create more employment and will allow for more integration.

4. Start focussing on the City Bowl and the Bellville node creating social housing integrating races by introducing low income households. This step has the most risk. Therefore, this has to be done on the basis of social studies on racial mixing, and should also be implemented on a small scale at first.

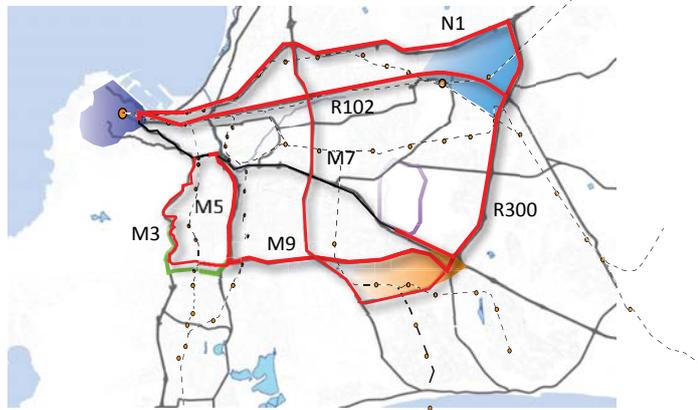


Figure 132: Phase 1

4. Integrate the Claremont node, introducing low income households and attracting visitors from other nodes to also make use of the facilities. Start focussing on the Cape Town International Airport developing on an international scale.

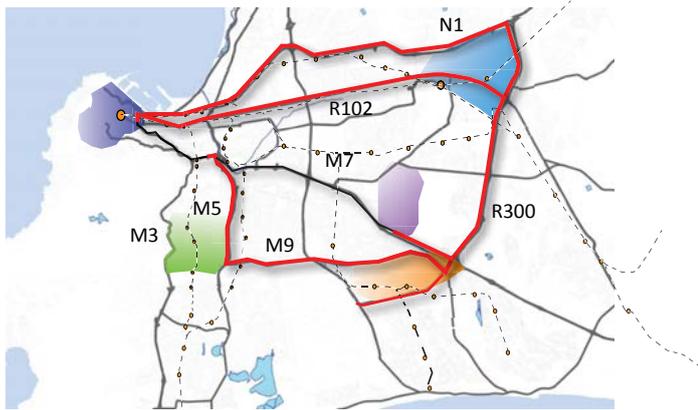


Figure 133: Phase 1

4. Connect the last routes, M7 and the M3, to the IRT. Making the new urban even more efficient.

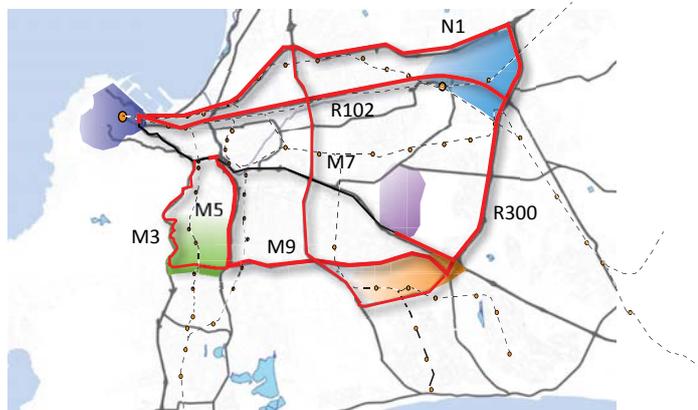


Figure 134: Phase 1

6.3.4 THE STADIUMS

Cape Town was always a city with numerous stadiums. However, most stadiums were multi purpose or did not need high maintenance. Now, Cape Town has four large world class stadiums, a cricket stadium, and a smaller stadium. As we have seen in the nodes all the main nodes have a stadium. Because of the high number of stadium, that there is a threat of these stadiums turning into white elephants. As sport are very much related to race in South Africa. Football is a sport which is primarily played by black people. And as we have seen in the demographics, Cape Town is unique in South Africa as the majority of the population does not belong to the Black race, but to the Coloured race. The racial issue mainly implies that football games do not attract as many people as rugby or cricket games. This creates also creates a high risk of white elephants.

Newlands stadium

It would be most wise to sell the Newlands stadium and move the Stormers (Cape Town rugby team) and Ajax Cape Town (Cape Town football team) to the Cape Town Stadium in Green point. However, as sports are related to race, this is blatantly seen as putting a 'Colored' and 'Black' sport in a stadium in a 'White' area. Therefore, there is some resentment. However, this is exactly the reason to move the sports to the Cape Town stadium to start attracting other races into different areas.

Various sports teams currently use the stadium as their home base, including;

- Stormers (Rugby)
- Western Province (Rugby)
- Ajax Cape Town (Football)

Newlands also has a cricket stadium, this should be preserved as this a sport which is played by mostly the coloured population which make up the majority of the Capetonian demographics.

Athlone stadium

Athlone Stadium is located in Athlone and received an upgrade for the 2010 FWC as it served as a training venue. It is the home ground of Santos, a football team. The Athlone stadium lost some of its other sport facilities during the upgrade. This stadium should be preserved but should also function as a multipurpose facility center of the area. The stadium already has a name and reputation, and therefore this will be possible.

Bellville stadium

Bellville Stadium is a multi-use stadium and home of the football club Vasco Da Gama. The stadium is mainly used for football matches. As Cape Town has many stadiums, it would also be advisable to dispose this stadium and move the football club Vasco Da Gama to Athlone stadium, but preferable to Philippi stadium.

Philippi stadium

This stadium has one of the highest white elephant risks as the stadium and the node will have difficulty to attract spectators and events from outside. However, the stadium can serve the social institute for the node and its sub nodes. This will probably come at a price, but Philippi will earn this back in the long term. It is a facility that should be used for different purposes. Local schools and youth institutions should be able to use the stadium. Different events, fairs, conventions, promotion should be carried out in this facility. The building should be seen as the icon of the node as it does have an architectural quality.

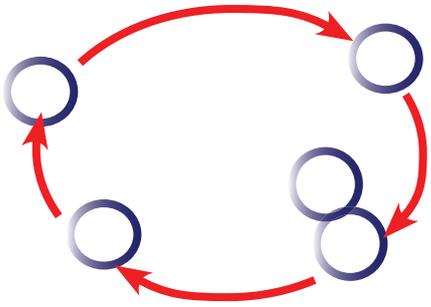
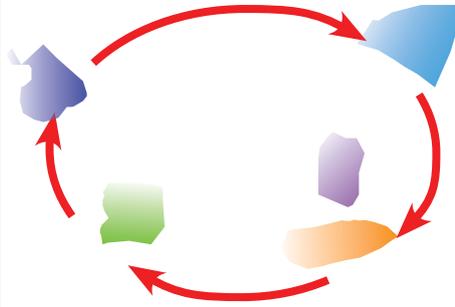
Cape Town Stadium

The new stadium in Green point has turned into the main stadium of Cape Town and is named the Cape Town Stadium. This stadium should attract international events and artists. It should be the home of rugby and football. But more importantly, it should become a multi recreational and sports area. Though, this is already the goal, the problem still persists that the city is subject to zoning restrictions. However, it is an enormous facility for the people of Cape Town. The stadium should look beyond sports, and look at other functions that can be placed in the stadium. A good reference for this the Durban stadium which has various functions, also non sports related function such as café's shops, and tourist attractions. This means that the stadium is constantly in use, during the day and at night bringing more liveliness to the area.



Figure 135: Concept of vision to strategy

6.3.5 STRATEGY COMPARISON

	Vision	Mission	Goals
IDP 2005 – 2006 (City of Cape Town, 2005)	<ul style="list-style-type: none"> - A sustainable city that offers a future to our children and their children. - A dignified city that is tolerant, non-racist, and non-sexist. - An accessible city that extends the benefits of urban society to all and builds the capacity of its people. - A credible city that is well governed and trusted by its people. - A competent city with skills, capabilities, and a competitive edge. - A safe and caring city that cares for its citizens and values the safety and security of all who live, work, and play in it. - A prosperous city known for its ability to compete globally in the 21st century and its commitment to tackling the challenges facing South Africa, the Southern African Development Region, and the African continent. - A city known for its leadership in Africa and the developing world. 	--	<p>(By 2020)</p> <ul style="list-style-type: none"> - Substantial improvement in key human development indicators - 95% of our population living in integrated human settlements - Universal access to basic services - Levels of violent crime reduced by 90% - Water use and waste production down 30% - Access to safe green space within waling distance for all - Renewable energy share equal to 10% of energy consumed - Average real per capita doubled while reducing inequality - Reducing unemployment by 50% - Less than 5% of the population illiterate
2010 FWC Strategic Plan (2007)	<ul style="list-style-type: none"> - Ensure that Cape Town and the Western Cape Province become the centre of attraction for participants, media and spectators of the 2010 FIFA World Cup - Ensure that opportunities are maximized - Build a legacy for the residents of Cape Town/Western Cape to benefit all 	<ul style="list-style-type: none"> - To organize an excellent 2010 FIFA World Cup event with lasting benefits to the people of Cape Town and Western Cape. 	<p>Goals are not specifically mentioned. Though the goals also be the three strategic aspects (see opposite page 'strategy').</p> <ul style="list-style-type: none"> - Compliance with FIFA requirements for hosting the games - Optimizing the developmental impact: the legacy - Maximizing the promotional and positioning opportunities leverage
IDP 2010 – 2011 (City of Cape Town, 2010)	<ul style="list-style-type: none"> - A prosperous city - Effective and equitable service delivery - A well-governed and efficiently run administration 		<p>The emphasis has shifted to longer-term sustainable growth and development for Cape Town.</p>
A new formation for Tiki Taka	<p>- One city, one team, one goal</p> 	<ul style="list-style-type: none"> - Build an integrated city 	<p>- To unify the segregated city</p>  <p>Integrating areas which are socially, economically, and spatially secluded and therefore underdeveloped</p>

Priorities	Strategy	Comments
<p>Within each strategy theme, flagship programs are defined.</p> <ul style="list-style-type: none"> -The Urban Renewal Programme nodes of Khayelitsha and Mitchells Plain. - Upgrade of informal settlements. - N2 Gateway Project - Gender equality - Displaced children - Extension of the HIV/AIDS treatment. - 2010 FIFA World Cup. 	<p>Five strategy themes (based on 2004)</p> <ul style="list-style-type: none"> - Integrated human settlement - Economic growth and job creation - Access and mobility - Building strong communities - Equitable and effective service delivery. 	<p>There is a reflection on past IDP and progress evaluation. In this IDP it is recognized that Cape Town has a fundamental problem in the spatial structure which is often the root of other development constraints. In this IDP a spatial framework is created and introduced.</p> <p>2010 FWC is mentioned as a flagship program. Not very extensive, but it is recognized as a project. Although it seems that the 2010 FIFA World Cup is seen as an independent project as it is not integrated in the strategies or goals.</p>
<ul style="list-style-type: none"> - No priorities mentioned 	<p>The strategy is subdivided into three aspects</p> <ul style="list-style-type: none"> - Compliance with FIFA requirements for hosting the games - Optimizing the developmental impact: the legacy - Maximizing the promotional and positioning opportunities leverage 	<p>The strategy has a very different structure than the other strategic plans. The overview of the document is thereby somewhat unstructured. It seems like loose parts have been put together.</p> <p>In addition, the 2010 FIFA World Cup does not specifically mention goals. Though the goals can be seen as the desire set in the three strategic aspect</p>
<ul style="list-style-type: none"> - The 'west corridor' focussing specifically on the implementation of the integrated rapid transit (IRT) system - The intensification of the N1–Voortrekker Road corridor - A major investment public and economic infrastructure in the southeast of the city. - Maintenance of the southern suburbs must be kept at current levels to sustain confidence and functioning 	<p>8 strategic focus areas</p> <ol style="list-style-type: none"> 1. Shared economic growth and development 2. Sustainable urban infrastructure and services 3. Energy efficiency for a sustainable future 4. Public transport systems 5. Integrated human settlements 6. Safety and security 7. Health, social and community development 8. Good governance and regulatory reform 	<p>Strategies are all viable, however, not a holistic strategy. The strategy consists of 8 strategic areas and spatial strategic areas or directions.</p>
<ul style="list-style-type: none"> - The priority is connecting the nodes so that the city is broken open - When the nodes are accessible that is an exchange of people, economical opportunities, and culture - Creating liveliness and functions in the south eastern node and triggering investment 	<p>A new formation for Tiki Taka:</p>  <ul style="list-style-type: none"> - Identifying main nodes and connecting them; Bellville, City Bowl, Airport, Philippi, and Claremont - Bringing nodes together by connecting their functions, people, and systems to create a synergy - Physically connecting different races and socioeconomic groups creating tolerance and social equity - Enhance the nodes on node scale but also on city scale so it can function in the new urban system 	<p>The strategy looks at the city from a city scale perspective making the strategy somewhat abstract.</p> <p>However, the strategy has to be implemented on node level.</p>

6.4 THE CONCLUSIONS

The resulting strategy looks at ways that different parts of the city can be united. Uniting the segregated city should bring more success to every node and to the city as a whole. Uniting the nodes and making the flow of people, services, and product easier will give the ability for more people to reach other nodes. This will cause the structures left behind by the 2010 FWC to be used more as they are momentarily not accessible for all. Hence, uniting the city is therefore changing the accent that was put on the west part of the city to the east and southern parts of the city.

This can be seen, in some way, as a rectification strategy of what was implemented by the 2010 FIFA World Cup. Conversely, we should not forget that the 2010 FWC did show another perception, changed its image and opened new doors for investors in Cape Town, South Africa and Africa. The image change extended across the continent due to the success of the event. For Cape Town, the 2010 FWC changed the reputation from a poverty stricken criminal racist city to a striving rich diverse friendly cultural city. This will increase tourism and business over the next year creating more economic opportunity. Nonetheless, it continues to be important too spread these economic opportunity to different nodes and not concentrate them in one part of the city. For this to be accomplished the nodes need to be made accessible.

Reflecting this strategy back to the first subject the research question; 'triggering further developments' is trying to spread the development to other nodes and stopping the concentration of investment and development in the City Bowl. 'Triggering further developments' has to be achieved by connecting the nodes and creating the opportunity for employment, for racial mixing and for investment in other parts of the city. According to the new strategy, this is done by team work between the nodes making the connections vital as a game of 'Tiki Taka'.

6.4.1 TIKI TAKA, A FOOTBALL STRATEGY OR URBAN STRATEGY

The metaphor is used of 'A new formation for Tiki Taka' football is to keep the memory of the FIFA alive and the success of what game has brought by uniting the people of Cape Town. For this same reason, the vision 'One city, one team, one goal' is important. This is has to trigger the sensation that was experienced during the event and remind the people of the summer of 2010. Additionally, it makes the strategy lucid, not only for urbanists and officials, but also for the residents of Cape Town. The central meaning of the vision and strategy has is to be understood by all.

However, of course urban planning does not merely have similarities to a football strategy. A football game is bounded by a strict timeframe, sidelines and even has an opposing team. Urban processes in a city are more complex. Urban processes in a city do not have strict sidelines and are also vulnerable to pressures and influences from the outside. Cape Town is dependent on what happens politically in the country and in the region. Examples of this dependency are issues such as trade and tourism coming into the city. But Cape Town is also very vulnerable to global changes and influences. Example of this is the global economical crisis which also had a great impact on the local economies in Africa due to their unstable and dependent character. Nevertheless, the event has helped the city to be introduced into the global network due to the marketing opportunities and image change.

On the other hand, a football team is also subject to constant changes. The player positions stay more or stay the same, but roles and skills become more important or become less significant. The changes in formation or roles of the team players are mainly dependent on the performance of the team as a whole or on the skills of the opposing team. This will be the same case for Cape Town. The roles of the nodes, the key player, will eventually change over time as some nodes will grow stronger and Cape Town will grow more into the global network. Priorities will continuously change and in the long term other nodes might even be introduced into the formation extending the field of play. However, crucial is that the team relationship and the connections between the nodes should always be intact and the nodes should always stay in certain equilibrium in relation

to each other. Additionally, accessibility and activity of each node should have a sense of balance.

6.4.2 THE THREATS

It is important to realize that the strategy is an opportunistic plan. It is also important that the strategy takes into account that Cape Town does not have all the means possible for a complicated strategy. Therefore, the strategy concentrates on the connections between the nodes believing this will also help the nodes grow and develop.

TOP DOWN OR BOTTOM UP

The strategy is created by the results of this research analysis which looked at the past situation, the objectives, the strategies and the realization. The strategy is a city scale strategy as it looks at the city as a whole. It aims at creating a unified city by integrating nodes making them team up and form one city. The way the strategy is created, is done by the author of this research making it a top down strategy. The paradox is that the strategy itself states it is all about team work while the approach is top down.

Additionally, the top down the strategy involves a vision of the functioning of the entire city, but the strategy is entirely dependent on the cooperation of the individual nodes. The strategy mobilizes key nodes enquiring them to change their composition for the sake of the functioning of the entire city. One may understand the nodes that are successful and therefore content with the composition may resist changing their node. Some changes might be at their own disadvantage, but the advantage of the city.

The key to success of this strategy is a bottom up implementation. The individual nodes and all their assets are the key to achieve the objectives. Every node has to find support from stakeholders and residents for the implementation. To make the bottom up approach work, stakeholders have to be mobilized and support needs to be created. Stakeholders are the city wide stakeholders such as the City of Cape Town, but also the Provincial Government. Other stakeholders in each node include the important businesses and investors of the area, tourism organisations in the node, retailers of the node, educational institutions, and the residents living in each node.

The private sector, such as businesses, investors, developers, and retailers, need to start creating confidence towards the other nodes. This can only be done if they see the advantage for them to invest in a different and develop in a different node. This has to be done in collaboration with the City of Cape Town who needs to start concentrating on making nodes accessible so that they become more attractive for the private sectors to develop and invest. Tourism organisations are also important as they should promote their node and start

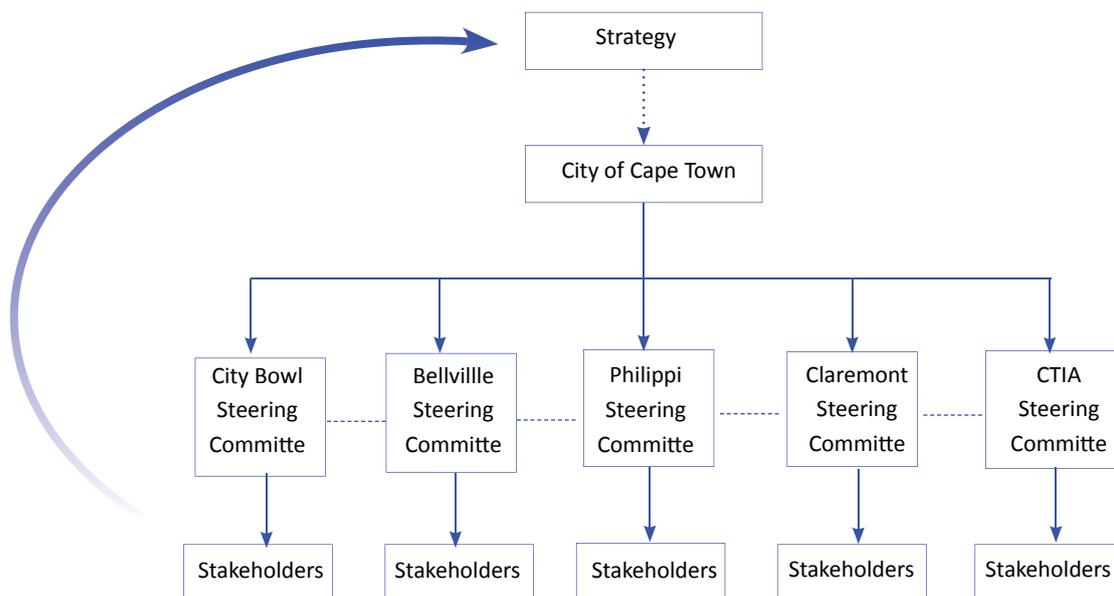


Figure 136: Top-down vs Bottom-up

developing their tourism potential. The different nodes have to create a tourism synergy by promoting different aspects of the node, but also of the other nodes.

Residents are also very important as it is their living space that is affected. And as we all know, change often comes with resistance. Especially in the nodes where social housing is introduced, affluent people will most probably fear higher crime rates and therefore oppose the strategy. It is therefore very important to talk to these households and involve them in the process. They have to be involved in the implementation of the new development, new connections, and new relations. Therefore this strategy does not go as far and detailed on node level. The implementation will be different for every node as all nodes have a different composition and stakeholders. It should also very much depend on the involvement of the stakeholders and their willingness to accept and contribute to the strategy. It also requires an extensive study of where the strategy is implemented and how the stakeholders have to be involved.

To conclude, when the strategy is implemented more studies need to be done on how support is created.

RACIAL MIXING

To generalize, creating low income housing is to introduce low income people from other nodes in the City Bowl, but also equalizing the racial make up of the node and to increase the 'black' and 'coloured' people in a 'white' area. Creating a connection between the economic areas and the informal settlements will cause an inflow of people from the south eastern suburbs. Creating living space for the poorer part of the population in Bellville or the City Bowl will increase the diversity. However, as stated before in the literature study, especially looking at Schoonraad (2004), urban planning in South Africa is dominated by fear of inter racial mingling. This is due to the high crime rates in the low income townships where usually have predominantly black or coloured people. Due to these high crime rates, people living in the affluent areas fear the lower incomes. For this reason, the affluent people living in the node will most probably oppose the proposition to introduce social housing for low income people.

The risk based on this racial fear is that the low income people moving into the area will cause the affluent people will start moving out of the area. Most likely is that they will move to the Atlantic Seaboard or the northern suburbs. This will displace the problem and create more segregation as the people will move more west and seek more seclusion.

But there is a fear and resentment towards and from all the different races. Another risk of introducing social housing in the node is that the main target group (low income population from the south eastern suburbs) do not want to move from their township into another suburbs which is more than an hour away from their race and culture. Townships in South Africa have a somewhat different meaning to the population than most slums in other parts of the world. In other slums, often when a family starts earning more money, the family moves out of the slum to another 'better' area. However, what is seen in the South African slums, or townships, is that people stay in the township and upgrade their house. The township has become a pride and an identity.

NODES COLLABORATING

Other threats which are not based on race are also lying on the surface. The implementation of the city wide strategy really has to come bottom up as the strategy depends on the nodes. The nodes therefore have to believe that connecting more with the city will help the node. A node which is already successful therefore will have the fear that it will have to give more to other nodes, while the other nodes will not have to much to give back. Therefore, the City Bowl, for example, has to accept and believe that attracting low income households is better for the Cape Town as a whole. The key link to this bottom up implementation are the inhabitants to accept the other races and classes, but also the stakeholders of the Cape Town Partnership which are already well established. Cape Town Partnership is a collaboration solely for the Cape Town inner city. The partnership has already put much effort into the visions, strategies, and relationship with stakeholders in the node. One can imagine that it is difficult to project a new strategy on a group of organisations that already have their own plans and projects. Because of the diversity of the partnership they can be the key to the success. Mobilizing this group is the key in this strategy, but therefore a great risk.

MIGRANTS

Migrants often stay closely connected and emotionally attached to their home regions and can be unwilling to establish permanently in the nodes. Hence, they are often reluctant to invest and to engage themselves socially and politically in the “place of work”. Family structures are therefore somewhat unpredictable, as houses are deteriorated, built up or even doubled or tripled. This also makes it difficult for the provision of social and economic support as social protection for these people basically depends on family support. (Küsel, 2009) Due to the fact that migrants stay attached to their home region, they regard the migration as temporarily or circular. As it first is seen as a great benefit for both regions, rural and urban (sending labor and receiving money), in the long run might have a boomerang effect and add to social and economic destabilization. (Küsel, 2009)

Due to the nature of informal settlements and the nature of the population the area is constantly changing. In some areas the informal settlements have taken up so much space that little is left for social facilities or open space.

PUBLIC PRIVATE PARTNERSHIP

Cape Town is still a city where the public sector dominates. However, it is also important for the public sector to give the private sector a more dominant role. This way more investments and return on investments can be made. Therefore, joint venture should also increase, as it seems the public sector seem to doubt the capability and trustworthiness of the private sector. Community building and new forms of partnerships for development are preconditions for enhancing participation, engagement and self-organization of residents and new-comers (migrants). Additionally, culture is a vehicle for integration: cultural expression and sharing of traditions can create a bridge to increase perception and understanding of one another, thus paving the way to peaceful cohabitation (Küsel, 2009)

Due to the fact that some of the nodes have undeveloped areas partly inhabited by migrants and informal shacks, areas are run down. Investors might be put down to start this investment. The private sector might also only see threats working together with a node such as the Philippi node. The City of Cape Town must therefore play a great role to create good deals with the private sector. The establishment of companies will trigger further upgrades in the area. The potential of the area therefore must also be seen by private companies and especially by foreign investors.

Typical responses from the planning officials to cope with huge infrastructure backlogs usually take the form of bulk infrastructure provision and roll out of mass housing programmes in the absence of socioeconomic amenities. (Küsel, 2009)

INSUFFICIENT FUNDS

Funds to connect the IRT to this node and all the other nodes must be found. This can also be done in collaboration with the private sector. Many of the nodes need collaboration of the private sector. This is because adapting a more liberal policy regarding economic activity will benefit the public as the private sector can invest more. However, this means the private sector is given much power and responsibility. This also creates risks for the public sector. Through public private partnerships, the private sector will then also receive the return of the investment and will have more say in the developments. This way there is a chance that the private sector will disagree on the plan and will want to do it differently.

A STRATEGY BASED ON GROWTH

The new urban formation is based on growth, economically and demographically. The threat is if there is not growth, attracting more economic activity to the airport node might prevent companies from establishing or investing in the already established economic nodes such as Bellville and the City Bowl. This will cause a displacement of economic activity from one node to the other rather than a growth of economic activity. This will cause new problems for the nodes that have economic activity. The airport node therefore really has to concentrate on another segment, the international orientated sector, and only start promoting when it is sure that it will trigger a growth rather than a displacement.

7. THE COMMENTARY

*FINAL CONCLUSIONS AND
RECOMMENDATIONS*

This chapter consists of the final conclusions and recommendations.



7.1 CONCLUSIONS

The main conclusion from the analysis is that although the event itself was an enormous success, the developments created by the 2010 FIFA World Cup would in the long term induce more spatial, economical and social imbalances. The main developments and activities were concentrated in the affluent areas in the western area of the city whereas the area most in need of a trigger for development was the south eastern area of the city. The link between the west and the east is not sufficient and constrains Cape Town from progressing in development. A huge part of the population lives too far from economic employment and too far for investors to be attracted to the area. This means that part of the population is left socially secluded and unable to participate and contribute to economical system, but still need the basic services and infrastructure. This is not only socially unacceptable, but also it further triggers the financial problems of the city. On top of this, Cape Town is rapidly growing due to the in-migration of the rural farmers to the city. Cape Town and the Province already have difficulty providing sufficient services to its current inhabitants, and will only have more difficulty as the population is growing rapidly. The rapid growth will cause an even greater backlog of houses resulting in more informal settlements. Informal settlements are characterized by shacks, unemployment, poverty, lack of decent infrastructure such as water and sewage systems, poor health and safety conditions, and environmentally hazardous. This is an undesirable situation for any inhabitant and for any city.

The 2010 FIFA World Cup did not succeed to tackle the main problems of the city. One of the main problems is the poor link between west and east. Instead of integrating part of the city, more accents were put on the already affluent west, creating more investment and development in an area which already has the quality of place. For this reason, it was necessary to develop a strategy that actually looked at ways to undo the intensification of the affluent areas and open up the city. The situation would have been different if the development were done around Athlone or in the south eastern areas as it would have created a link between the west and east. Perhaps then, the legacy would have used and could be continued to be developed and expanded.

MAIN RESEARCH QUESTION

What urban strategy should a host city of the FIFA World Cup in South Africa execute in order to trigger further developments and gain full benefits of the legacy of the FIFA World Cup 2010?

When looking at the main research question; a strategy was needed that would open up the city as it has been locked down by the developments of the 2010 FWC. The city needed an urban strategy that would unite the city increase the flow of people, investors, and knowledge between different nodes. Most of the nodes work to independently from each other.

If nodes are connected they will be more accessible physically, but also economically and socially. At the moment people are excluded on all these different levels as there is little integration between different racial and socio economic groups. Additionally, more people will have accessibility to the developments of the 2010 FWC such as the stadium, the urban park, the fan walk.

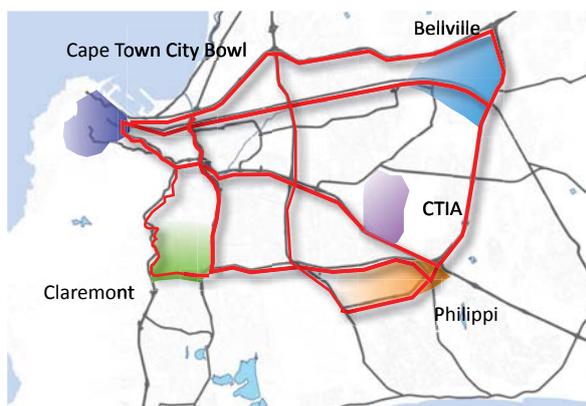


Figure 137: Converting the circular flow of connection to the reality

The new vision and strategy also beholds the memory of the summer of 2010 by being a metaphor of football for the urban system.

The new vision is; One city, one team, one goal, symbolizing the need to unify the city and its node.

The strategy is; A new formation for Tiki Taka, symbolizing that key players, or nodes, have to be identified working as a team, passing the ball between them. This means that the connections between the nodes are of utter importance. The concept strategy is based on the network city described in Chapter 2.

7.2 REFLECTION

This master thesis was a qualitative research. Firstly, a literature research was performed to set the boundaries and the context of the research. Additionally, through the extensive literature review the definitions and concepts of globalization, strategies, quality of place, legacies, and measuring methods were investigated. The research consisted research framework that corresponded to the different sub research questions. Different assessment methods were used to create insight to the different research questions.

7.2.1 THE RESEARCH FRAMEWORK

The research framework was developed by combining the conceptions of the literature review. Chapter 2 explicates how the research framework was derived from the theory. Additionally, the framework also corresponded to the research questions. Making the research model a viable basis for the empirical research.

The concept of strategy (Mintzberg and Waters, 1985) was a basis of the time-line of the research model. The strategy was subject to different influences from a global and local scale causing strategy to emerge or be unrealized. The major conclusion was that most of the strategy created in the IDP. The IDP strategy and the PGDS was conformed into the 2010 FWC Strategic Plan. However, in the process of this transformation strategies was lost and new strategies emerged as the global event caused local pressures. The accent of development was the main issue that was changed in the process. As the IDP concentrated on the southeastern suburbs, the 2010 FWC Strategic Plan concentrated on the western suburbs.

The literature in Chapter 2 that portrayed to concept of global city, quality of place, legacy and preliminary case study research were used to determine the variables and the parameters. These parameters were to be measured according to the methods explicated in section 2.5.3 Measuring Methods. The variables corresponded to the fields of urban management defined by Qu Lei and Marjolein Spaans. But they also corresponded to the categorization of the section 2.4 Legacies. This two links made it easier to identify possible legacies and effect in each of the variables. This made it possible to see if these theoretical legacies also occurred in reality.

The research framework gave room to assess all the variables in different phases. Though this is seen as a strength, it can also be seen as a weakness. Perhaps it gave too much room for study, causing too much to be researched making it difficult to focus on certain aspects.

INFORMATION ACCUMULATION

However, an extended research was done to find all the applicable and needed figures to measure to impacts on the different parameters. Due to the fact that the research was conducted shortly after the event, some figures and information were still being processed. An example is the trend of tourism. The impact, the predicted increase, is still something that needs to be proven over the next years as it was too early to measure the long term increase. This was also the case for foreign direct investment. Therefore, predictions were used, but hard figures were not yet available. Though, through surveys the perception and image of South Africa was measured, this should be done again when more time has passed to see if there was a more permanent change in the image of the city, country, and even continent. Image leads to increase of confidence in the private sector, which is an important aspect for the global position of Cape Town.

Furthermore, the development of the strategy was done in the last phases of the research. In this last phase, the research was conducted back in the Netherlands and not in Cape Town. All the observations, interviews, documentation research was done in the previous phase where the intended and realized strategies were concluded. The strategy phase, which ended up concerning all the nodes, would have been able to be more in depth if this phase would also have been conducted in Cape Town. All the nodes would have been able to be explored with a more accurate direction and more concise implementation recommendations and conclusion would have been given. A side note from this is that this would have been a time consuming process and perhaps should be done in an extended research as it concerns a much more detailed scale.

ASSESSMENT METHODS

The variables and parameters were chosen on the basis of the theoretical research regarding global cities and quality of place, and also on the basis of the vision and strategies created by the City of Cape Town and the Provincial Government of the Western Cape. These parameters and variables were sometimes altered throughout the research process as more insight, information and figures were accumulated. The parameters were therefore very important in the process leading to the eventual strategy.

As explained in the previous sections, the parameters were chosen using the concepts of the literature review and through investigation of the municipality's policies, vision, and strategies. This is somewhat similar to the 'top down approach'. If a different method was used to choose the parameters, different parameters and variables would probably result. If the choosing process was different and from the 2010 FWC perspective, 'bottom up approach', different parameters could have been the result.

Additionally, for this thesis numerous parameters were investigated. This may have caused lack of in-depth research or information accumulation to certain extends due to time and prioritization of significant information. However, if one had chosen less parameters and had only focused on segregation or on the global aspect, these parameters would have been studies more elaborate making the strategy also more focused. However, this can also cause a one-sided strategy.

The parameters influence the outcome of the research considerably. The process of choosing parameters is very important and also needs to be cautious of subjectivity because different parameters could result in a different conclusions. And conclusions of an analysis are the basis of the final strategy. The researcher should, therefore, be aware of the possible effects of choosing more or less parameters and the process of choosing them in the early stages of the research.

7.3 RECOMMENDATIONS

Based on the conclusion, the final strategy and the reflections described above the following recommendations are made.

LESSONS LEARNED FOR FUTURE FIFA WORLD CUP HOST CITIES

For future events in developing countries it is difficult to use this case because the implementation of an event and the impact are very much dependent on the physical, economical, social and governance structure of the city. As we have seen in this case, the impact of the event would have been different if the city experienced a different history. However, from the process in preparation phase two main issues can be learned from particularly about how the event strategy was created and progressed.

Setting objectives

The process in which this research was done can be a viable method for planning a future event especially when looking at the different methods used to measure the legacy. This can also be done determine what legacy is most desirable and then to develop the path to get there.

First the host should start with the 'Balanced scorecard approach' where clear objectives and strategies are laid over the 'tools' of a mega event. A mega event should be seen as a great tool to realize the objectives and strategies. Examples of the tools are infrastructure, facilities, marketing, upgrading of structures and beautification projects. But important is that these overlap with the strategy of the city.

New strategic points will result which are the combination of the host vision, strategies, and the mega event tools. These new strategic points need to be criticized by ongoing trends, locally and globally. From the perspective of these new strategic points, a bottom up approach can be used. Looking from each strategic point, what the effect would be giving an indication of the impact per strategic point.

Stakeholder management

Next to setting the objectives, the involvement of stakeholders is important. Stakeholders can make or break the event. The cooperation of parties is vital for such an event. Due to the great amount of stakeholders, the numerous objectives can contradict each other causing some of them not to be considered or not to be realized. The high number of stakeholders and objectives also causes a great amount of negotiation. Therefore, it is very important for a host city to determine if hosting the event will be beneficial and at what maximum cost – on social, economical, physical and governance level - it would want to host the event. In the case of Cape Town was seen that hosting the semi finals came at a great cost due to the obligation to the FIFA to build the Cape Town Stadium in the Green Point suburb.

Therefore, at the start of the preparation phase it is important put the roles and influences of each of stakeholder into perspective. Their ingredient in the realization of the city’s objectives and the event’s objectives needs to be clear. In the negotiation phase stakeholders can already be differentiated and a priority can be made which stakeholders are important for the process.

Stakeholders need to participate in the process, and the objectives need to be clear. However, as unfortunate as it is, not all objectives of all stakeholders can be accounted for. However, the stakeholders that are already important in past policies and strategies need to be taken into account. However, this is already most likely, as the balanced scorecard approach takes the host cities vision and strategies into account. Stakeholders then need to be paired with the new combined strategic points for an expanded and worked out implementation plan.

Using ‘forward linkages’ the chain reaction of these new strategic points can be predicted and the viability of the new strategy can be measured. It is important to note, that planning for such an event is always based on the predications of certain legacies. This method described above, which again uses the combination of the measures described in chapter 2, will give an all rounded prediction and strategic plan where past policies, trends, future objectives, and the mega event is taken into account.

FUTURE RESEARCH

In-depth study of selection of parameters

14 parameters were chosen. This was chosen for an all rounded research and reflected on the context of the research. However, a side effect is that this meant that due to time and amount of information, the parameters were discussed at the surface. With more time these parameters could have been analysed more in depth.

For future research a selection of these parameters could be made for more in-depth information. From the conclusions made it became evident that the spatial imbalance prevented economical and social progress causing inequalities in the population to persist. From this conclusion one could recommend to focus only on the parameters that are related to the inequality problem such as housing, employment and social equity.

In-depth spatial study on node scale

The most important recommendation is that an in-depth research is needed per node for the implementation of the strategy. The connections with the IRT need to be implemented; this needs to be integrated in the existing infrastructure as extra bus lanes need to be developed. Additionally, a plan for the introduction of different races in some of the nodes needs to made concise.

Some nodes will need extra facilities, these need to be planned in the node on specific strategic places on node scale. Not all facilities will be able to be developed immediately due to lack of funds and means.

Again, stakeholders are very important in this process. Specific stakeholders of each node also need to be researched. Their collaboration, capability and contribution needs to be explored. As described above in topic ‘stakeholders’ an elaborate description is given why the stakeholders need to be involved.

In-depth stakeholder analysis on node scale

For the success of the eventual strategy 'A new formation for Tiki Taka' it is very important to involve the relevant stakeholders of each node. These should also be interviewed to determine the way of implementation of the strategy. Looking at the node compositions illustrated in the previous chapter and looking at the critical issues of each node, stakeholders and residents often have better and justifiable solutions that can lead to applicable strategies. This part should not be done top down. Though the strategy does suggest aspects that should increase or change and it suggest what should happen, it cannot give more than that.

In depth strategy on node scale

As already explicated in the section regarding top down and bottom up, it is vital for this strategy to use a bottom up approach. It is a city wide strategy that requires full cooperation on its building blocks; the urban nodes. If one of the nodes does not cooperate than the strategy is worth nothing and the other nodes will even be more unbalanced. They will have made the investment, but will not see the eventual long term return.

To implement what was recognized in the node analysis also requires a specific strategy. This strategy is also a time consuming process which needs studies and involvement of all stakeholders. Some nodes are more complicated than others. Though the start has been made in this research and some nodes already have established stakeholders, a next study should look in to every node. Again, key is not too make it complicated and solely look at how the node can fit in the urban system. Priority is therefore the connections and the transport system.

In-depth study of racial mixing

The main threat of the strategy is the racial issue. One of the main concepts of the strategy is the flow of people and thereby the flow and inter connection of races. Some nodes need work on the racial demographics increasing certain races. However, races might refuse to inter mingle and this is a real concern in the case of Cape Town. Therefore a more social study needs to be done to see how these races can be integrated in the nodes. This needs to be explored both on city level and on node level. It is important to look at more case studies of racial mixing; one recommendation case is the case of Detroit. Lessons learned can be applied to the racial mixing of Cape Town.

1. Let the Game Begin Research Design	2. Rules of the Game Theoretical Framework	3. The Kick Off Vision and Strategy	4. Dribble, Pass, Score The Realisation	5. One team, one goal A New Vision	6. A New Formation A New Strategy	7. The Commentary Conclusions and Recommendations
--	---	--	--	---------------------------------------	--------------------------------------	--

BIBLIOGRAPHY



2010 FIFA World Cup. (2010). Retrieved November 24, 2010, from Republic of South Africa: <http://www.sa2010.gov.za/en/node/2926>

2010 FIFA World Cup South Africa. (n.d.). Retrieved November 24, 2010, from FIFA.com: <http://www.fifa.com/worldcup/organisation/committees/facts.html>

Adonis, T., Alexander, M., & Jacobs, P. (2000). *Community Situation Analysis*. Community Situation Analysis, Cape Town, South Africa.

Affairs, B. o. (2009, October). Background notes: Belgium. Retrieved March 27, 2010, from US Department of State: <http://www.state.gov/r/pa/ei/bgn/2874.htm>

Airports Company South Africa. (2011). Passenger statistics. Retrieved June 12, 2011, from Airports Company South Africa: <http://www.acsa.co.za/home.asp?pid=137>

Alegi, P. (1958). 1934 Moonlighters team photo with trophies. Retrieved September 25, 2011, from South Africa, overcoming apartheid: <http://overcomingapartheid.msu.edu/image.php?id=303>

All about Cape Town South Africa. (n.d.). Retrieved October 29, 2011, from cape town family holiday magic: <http://www.cape-town-family-holiday-magic.com/cape-town-south-africa.html>

Anan, K. (2000, February 12). United Nation Informatio Services. (P. R. G/05/2000, Interviewer)

Andrag, B. (Ed.). (2010). *Cape Town Stadium, between the lines*. Cape Town, Western Cape, South Africa: Griffel.

Andrews, C. (2000). *Analysing Quality-of-Place*. USA: Department of Urban Planning and Policy Development, State University of New Jersey.

Archives. (2009). Retrieved March 29, 2010, from Tree Hugger: <http://www.treehugger.com/european-union-countries-image>

Atos KPMG Consulting. (2004). *Tourism Development Framework for Cape Town*. Cape Town: City of Cape Town.

Badenhorst, M. (1987). *Die residensiele struktuur van die metropool: n sosiaal-ruimteljke vertolking can die Suid-Afrikaanse geval*. Johannesburg, South Africa: Randse Afrikaanse Universiteit.

Badenhorst, M. (1999). *The South African City: A Lesson in Soco-spatial Planning*.

Bakker, I. (2009). *Olympic Legacy Development; the road to succes*. Delft: Master Thesis, Technical University Delft.

Barabasi, A. (2002). *Linked: The new science of Networks*. Cambridge, Perseus.

BBC. (2010, November 24). South Africa country profile. Retrieved December 6, 2010, from http://news.bbc.co.uk/2/hi/africa/country_profiles/1071886.stm

Berg, N. (2010, May 10). *The Infrastructural Benefit of South Africa's World Cup*. Retrieved October 11, 2010, from Planetizen: <http://www.planetizen.com/node/44124>

Berg, N. (2010, February 12). *Why Hosting a World Cup Doesn't Matter for Cities, and How it Can*. Retrieved January 10, 2011, from Planetizen: <http://www.planetizen.com/node/47113>

Bertolini. (2005). *Cities and Transport: Exploring the need for new planning approaches*. In L. Albrechts, & S. J. Mandelbaum, *The network society: a new context for planning?* (pp. 67 - 72). Oxon: Routledge.

Bertolini, L. (1999). *Spatial development patters adn public transport: The applications of an analytical maodel in the Netherlands*. *Planning and Practice Research* (Vol 14.no2), pp. 199-210.

Bidder for the FIFA World Cup 2018/2022. (2010, July 15). Retrieved November 2010, 24, from FIFA.com: <http://www.fifa>.

com/worldcup/bidders/2018/news/newsid=1274342.html

Black, D., & van der Westhuizen, J. (2004). The allure of Global Games for semi-peripheral Polities and Spaces: A Research Agenda. *The Third World Quarterly* , 1195-1214.

Boden, R. (1989, Sept). Cultural Anthropology in Relation to Urban Design and Planning. *Town and Regional Planning* , 1993 (35), pp. 11-23.

Boraine, A. (2010). Using large events to leverage urban regeneration: the 2010 FIFA World Cup in the Cape Town Central City. City of Cape Town, South Africa: Chief Executive of the Cape Town Partnership .

Brown, A., & Massey, J. (2001). Literature Review: The Impact of Major Sporting Events. Manchester Metropolitan University: Manchester Insitute for Popular Culture.

Brown, L. (2009). Cape Town and the Western Cape: Your host in 2010. Cape Town: Cape Town and the Western Cape.

Business Dictionary. (2011). Retrieved February 16, 2011, from <http://www.businessdictionary.com/definition/informal-economy.html>

Cape Town and Western Cape business plan. (2006). Retrieved December 24, 2010, from City of Cape Town: http://www.capetownroutesunlimited.com/images/2010Bus_Plan312006Final.pdf

Cape Town Partnership. (2009). Cape Town Partnership. (World Wide Creative) Retrieved March 27, 2011, from <http://www.capetownpartnership.co.za/about/>

Cape Town Partnership. (2010). Pedestrian network in the Central City. Opgeroepen op March 01, 2011, van <http://www.capetownpartnership.co.za/programmes/public-space-for-public-life/pedestrian-networks-in-the-central-city/>

Cape Town Routes Unlimited. (2010). Cape Town Routes Unlimiteds Annual Performance Report 2009 - 2010. Cape Town: Cape Town Routes Unlimited.

Carter, H. (1995). *The Study of Urban Geography*. London: Arnold.

Cashman, R. (2005). *The Bitter-Sweet Awakening. The legacy of teh Sydney 2000 Olympic Games*. Sydney: Walla Walla Press.

Castells, M., & Cardoso, G. e. (2005). *The Network Society: From Knowledge to Policy*. Washington, DC: Transatlantic Relations.

CCT. (2002). *MSDF Review: Phase 1: Spatial Analysis, Trends, and Implications*. Cape Town, South Africa: City of Cape Town.

Central Strategy Unit. 2010 FIFA World Cup. Johannesburg: City of Johannesburg.

Central Strategy Unit. (n.d.). 2010 FIFA World Cup. Retrieved from City of Johannesburg: www.joburg.org.za

Chalkley, B., & Essex, S. (1999). *Urban development through hosting international events: a history of the Olympic Games*. Plymouth, UK: Department of Geographical sciences, University of Plymouth.

Chang, T. (2009). Improving Slum Condition with Public-Private Partnerships. *Panorama* , 12-16.

Chen, Y. (2007). *Shanghai Pudong; Urban developement in the era of global-local interaction*. Delft: IOS Press under the imprint Delft University Press.

Chen, Y. (2009). Urban development and the Summer Olympics: a review of the literature. QM Li & JF Yang (Eds.), *CRIOCM 2009 international symposium on advancement of construction management real estate* (pp. 486-495). Hong Kong: Hong Kong polytechnic University.

Chen, Y., & Spaans, M. (2009). *Mega Event strategy as a tool of urban transformation: Sydney's experience*. Amsterdam/ Delft: The 4th International Conference of the International Forum on Urbanism (IFoU).

- Chen, Y., & Wigmans, G. (2005). Shanghai Pudong development: interacting global and local. Delft: TU Delft.
- Chen, Y., Lei, Q., & Rooij, R. (2009). Realizing Olympic Games in the Netherlands. L Calabrese, A ten Doeschate, A Geenen, D Hauptmann, J Heintz & U Knaack (Eds.) (pp. 60-65). Delft University of Technology, Rotterdam, 010 Publishers.
- Cheru, F. Globalization and uneven urbanization in Africa: the limits to effective Urban governance in the provision of basic services. American University.
- City of Cape Town. (2008, December 3). Opgeroepen op February 14, 2011, van <http://www.capetown.gov.za/en/stats/Documents/City%20Statistics%202009.htm>
- City of Cape Town. (2009). 2010 FIFA World Cup™ Host City Cape Town; Green Goal Progress Report. Cape Town, South Africa: Sappi.
- City of Cape Town. Alignment of future growth & infrastructure. In Cape Town Spatial Development Framework; Technical Report. Cape Town, South africa: City of Cape Town.
- City of Cape Town and Provincial Government of the Western Cape. (2007). 2010 FIFA World Cup Strategic Plan for the Provincial Government of the Western Cape and the City of Cape Town. Cape Town, South Africa: City of Cape Town and Provincial Government of the Western Cape.
- City of Cape Town and the Provincial Government of the Western Cape. (2006). 2010 FIFA World Cup, Cape Town and Western Cape business plan. Cape Town: City of Cape Town.
- City of Cape Town. (2009). Cape Town Spatial Development Framework. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2010). Cape Town Spatial Development Framework; Technical Report. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2010_a, October). Cape Town Spatial Economy, implications for spatial planning. Retrieved April 4, 2011, from www.capetown.gov.za: <http://capetown.gov.za/en/sdf/Documents/Nov2010/AnalysisOdSpatialEconomyS.pdf>
- City of Cape Town. (2010_b). Cape Town's Economic Environment. Retrieved April 4, 2011, from www.capetown.gov.za: <http://www.capetown.gov.za/en/ehd/Documents/EHDEcon.pdf>
- City of Cape Town. (2011c). Cape Town's Integrated Rapid Transport (IRT). Retrieved October 6, 2011, from City of Cape Town: <http://www.capetown.gov.za/en/irt/Pages/default.aspx>
- City of Cape Town. (2002). Integrated development plan 2002/03. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2003). Integrated Development Plan 2003/04. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2004a). Integrated Development Plan 2003/2004. South Africa.
- City of Cape Town. (2006a). Integrated Development plan 2006-2007. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2011b). Integrated Development Plan 2007 - 2012, REVIEW 2011 - 2012. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2007a). Integrated Development Plan 2007 -2008. Cape Town, South Africa: City of Cape Town .
- City of Cape Town. (2008). Integrated Development Plan 2007/8 – 2011/12, Review 2008 - 2009. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2010c). Integrated Development Plan 2008 - 2012 REVIEW 2010 - 2011. Cape Town, South Africa: City of Cape Town.

- City of Cape Town. (2011, February 24). Integrated Rapid Transit. Retrieved February 24, 2011, from City of Cape Town: <http://www.capetown.gov.za/en/irt/Pages/Overview.aspx>
- City of Cape Town. (2005a). Intergrated Development Plan 2005/06. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2006b). Long Term Metropolitan Spatial Framework: Strategic Direction. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2003b). MSDF Review, Spatial analysis, trends and implications. D R A F T.
- City of Cape Town. (2004). Our City Our Future; Integrated Development Plan. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2005). The 2010 FIFA World Cup™ Host City Cape Town; Green Action Plan. Cape Town, South Africa: Sappi.
- City of Cape Town. (2004b). Tourism Development Framework for Cape Town, Tourism Spatial Framework. Cape Town, South Africa: City of Cape Town.
- City of Cape Town. (2006c). Urban renewal development framework for Khayelitsha and Mitchells Plain. Cape Town, South Africa: City of Cape Town .
- City of Johannesburg. (2000). Annual Report 2001/02. South Africa: City of Johannesburg.
- City of Johannesburg. (2004). Chapter 2.
- City of Johannesburg. Chapter 2 Context.
- City of Johannesburg. (2006). City of Johannesburg Integrated Development Plan 2006/11. South Africa: City of Johannesburg.
- City of Johannesburg Metropolitan Council . (2004). Johannesburg Inner City Regeneration Strategy Business Plan. Johannesburg: City of Johannesburg Metropolitan Council .
- City of Johannesburg. (2001). Sustainable housing strategy for the City of Johannesburg. Johannesburg, South Africa: City of Johannesburg.
- City Sightseeing (Pty) Ltd. (2009). Red City Tour. Retrieved April 4, 2011, from <http://citysightseeing.co.za/maps>
- City Space. (2009a). Cape Town Densification Strategy. Cape Town South Africa: City of Cape Town.
- City Space. (2009). Cape Town Densification Strategy, Technical report. Cape Town, SA: City of Cape Town.
- City Space. (2011). Cape Town Spatial Development Framework; Technical Report . Cape Town, South Africa: City of Cape Town.
- Claremont, South Suburbs. (2011). Retrieved October 6, 2011, from SA- Venues: www.sa-venues.com/attractionswc/claremontphp
- CNdV africa. (2005). Western Cape Spatial Development Framework. Cape Town: CNdV africa.
- Corporate Planning Unit. (2002). Joburg 2030, Short Version. Johannesburg: City of Johannesburg.
- Cottle, E. (2010). A Preliminary Evaluation of the Impact of the 2010 FIFA World Cup™: South Africa. Switzerland: Swiss Labour Assistance.
- d'Orville, H. (2009). Africa and Globalization: Learning from the past, enabling a better future. Tokyo: United Nations Education Scientific and Cultural Organization (Unesco).

- Dare, S. (July, 2001). Africa and Globalization. Dollars and Sense magazine .
- de Water, L. (2011). Beyond the World Fair. Delft, the Netherlands: Technical University of Delft.
- Department of Cultural Affairs and Sport. (2010). Socio-Economic Study on Public Viewing Areas. Cape Town, South Africa: Provincial Government of the Western Cape.
- Devnomics Developmentnomics. (2011). Report of the impact study of 2010 FIFA World Cup South Africa on SMMEs in the Western Cape. Cape Town, South Africa: Western Cape.
- Dictionary. (2010). Retrieved December 25, 2010, from Merriam Webster: <http://www.merriam-webster.com/dictionary/developed>
- (2009). Draft 2009/10 Integrated Development Plan (IDP) Revision. Johannesburg: City of Johannesburg.
- Dunn, K. (1999). Hallmark Events. Staging the Olympics: the event and its impact , 18-32.
- Facts, 2. F-Q. (2010, July 11). Government preparations for the 2010 FIFA World Cup™. Retrieved November 25, 2010, from <http://www.sa2010.gov.za/highlights-2010>
- Fayos-Sola, E. (1997). The Impact of Mega Events. World Tourism Organization. Spain.
- Florida, R. (2002, May). The Rise of the Creative Class. Washington Monthly , pp. 1-14.
- Florida, R., & Tinagli, I. (2004). Europe in the creative age. Europe: DEMOS.
- Flyvberg, B. (2005, no. 22). Design by deception: The politics of megaproject approval. Harvard Design Magazine , pp. 55-59.
- Flyvberg, B. (2004). Procedures for Dealing with Optimism Bias in Transport Planning. London: Department for Transport.
- Frause, S. (2010, Juni 10). Sue Frause. Retrieved Oktober 14, 2010, from True/Slant: <http://trueslant.com/sue-frause/2010/06/10/cape-towns-green-point-stadium-ready-for-2010-fifa-world-cup/>
- Freidmann, J. (1992). Empowerment: The Politics of Alternative Development. Oxford: Blackwell.
- Frieslaar, A., & Jones, J. (2006). The N1 Corridor Cape Town: an integrated multimodal transport strategy for the corridor. Cape Town, South Africa.
- Furrer, P. (2002, Serie XII, Volume VII 4). Sustainable Olympic Games; a dream or a reality. Bollettino della Societa Geografica Italiana .
- Garcia, S. (1993). Barcelona und die Olympischen Spiele. In F. d. Projekte, Zeitschrift für Sozialwissenschaft (pp. 251–277). H. Häussermann & W. Siebel.
- GCIS. (2010). Transport. Retrieved February 23, 2011, from South Africa 2010 Fifa World Cup: <http://www.sa2010.gov.za/transport>
- Gibb, M. (2007). Cape Town, a secondary global city in a developing country. Environment and Planning C: Government and Policy.
- Gordon, I. (1999). Internationalisation and Urban Competition. Urban Studies.
- Grant Thornton. (2010, October 29). Grant Thornton says World Cup dramatically increased national brand value for South Africa. Opgeroepen op February 16, 2011, van Grant Thornton: www.gt.co.za/News/Press-Release/Strategic-solutions/2010/2010wcbrand.asp
- Gratton, C., Shibli, S., & Coleman, R. (2006). The economic impact of major sport events: a review of ten events in the UK. Oxford, UK; Malden, USA: Blackwell Publishing Ltd.
- (2006). Growth and strategy development. Chapter 4.

- Hall, C. M. (1989). The definition and analysis of hallmark tourist events. *Geography of Tourism and Recreation* , Volume 19 (Number 3), pp. 263-268.
- Hall, C. M. (2006). *Urban entrepreneurship, corporate interests and sports mega-events: the thin policies of competitiveness within the hard outcomes of neoliberalism*. Oxford, UK; Malden, USA: Blackwell Publishing Ltd.
- Hamber, B. (1999, May 27). 'Have no doubt, it is fear in the land': an exploration of the continuing cycles of violence in South Africa. Centre for the Study of Violence and Reconciliation seminar .
- Hansard. (2005, July 6). London 2012 Olympic Bid. (H. o. debates, Interviewer)
- Harris, N. (2007). City competitiveness. World Bank study of competitiveness in four Latin American cities .
- Harvey, D. (1989). *The Urban Experience*. Blackwell.
- Healey, P. (1997). *Collaborative planning, shaping places in fragmented societies*. London: MacMillan.
- Healey, P. (2004, February 24). The treatment of space and place in the new strategic spatial planning in Europe. *International Journal of Urban and Regional Research* , pp. 45-67.
- Healey, P. (1990). Understanding land and property development processes: Some key issues. *Land and property development in a changing context* .
- Herlyn et al, U. (1989, Vol 13). Segregation in eastern German cities, Gentrification, downgrading of large estates and suburbanization. *Netherlands Journal of Housing the Build Environment* , pp. 421-437.
- Hiller, H. H. (1995). Conventions as mega events, Vol. 16, No.5. *Tourism Management* , 375-379.
- Hiller, H. H. (2000, June). Mega Event, 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* , p. Volume 24.2.
- Hilling, D. (1996). *Transport and developing countries*. London: Routledge.
- Hobkinson, R. (2002). *An Achievable Goals; Stadiums, arenas, urban regeneration*. Jones LaSalle.
- Horne, J., & Manzenreiter, W. (2006). *An introduction to the sociology of sports mega events*. Oxford, UK; Malden, USA: Blackwell Publishing Ltd.
- Horne, J., & Manzenreiter, W. (2002). The World Cup and Television Football. Japan, Korea, and the 2002 World Cup , 195-212.
- Horne, J., & Marzenreiter, W. (2004a). Accounting for mega-events: forecast and actual impacts of the 2002 Football World Cup Finals on the host countries Japan and Korea. *International Review for the Sociology of Sport* , 187-203.
- Houlihan, B. (2002). Political involvement in sport, physical education and recreation in A.Laker . *The Sociology of Sport and Physical Education* , 190-210.
- Housing, D. o. (1997). *Urban Development Framework*. Cape Town: Department of Housing.
- How the World Cup has Changed the Cape Town Property Market. (2010, November 10). Retrieved June 7, 2011, from <http://www.articlesbase.com/real-estate-articles/how-the-world-cup-has-changed-the-cape-town-property-market-3655885.html>
- Htonl. Domestic Flights from Cape Town. Wikipedia, South Africa.
- Htonl. Flights from South Africa. Wikipedia, South Africa.
- Htonl. Map of National Roads of South Africa with Labels. Wikipedia, South Africa.

- HUD. (2000). *Now is the Time; Places Left Behind in the New Economy*.
- Hugo, D. (2011, May 9). *Technical Director 2010, City of Cape Town*. (C. v. Enk, Interviewer) Institute, t. B. (2006). *London Olympic Legacy*. London.
- Jacobs, M. (2000). *Multi nodal urban structures, a comparative analysis and strategies for design*. Delft: DUP. (2003). *Joburg; Annual Report 2001/02*. South Africa: City of Johannesburg.
- Johnston, R., Gregory, D., & Smith, D. (1986). *The Dictionary of Human Geography*. Oxford: Basil Blackwell.
- Jones, C. (2001). *Mega-events and host-region Impacts: Determining the True Worth of the 1999 Rugby World Cup*. United Kingdom: *International Journal of Tourism Research*.
- Kasimati, E. (2003, November 3). *Economic aspects and the Summer Olympics: a review of related research*. *International Journal of Tourism Research*, Volume 5 (Issue 6), pp. 433-444.
- Khan, R. (2007, 01 09). *Developing the theoretical and conceptual framework*. Retrieved 12 24, 2010, from journclasses.pbworks.com/f/theoretical+framework.ppt
- Kusel, A. (2009). *The South African Urban Renewal Programme (URP): Development of rural/urban nodes in context of migration*. Germany: GFA Consulting Group.
- Lehohla, P. (2006). *Migration and changing settlement patterns*. South Africa: Statistics South Africa.
- Lehohla, P. (2006). *Provincial Profile 2004*. South Africa: Statistics South Africa.
- Lehohla, P. (2004). *Provincial Profile 2004 Western Cape*. Pretoria: Statistics South Africa, Private Bag X44.
- Lola Kramer Realty. (n.d.). *The Cape Town Property Market*. Retrieved June 5, 2011, from www.lolakramer.com/Cape_Town_Property_Market.asp
- Loots, E. (2002). *Globalisation and Economic Growth in South Africa: Do we benefit from trade and financial liberalisation?* South Africa: Rand Afrikaans University.
- Lowder, S. (1993, 30 (7)). *The limitations of planned land development for low income housing in Third World cities*. *Urban Studies*, 1241 - 1255.
- Malfas, M., Theodoraki, E., & Houlihan, B. (2004). *Impacts of the Olympic Games as mega-events*. 209-220: *Municipal Engineer*.
- Marcuse, P. (2001, July 26-28). *Enclaves Yes, Ghettos No: Segregation and the State*. *International Seminar on Segregation in the City*.
- Marcuse, P. (1998). *Space over Time: The Changing Position of the Black Ghetto in the United States*. *Netherlands Journal of Housing and the Built Environment*, p. 13(1).
- Marcuse, P. (1997a, November). *The Enclave, the Citadel, and the Ghetto: What Has Changed in the Post-Fordist U.S. City*. *Urban Affairs Review*, pp. 228-264.
- Marcuse, P. (1997b). *The Ghetto of Exclusion and the Fortified Enclave: New Patterns in the United States*. In *American Behavioral Scientist Special Issue, The New Spatial Order of Cities* (pp. 311-326).
- Marcuse, P., & van Kempen, R. (1999). *Globalizing Cities: Is There a Spatial Order*. Oxford: Blackwell. (2010). *Match Day Pedestrian Routes*. Cape Town. Cape Town, South Africa: City of Cape Town.
- Ministry of Housing, Spatial Planning & Environment. (2001). *Fifth National Policy Document on Spatial Planning* The Hague. the Netherlands.

- Mintzberg, H., & Water, J. (1985). Of Strategies, Deliberate and Emergent. John Wiley & Sons.
- Mintzberg, H., & Waters, J. A. (1985, July). Of Strategies, Deliberate and Emergent. *Strategic Management Journal*, pp. Vol. 6, No. 3, pp. 257-272.
- Morkel, K. (2001). Towards an economic development strategy for the city of Cape Town. South Africa: Executive Committee Bosberaad.
- Motlanthe, K. KE NAKO, Celebrate Africa's Humanity. Pretoria: Republic of South Africa.
- Muñoz, F. (2006). Olympic urbanism and Olympic Villages: planning strategies in Olympic host cities, London 1908 to London 2012. USA: Blackwell Publishing Ltd.
- Myers, D. (1989). The ecology of 'quality of life' and urban growth. (D. J. Brower, D. R. Godschalk, & D. R. Porter, Eds.) *Understanding Growth Management: Critical Issues and a Research Agenda*, pp. 87-104.
- Official report of the XXVII Olympiad. (2001). Opgehaald van Sydney Organising Committee for the Olympic: <http://olympic-museum.de/o-reports/report2000.htm>
- Okoya, U. (2011). Risks Associated with Financing Urban Regeneration in South Africa. *International Research Journal of Finance and Economics* (ISSN 1450-2887 Issue 64).
- Olds, K. (1998). Urban Mega-Events, Evictions and Housing Rights: Canada. Singapore: National University of Singapore.
- Omenya, O. (2000). Theoretical conceptualisations of urban segregation and their relevance to housing in postapartheid South Africa. Opgehaald van 222.bristol.ac.uk/sps/cnrpaperwork/gated/omenya
- Ouattara, A. D. (1997). The Challenges of Globalization for Africa. Harare.
- Overview of the Western Cape. (2004). Retrieved February 15, 2011, from Cape Gateway: http://www.capegateway.gov.za/Text/2004/1/overview_western_cape.pdf
- Oziekren, A., & van Kempen, R. (1997). Explaining housing conditions and housing market positions. In A.
- Oziekren, & R. van Kempen, *Turks in European Cities: Housing and Urban Segregation* (pp. 12-29). Utrecht: European Research Centre on Migration and Ethnic Relations.
- Parnell, S. (2002). The dynamics of urban poverty. Retrieved July 8, 2005, from Sacities: www.sacities.net/downloads/the_dynamics_of_urban_poverty.doc
- Parnell, S., & Robinson, J. (2006, February Vol. 43, No. 2). Development and Urban Policy: Johannesburg's City Development Strategy. *Urban Studies*, pp. 337 - 355.
- Part C; Our vision, goals, and strategies. (2004). Opgeroepen op February 9, 2011, van Cape gateway: http://www.capegateway.gov.za/Text/2004/10/idp_ctn_part_c_2004.pdf
- Peck, B. (2010, August 18). South Africa's World Cup stadium already proving useless. Retrieved May 24, 2011, from Yahoo sports: <http://sports.yahoo.com/soccer/blog/dirty-tackle/post/>
- Perry-Castañeda Library. (2011, September 12). Opgeroepen op September 25, 2011, van The University of Texas at Austin: http://www.lib.utexas.edu/maps/south_africa.html
- Pettman, C. (1913). *Africanderisms; a glossary of South African colloquial words and phrases and of place and other names*. South Africa: Longmans, Green and Co.
- Philippi Horticultural Area: To farm or not to farm? (2011, 9 July). Retrieved September 29, 2011, from Future Cape Town: <http://www.futurecapetown.com/post/4463622890/philippi-horticultural-area-to-farm-or-not-to>

- Pillay, U., & Bass, O. (2008). *Mega-events as a Response to Poverty Reduction: The 2010 FIFA World Cup and its Urban Development Implication*. South Africa: Springer.
- Pillay, U., Romlinson, R., & Bass, O. (2009). *Development and Dreams; the urban legacy of teh 2010 Football World Cup*. Cape Town, South Africa: HSRC Press.
- Pillay, U., Tomlinson, R., & Bass, O. (2009). *Development and Dreams; the urban legacy of the 2010 football world cup*. Cape Town, South Africa: Labour Education.
- Platzky, D. L. (Ed.). (2011). *Cape ability;*. Cape Town, South Africa: Provincial Government of the Western Cape.
- Pollack, M. (2011, 02 01). *City's Annual Report for 2009/10 shows infrastructure-led growth*. Retrieved Juli 12, 2011, from <http://www.capetown.gov.za/en/Pages/CitysAnnualReport200910infrastructureledgrowth.aspx>
- Polouektov, A. (2010, June 24). *World Cup Economics: FIFA's impact on South Africa*. Retrieved June 6, 2011, from The Atlanta Post: <http://atlantapost.com/2010/06/24/world-cup-economics-fifas-impact-on-south-africa/>
- Poynter, G. (2006). *From Beijing to Bow Creek; Measuring the Olympics Effect*. London: University of East London.
- Presidency, T. (2003). *The presidency. Towards a National Ten Year Review*.
- Press Release. (2010, December 6). *Tourism the Big World Cup Winner*. Retrieved March 13, 2011, from South Africa- it's possible: <http://www.southafrica.net/sat/content/en/jp/meida-news-detail?oid=335300&sn=detail&pid=276571&tourism-the-big-world-cup-winner>
- Preuss, H. (2002). *Economic dimension of the Olympic Games*. Barcelona: International Chair in Olympism.
- Preuss, H. (2006). *Lasting effects of Major Sporting Events*. Germany: Institute of Sport Science, Johannes Gutenberg-Universitat Mainz.
- Provincial Government of Gauteng. (2007, June 22). *GAUTENG – THE WORLD CUP 2010*. Retrieved April 29, 2011, from www.uyf.org.za: <http://www.uyf.org.za/ur/edc/Gauteng-The%20World%20Cup2010-Mandla%20Mazibuko.pdf>
- Provincial Government of the Western Cape . (2001). *Vision and mission business plan implementation plan*. Cape Town, South Africa: Cape Gateway.
- Provincial Government of the Western Cape. (2006a). *Western Cape Provincial Growth and Development Strategy*. Cape Town, South Africa: Provincial Government of the Western Cape.
- Provincial Government of the Western Cape. *Western Cape Provincial Spatial Development Framework*. Cape Town, South Africa: Western Cape Provincial Government.
- Provincial Government of Western Cape. (2011). *The Provincial Government of the Western Cape on the 2010 FIFA World CupTM: Reflecting on Strategy, Building Legacy*. Western Cape: Draft.
- Qu, L., & Spaans, M. (2009). *The mega event as a strategy in spatial planning: starting from the Olympic City of Barcelona. The New Urban Question - Urbanism beyong Neo-Liberalism*. Amsterdam/Delft: The 4th international Conference of the International Forum on Urbanism.
- Recalling District Six. (2003, August 19). Retrieved July 29, 2011, from Southafrica.info: <http://www.southafrica.info/about/history/districtsix.htm>
- (2007). *Resource Guide The impact of Events*. The Higher Education Academy.
- Reyes, O. (2005, April). *The Olympics and the City. Opgeroepen op 2005, van TNI*: http://www.tni.org/deatil_page.phtml?act_id=16120&username=guest@tni.org&password=9999&publish=Y
- Ritchie, J. (1984). *Assessing the impacts of hallmark events: conceptual and research issues*. *Journal of Travel Research* , 2-11.

- Roberts, P. W., & Sykes, H. (2000). *Urban regeneration: a handbook*. London: SAGE.
- Rocco, R. (2008). *An Urban Geography of Globalisation: New urban structures in the age of Hyper-connectivity*. Delft: TU Delft.
- Roche, M. (2006). *Mega-events and modernity revisited: globalization and the case of the Olympics*. Oxford, UK; Malden, USA: Blackwell Publishing Ltd.
- Rose, R. (2010). FIFA's 'official' suppliers. In C. Schulz Herzenberg, *Player and Referee: Conflicting interests and the 2010 FIFA World Cup™* (pp. 99-133). South Africa: Institute for Security Studies.
- Rose, R. (2010). Soccer City, What it says about the murky world of government tenders. In E. C. Herzenberg, *Player and Referee, the conflicting interests and the FIFA World Cup™* (p. Chapter 2). Pretoria, South Africa: Open Society Foundation South Africa.
- Rutten, n. (2010). *The role and position of VINEX neighbourhoods within the region*. Delft, the Netherlands: Delft University of Technology.
- SA Tourism. (2010, December). *Impact of 2010 FIFA World Cup*. Retrieved February 23, 2011, from www.southafrica.net.
- SAIL STADEFRANCE stadium operators. (n.d.). *Cape Town Stadium*. Retrieved February 28, 2011, from [SASTadium.com: http://www.sastadiums.com/capetownstadium](http://www.sastadiums.com/capetownstadium)
- SAinfo reporter. (2008, April 7). *SA tourism hits 9 million mark*. Retrieved March 13, 2011, from [SouthAfrica.info: http://www.southafrica.info/travel/tourism-2007.htm](http://www.southafrica.info/travel/tourism-2007.htm)
- Salingaros, N. (2005). *Principles of Urban Structure*. the Netherlands: University Press, Delft / Techne press, Amsterdam.
- Sassen, S. (2001). In *The Global City: New York, London, Tokyo* (pp. 345-363). New Jersey: Princeton University Press.
- Schoonbee, K., & Brummer, S. (2010). Public loss, FIFA's gain; How Cape Town got its 'white elephant'. In C. Schulz Herzenberg (Red.), *Player and Referee: Conflicting interests and the 2010 FIFA World Cup™* (pp. 133-167). Cape Town: Institute for Security Studies.
- Schoonraad, M. D. (2004). *The Long Road to Socio-Spatial Integration*. Delft, Holland: Technische Universiteit Delft.
- Schulz-Herzenberg, C. (2010). *Player and Referee, Conflicting Interests and the 2010 Fifa World Cup*. Institute for security studies.
- Scott, A. J. (2001). *Global city regions; trend, theory, policy*. Los Angeles, USA: Department of Policy Studies and Department of Geography (UCLA).
- Shultz, C. J. (1999). *PLANET SOCCER AND THE WORLD CUP 1998: AN UNREALITY ZONE OF MEDIA, MARKETING AND CONSUMPTION IN A LAND OF HYSTERICAL FANTASY*. In E. J. Arnould, & L. M. Scott, *Advances in Consumer Research Volume 26* (p. 238). Arizona, USA: Arizona State University West.
- Small, K. (2008). *Demographic and Socio-economic Trends for Cape Town: 1996 to 2007*. City of Cape Town, South Africa: Strategic Development Information and GIS Department Strategic Information Branch.
- Smith, K. (2005, July 14). *Cape Town 2025 and 2030*. Retrieved February 14, 2011, from City of Cape Town: <http://www.capetown.gov.za/en/stats/cityreports/pages/CapeTown2025and2030.aspx>
- Smyth, H. (1994). *Marketing the city: the role of flagship developments in urban regeneration*. Taylor & Francis.
- [soccertraininginfo.com](http://www.soccertraininginfo.com). (n.d.). *Soccer Fundamentals*. Retrieved October 6, 2011, from Soccer Training Info: http://www.soccer-training-info.com/soccer_fundamentals.asp
- Soh, E. (2004). *Towards a metropolitan economic strategy for Cape Town, South Africa*. Singapore: Global Urban Develop-

ment.

SOH, E. (2004). TOWARDS A METROPOLITAN ECONOMIC STRATEGY FOR CAPE TOWN, SOUTH AFRICA. SINGAPORE: GLOBAL URBAN DEVELOPMENT.

Solberg, H., & Preuss, H. (2006). Major Sporting Events and Long-Term Tourism Impacts. in press: Journal of Sport Management.

Sole, S. (2010). Durban's Moses Mabhida Stadium. In C. Schulz Herzenberg, Player and Referee, Conflicting interests and the FIFA World CupTM (pp. 169-221). Pretoria, South Africa: Institute for Security Studies.

South Africa Bid Book 2010. South Africa.

Spatial Planning and Urban Design Department. (2009). Cape Town Spatial Development Framework. Cape Town: Spatial Planning and Urban Design Department.

Split. (2004). Guidelines for Urban Regeneration in the Mediterranean region. Regional Activity Center.

Statics South Africa. (2007). Nesstar. Retrieved February 16, 2011, from <http://interactive.statssa.gov.za:8282/webview>

Stats SA. (2010a). Gross Domestic Product. Statistical Release, Pretoria, Cape Town.

Stats SA. (2010b). Quarterly Labour Force Survey, Quarter 4. Pretoria, South Africa: Statistics South Africa.

Strategic Development Information and GIS (compiled by). (2001). City of Cape Town - Census 2001. Retrieved August 12, 2011, from [Capetown.gov.za](http://www.capetown.gov.za): <http://www.capetown.gov.za/en/stats/2001census/Documents/suburb%20index.htm>

Strategic Development Information and GIS. (2001). City of Cape Town - Census 2001. Retrieved April 11, 2011, from <http://www.captown.gov.za>

'Surprising' cost of running Cape Town stadium. (2010, October 7). Opgeroepen op May 22, 2011, van <http://mg.co.za>

Taylor, N. (1998). Urban Planning Theory since 1945. London: Sage Publications.

(2001). The challenge of globalization in Africa: The trade union response. Labour Education.

The Provincial Government of the Western Cape and the City of Cape Town. (2007). 2010 FIFA World Cup TM Strategic Plan Western Cape and Cape Town. Western Cape Progress REport on the FIFA World CupTM, Western Cape, South Africa.

Treaty of Amsterdam. (2010). Retrieved March 27, 2010, from Wikipedia: http://en.wikipedia.org/wiki/Amsterdam_Treaty

Trip, J. J. (2007). Assessing Quality of Place: A comparative analysis of Amsterdam and Rotterdam. Journal of Urban Affairs , pp. Volume 29, Number 5, pages 501-517.

UN-Habitat. (2001). The World Cities. Nairobi, Kenya: UN-Habitat.

Valcke, J. (2009, January 15). Bidders for the FIFA World Cup 2018/2022. Retrieved November 24, 2010, from FIFA.com: <http://www.fifa.com/mm/document/affederation/administration/99/74/80/20182022invitationtobidcirculare.pdf>

van de Merwe, D. Green Point Stadium, Cape Town - Panoramic View. Old Green Point Stadium. Cape Town, South Africa.

van der Merwe, I. (1993, November). The South African City in relation to International Form. Development South Africa , pp. 481-496.

Van Kempen, R., & Ozuekren, S. (1998, vol. 35, no 10). Housing low-income households in Dutch Cities. Urban Studies , pp. 1631-1656.

van Prooye, E.-J. (2010). Real estate development strategy towards a succesful Olympic legacy. Delft, the Netherlands: Tech-

nical University of Delft.

Van Vliet, W. (1952). *The Encyclopaedia of Housing*. London: Sage Publications.

Vermaas, P. (2011, January 8). Zuid-Afrika als poort van een continent. *NRC Handelsblad* , p. 22.

Warby, V. (2008, December 1). Greenpoint stadium operator chosen. Retrieved January 13, 2011, from SouthAfrica.info: <http://www.southafrica.info/2010/greenpoint-011208.htm>

Washington: Symbol and City. (2004, October). Retrieved March 29, 2010, from NATIONAL BUILDING MUSEUM: <http://www.nbm.org/exhibitions-collections/exhibitions/washington.html>

Wellington, T. (2006, Volume 8 Issue 4). Urban Renewal through Labour Intesice Construction Technology in South Africa: Problem and Potentials. *African Studies Quarterly* .

Western Cape Provincial Treasury. (2009). *2009 Provincial Economic Review and Outlook*. Cape Town, South Africa: Formset Printers Cape.

Yeung, Y.-m. (2000). *Globalization and the new urban challenge*. Hong Kong: The Chinese University of Hong Kong.

Yin, R. K. (1989). *Case study research; design methods*. SAGE.

Ysa, T. (2007). Governance forms in Urban Public Partnerships. *International Public Management Journal* , Vol. 10 No. 1, pp. 35-57.

APPENDICES



Appendix A | Maps

Map 1. City of Cape Town

Map 2. Cape Town CBD and Cape Flats

Map 3. Cape Town CBD, Observatory, Green Point, Sea Point

Map 4. Land Use of the City of Cape Town (2006)

Map 5. Bellville and surroundings

Map 6. Suburbs Cape Town

Map 7. Land Use of the City of Cape Town, 2006

Map 8. Population Density per KM²

Map 9. Informal settlements Cape Town 2007

Appendix B | Cape Town International Airport

Arrivals

Departures

Appendix C | Nodes

City Bowl

Bellville

Philippi

Claremont

Cape Town International Airport