

# 2010 SOCCER WORLD CUP



## OPPORTUNITIES

Possible social and economic opportunities from hosting 2010 World Cup identified

## READINESS

Work already started on readying Johannesburg to host key matches without problems

## LEGACY

Planning started on infrastructure investments that will support games and leave lasting legacy

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## CONTEXT

South Africa has been awarded the right to host the 2010 Soccer World Cup. One of the biggest sporting events in the world will be played out on the stage of South African cities, including Johannesburg. Although it will only occur during the next term of office, preparations have already started during this Mayoral term.

Johannesburg is a 'candidate city' in the sense that it is up to football's world controlling body, FIFA, to decide exactly where the games will be played. But because of Johannesburg's existing soccer infrastructure it is more likely than not to host a number of matches, and very probably the semi-finals and final. This is a major opportunity.

It is estimated that the event itself will attract some 500 000 visitors, who are expected to inject some R9 billion into the economy. Infrastructure investments and activities around the games are likely to create 22 000 jobs. Some of this investment and some of these jobs will stay in Johannesburg.

Because it will be experienced by thousands of visiting fans, and seen by millions of people watching around the globe, the event provides an opportunity for South African cities to showcase their attractions. This high level of exposure could be translated into future tourism.

In addition the event may provide impetus for key strategic service delivery and economic infrastructure projects that would otherwise struggle to find funding. These investments may leave a positive legacy for all the City's residents, not simply those interested in the games themselves.

Of course, as a global event the 2010 World Cup is also a major challenge. It has the potential to strain infrastructure and shine a spotlight on some difficulties, such as crime, that the City may still be trying to address. But if correctly managed, the event will bring many benefits. Having looked at international experience in managing equivalent events elsewhere in the world, the City has already started to prepare to optimise the opportunity.

## MANAGEMENT

The City of Johannesburg has started preparations by establishing a special Mayoral Sub-Committee to lead and oversee the work to be done over the next few years. This comprises the MMCs for Community Development, Roads and Parks; Finance, Strategy & Economic Development; Public Safety; Development Planning, Transportation and Environment; Municipal Services Entities; and the Inner City.

The actual work will be driven by a 2010 Preparatory Committee comprised of officials. The Preparatory Committee is tasked with analysing the requirements of the 'bid book'; setting out a 'task list' of objectives and responsibilities; establishing critical milestones to be met in planning for the event over the next few years and tracking implementation against these; co-ordinating the work of various parts of the city; and interacting with other spheres of government and external role-players.

The 2010 Preparatory Committee has already divided the work to be done into 12 focus groups.

A 'stadiums and venues' focus group will drive the development of stadiums in compliance with FIFA specifications, as well as the upgrading of the areas around the venues, paying particular attention to urban renewal and issues such the need for space for associated activities before, after and between matches. A 'green 2010/green city' focus group will develop and roll out a plan for environmental sustainability promotion through the event, including projects such as tree planting, pollution minimisation and traffic congestion reduction. An 'infrastructure' focus group will ensure that the venues are adequately provided with water and power so that there is uninterrupted supply during the matches, and that the increased demand during the months of the event does not impact negatively on residents. This will work side-by-side with a 'services' focus group that will ensure adequate provision of waste removal, arrange for signage, provide for the management of posters and graffiti, support the identified accommodation venues to cope with the influx of people, and so on.

A 'safety and security' focus group has been charged with the very important task of ensuring security and disaster readiness at the stadiums and along key transport routes, providing for VIP security, as well as looking at other things such as how to enforce adherence to environmental health standards in the storage and preparation of large amount of food likely to be consumed at matches.

Another key focus group is that dealing with 'transportation'. It will ensure that the city as a whole is prepared to handle the large number of visitors trying to make their way to and from the airport, and also to venues along routes that are quite atypical of the way people currently move around the city on a daily basis. This group has already done considerable work, some of which is detailed below.

Two focus groups will look at ensuring lasting economic and social spin-offs from the event. The 'economic development' focus group is responsible for marketing the city on the back of the event, supporting arts, culture and heritage developments that may promote future tourism, and helping local business to identify and exploit opportunities from the event. The 'sport and football' focus group will work to ensure that the event helps to build an inclusive city, inter alia by facilitating the participation of communities and groups such as youth in sporting activities in the run-up to the cup matches.

A range of other focus groups will help to ensure the smooth administration of the city's contribution. A 'governance' working group will, amongst other things, facilitate intergovernmental relations with the many other role-players involved. A 'finance' working group will co-ordinate the City's spending on an integrated set of developments leading up to the event. A 'research/best practice' working group will synthesise the lessons learnt from the Soccer World Cup in Germany in 2006, as well as other major events such as recent Olympics, and incorporate these into the City's forward planning. And a 'strategic planning' working group will ensure that developments promoted for the event fit with the City's broader strategic objectives.

## ENSURING A STATE OF READINESS

In preparing for the Soccer World Cup 2010 the City has two main objectives. The first is to meet FIFA requirements, as spelt out in the so-

called 'bid book', to ensure Johannesburg's state of readiness for the games. The second is to extract a legacy from the event by promoting and facilitating investments that will leave a lasting social and economic benefit for residents.

The first objective requires capital spending on projects that support the event both directly and indirectly, as well as operational spending on developing staff, systems and procedures that will ultimately be needed to ensure the flawless roll out of the event.

### VENUE UPGRADES

The most obvious example of capital expenditure on projects that support the event is spending on the upgrade of stadiums and their surrounding areas, as well as the development of potential training venues.

Johannesburg itself has two major venues that need to be upgraded. Soccer City in Soweto currently has a capacity of some 80 000 spectators. Through upgrading at a cost of R 364 million this can be extended to some 94 000 people. Ellis Park currently has a capacity of some 54 000 which, at an estimated cost of R 23 million, can be extended to 64 000. The stadium upgrades are scheduled for completion in April 2007 and June 2006 respectively.

Although funding arrangements are still being decided, it is likely that the City will not be solely responsible for the extension of stadiums. However it certainly will play a major role in ensuring that these two premier venues are selected by FIFA as stadiums to host some of the key games. This will require a financial contribution, at the very least for upgrading the area immediately around the stadiums. The City, through the Johannesburg Development Agency, has already worked up redevelopment plans for both Ellis Park and Nasrec where Soccer City is based. It is estimated that a complete upgrade of the Ellis Park precinct will cost some R 2 billion, and that the upgrade of Nasrec will cost R 1,1 billion.

In addition to the two major stadiums are a number of smaller stadiums that will not host official matches, but which will be needed for practice by the teams competing. Training venues will have to provide facilities not only for the teams using them, but also for the

media following the teams' progress. This means they will have to be fully equipped with telephones, IT infrastructure, electricity outlets, and so on. The City will absorb the expense of upgrading the Rand Stadium and Orlando Stadium, at a combined cost of R 81 million, as well as others such as the Dobsonville Stadium, Millpark Stadium and Johannesburg Stadium, for lesser amounts.

## TRANSPORT SYSTEM UPGRADES

One of the most stringent set of requirements relates to transportation. FIFA expectations are that the cities hosting games will have a high quality, reliable, efficient and safe transportation system able to cater to the needs of various categories of users, including teams, team officials, referees, media, sponsors and suppliers, and of course the huge number of spectators. Requirements are clear, and strict, including for example that travel times to places of accommodation and match venues will remain within 30 minutes, and that no member of the media will have to wait more than 10 minutes for a scheduled bus trip between a media centre, place of accommodation and stadium.

The City's Department of Development Planning, Transportation and Environment has already started planning for this demanding set of expectations. Its Transportation Planning and Management Directorate has been part of a 2010 process driven by the National Department of Transport (NDOT) since September 2004 to clarify and adequately plan for travel demand during the months around the event. On the basis of planning already done for the World Cup in Germany in 2006, the NDOT has developed a preliminary 'travel demand estimate'. The City's Transport Planning and Management Directorate has taken this work on board and has begun to do much more detailed modelling of travel demand likely to be experienced in Johannesburg around the event. In the next term of office this will be translated into a full transportation plan, disaggregated by sub-markets. In addition, the City has made full use of the opportunity presented by the NDOT process to bid for capital funding for a number of legacy projects. These are described below.

## OTHER CONSIDERATIONS

Work has already started during this term of office on a number of other considerations. City Parks is already in consultation with other

players around potential greening projects, and Emergency Management Services has already started to develop an Emergency Readiness Strategy. The Johannesburg Metropolitan Police Department has made forward estimates of the number of police officers it will require to help ensure adequate safety and traffic management, and is planning for the recruitment and training of a significant number of new members to the force over the next few years.

Work through the various focus groups to ensure a full state of readiness in June and July 2010 will accelerate during the next term of office. The City's exact responsibilities to provide for a range of facilities, systems, procedures and activities still need to be clarified. These range from IT infrastructure for any media centres, through to provision of accommodation for teams and officials, and the funding and organising of various events such as FIFA banquets and Congresses, the opening or closing ceremonies, and major press conferences. Responsibilities may grow even beyond this list.

Through the establishment of its coordinating and preparatory committees, as well as its dedicated focus groups, the City has already begun to prepare for all eventualities.

## LEGACY PROJECTS

Over and above readying Johannesburg to host soccer's premier event, the City has a second objective of ensuring a lasting legacy from the games. This involves identifying key projects that will both meet the requirements of the games themselves and also continue to benefit Johannesburg residents after the relatively short period of the event itself. Progress on this second objective has already been made during the current term.

The National Department of Transport process in which the City has been involved has resulted in the preparation of a document called the '2010 Transport Action Agenda'. This was submitted to the national Cabinet in early 2005. Cabinet has agreed to allocate an amount of R 3 billion from the national budget towards 2010 public transport capital projects of a legacy nature. Finance is to be allocated in the 2005/06, 2006/07 and 2007/08 financial years in response to bids received from candidate cities.

In April 2005, the City submitted a so-called 'priority statement' applying for funding for the 2005/06 financial year, and in June 2005 submitted further priority statements for the remaining years.

A number of key transport legacy projects have been prioritised for funding from the NDOT pot. These have been discussed with a number of other players, such as the SA Rail Commuter Corporation (SARCC) and provincial government's Gautrans, which has worked since May 2005 to start to co-ordinate Gauteng municipalities' 2010 transport initiatives. Amongst other projects, the City has bid for support for the Sandton to NASREC and Ellis Park links of its Strategic Public Transportation Network (SPTN); the development of a huge new International Transit and Shopping Centre (ITSC) transport interchange attached to the existing Park Station; a proposed Inner City Distribution System (ICDS); commuter rail improvements on the NASREC/Park Station/Ellis Park line and the NASREC to Nancefield Station extension; and an integrated fares, ticketing and commuter information system.

The SPTN project is being fast-tracked. The City's April 2005 bid was rewarded with a R 107 million grant from the NDOT for the 2005/06 financial year. The priority statement submitted in June 2005 identified the need for a further R 999,95 million in capital support for the remaining projects.

The City has already made a good start in identifying and securing funding for legacy projects. This effort will not be limited to the applications for NDOT funding. Further projects are currently being considered. Other initiatives that do not involve major capital funding can also be anchored on the World Cup. The City is looking at how it can use the event to profile itself as a tourism destination, offering an exciting package of sites and points of interest. The tourism package to be more actively marketed in the run-up to 2010, and beyond, will likely include Newtown, Kliptown and other parts of Soweto, Alexandra and projects such as Constitutional Hill and Drill Hall.

## FUNDING IN THE 2005/06 FINANCIAL YEAR

The City has already begun to apply to own resources to get ready for the World Cup and to ensure a legacy from the event.

Some R 134,5 million has been identified in the 2005/06 budget to support bid-specific projects. And a further R 83,6 million has been set aside to fund supportive initiatives that will ensure the smooth running of the event.

Bid-specific project spending focuses mainly on the upgrading of sports facilities and transport infrastructure. The Rand Stadium and its soccerfields will receive R 11,5 million, Dobsonville Stadium R 9 million, Orlando Stadium R 9,5 million and Greater Ellis Park R 20 million. Transport facilities supporting these venues receive the remainder of budget. These include: Ellis Park public transport facilities (R 1 million); an N17 interchange that facilitates east-west transportation links (R 5 million); the N17 Nasrec Road (R 16 million); the Inner City Distribution system (R5 million); an upgrade for Park City (R 5 million), and the upgrading of Crownwood Road (R 10,5 million). A Sandton public transport facility will get R 2 million in 2005/06. In addition the City continues to apply its own funding to the north-south flagship projects of the SPTN, notably the link between Parktown and Sunninghill (R 5 million) and Regina Mundi to Parktown (R 20 million).

Spending on supportive initiatives focus mainly on the upgrading of electricity infrastructure. Focus areas are those surrounding the stadiums such as Yeoville, Berea, Hillbrow and Bertrams (at a cost of R 500 000 per area); Jeppe, Hursthill and Aeroton (R 2 million per area), as well as Cydna and Riviera (R 5,5 million and R 6 million, respectively). Sub-stations are being upgraded in Forest Town, Riviera and Cydna at a cost of R 1 million, R 4 million and R 8,6 million respectively. And public lighting in the Inner City has been allocated R 1,8 million.

Provision has also already been made to ringfence and co-ordinate further required spending from all the City's departments and UACs over the next few financial years.

## CONCLUSION

Even though the World Cup will only happen in the next term of office, the City has already made significant strides to ensure that it will meet FIFA requirements, and also that the event will leave a positive legacy for future generations of Johannesburg residents. Much work will need to be done over the next five years, but a good start has already been made.