



## **CTD STRATEGY (External) –**

**World Design Capital Cape Town 2014**

**September 2013**

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## Acronyms

<b>CTP</b>	Cape Town Partnership
<b>CoCT</b>	City of Cape Town
<b>CPUT</b>	Cape Peninsula University of Technology
<b>CT</b>	Cape Town
<b>DAC</b>	Dept of Arts & Culture (National)
<b>DCAS</b>	Dept of Cultural Affairs & Sport (WC)
<b>DEDT</b>	Dept of Economic Development & Tourism (WC)
<b>DST</b>	Dept of Science & Technology (National)
<b>DSWC</b>	Design Strategy for the Western Cape
<b>EMIA</b>	Export Marketing & Investment Assistance Scheme
<b>ICSID</b>	International Council for the Society of Industrial Designers
<b>KPI's</b>	Key Performance Indicators
<b>LED</b>	Local Economic Development
<b>LOC</b>	Local Organising Committee
<b>NLDF</b>	National Lottery Distribution Fund
<b>PCO</b>	Professional Conference Organiser
<b>PDI</b>	Previously disadvantaged individual
<b>PR</b>	Public Relations
<b>PSA</b>	Proudly South Africa
<b>SME</b>	Small and Micro Enterprises
<b>SMS</b>	Short Message Service
<b>SP</b>	Service Provider
<b>dti</b>	Dept of Trade & Industry (National)
<b>UCT</b>	University of Cape Town Graduate School of Business
<b>UWC</b>	University of the Western Cape
<b>US</b>	University of Stellenbosch
<b>WC</b>	Western Cape
<b>WCG</b>	Western Cape Government
<b>WDC</b>	World Design Capital
<b>WDC2014</b>	World Design Capital 2014

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## A. EXECUTIVE SUMMARY

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The World Design Capital (WDC) is a programme of the International Council of Societies of Industrial Design (Icsid) to promote design thinking as a tool for social, cultural and economic development. The first WDC was Torino (Turin), Italy in 2008. Cape Town was designated World Design Capital 2014 (WDC2014) at the International Design Alliance (IDA) Congress in October 2011 in Taipei.

The Cape Town bid was initiated in late 2009 by a group of design ‘activists’ and led by the Cape Town Partnership (CTP) acting on behalf of the City of Cape Town, and supported by a Bid Steering Committee. The bid theme: Live Design. Transform Life proposed a compelling argument for the role that design does and can play and social and economic transformation – a message which saw Cape Town winning the bid against fierce competition from Bilbao and Dublin.

WDC2014 provides Cape Town with the opportunity to show how integral design is to our everyday lives and how it can be used as a tool to support the changes South Africans would like to see in their homes, schools, businesses, neighbourhoods, city and country.

WDC2014 is an invitation for change that will bring collaborators together in ways that create new conversations, new connections and new possibilities. This must continue long after the title year ends on 31 December 2014. The WDC 2014 title is not just a programme of events. It should change the way this city and its people approach development by using innovative thinking and design to transform Cape Town, grow the economy, and build social inclusion. As the first World Design Capital in Africa, Cape Town has an opportunity to showcase design-based solutions for the myriad of challenges faced by people living in the developing world.

**Cape Town Design NPC (CTD)**, is a not-for-profit company (NPC) established by the City of Cape Town to develop and implement the WDC 2014 programme and to meet the City’s obligations in terms of the Host City Agreement signed with Icsid. Cape Town Design NPC board is governed by a board comprised of 14 members.

CTD has 5 strategic objectives. These contribute to building a design legacy and stimulating new ways of thinking. The objectives guide the implementation of the WDC 2014 programme of action. They are:

- a. **Develop the local design industry** through developing capacity, building networks and collaborative partnerships
- b. **Build a greater appreciation** and understanding of the value of design to increase the demand for design services
- c. **Educate and inspire** a new generation of design practitioners and thinkers
- d. **Expand the local and international awareness of South African design-led products, services and systems**

- e. **Build inclusive relationships** with communities, industry and other South African cities and African countries. **Bridge divides** that may exist.

In this strategy, the definition in the Design Strategy for the Western Cape (DSWC), is used:

Design is an activity that uses creative and iterative processes to take account of a range of factors and needs in the innovative development of products, services.

The Design Strategy also established an important classification for the different disciplines and categories of design namely:

- Product Design | Object making
- Visual & Communication Design | Image/message making
- Spatial Design | place making
- Service Design | experience making
- Systems Design | systems making

CTD's programmes for WDC2014 aim to include all of these disciplines.

These strategic objectives inform the development of the **WDC2014 Programme**, the **Communication & PR Plan**, and the way in which CTD itself functions as the implementation body for delivering WDC2014.

The WDC2014 activities will include a dynamic programme of projects, activities and events to make the public aware of the range of innovative and creative services, processes, products and objects developed through design to improve life.

The programme will showcase four central themes:

1. African Innovation. Global Conversation | *African ideas that speak to the world*
2. Bridging The Divide | *Design that reconnects our city and reconciles our communities*
3. Today For Tomorrow | *Sustainable solutions for people and planet*
4. Beautiful Spaces. Beautiful Things | *Inspiring architecture, interiors, food, fashion, jewellery, craft, art and creativity*

Programme content will be generated through 7 'content streams' namely:

1. Six Signature Events (mandated by the Host City Agreement)
2. Two calls for submissions from the public
3. Value-add to existing initiatives
4. Sponsor generated activities
5. Public Sector Activities
6. International Activities
7. CTD Commissioned activities

These content streams will be used to develop and deliver a captivating and inspiring programme. The objective is to activate citizens of Greater Cape Town and South Africa across the full range of diverse communities and interests and maximise the value of the Signature Events. Where possible (and desirable) these events should be turned into legacy activities – a way of thinking and doing after the title year and into the future.

CTD will act as matchmaker, facilitator and catalyst to create an environment to help the efforts of other players. CTD maintains strategic oversight of the implementation of the six WDC2014 Signature Events.

## **B. BACKGROUND**

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### **a. WORLD DESIGN CAPITAL**

The World Design Capital (WDC) programme was initiated by the International Council of Societies of Industrial Design (Icsid). It was first hosted in Torino (Turin), Italy in 2008. World Design Capitals recognise the value of design thinking, and are dedicated to using design as a tool for social, cultural and economic development.

As the first WDC, Turin worked as an experimental platform for developing and testing the WDC concept. The next 2010 title holder was Seoul. This was the first time an official bidding process was used. Seoul's extensive design project concentrated specifically on demonstrating design's impact on the development of city infrastructure and improving the everyday lives of its citizens. Projects included a Design Olympiad, youth design Creative Camp and a Design Plaza and Park. Helsinki followed in 2012 with a programme that focused on the theme of "Open Helsinki" .

The WDC in Turin consisted of 340 events which comprised 137 exhibitions, 20 contests, 50 events, 22 lectures, 41 conferences, 10 congresses, 33 presentations, 3 fairs, and 24 workshops. Helsinki showcased more than 250 projects, including six signature events. The programme signaled the most extensive programme of design events ever realised in Finland and was created for citizens and tourists alike, with over 100 special exhibitions and special development projects.

Cape Town was designated World Design Capital 2014 (WDC2014) at the International Design Alliance (IDA) Congress in October 2011 in Taipei, winning the bid against competition from Bilbao and Dublin.

### **b. CAPE TOWN'S BID**

South Africa and Cape Town have been divided by design processes through the social engineering of apartheid. The product of design processes and design-thinking is therefore not neutral and can be used to positive or negative effect. This cannot be left to market forces as twenty years of democracy have reinforced spatial divisions and increased economic disparity.

It is therefore necessary by design, not chance, to reshape the physical, social, and economic cityscape to be a safer, more efficient, more prosperous and inclusive home for all its citizens and visitors. It is through design that Cape Town can be transformed and repositioned in the global economy. It should be seen as a City of economic and social solutions that were achieved through applying design talent and design-thinking. It is through and by design that South Africa can be transformed into a country that realises the aspirations of the Constitution.

The City of Cape Town mandated The Cape Town Partnership (CTP) to coordinate Cape Town's successful World Design Capital 2014 bid by:

- Establishing a voluntary Bid Committee comprising design and city development experts from the private and public sectors to prepare the bid theme and content.
- Sourcing and developing content for the Bid Book.
- Submitting the Bid Book to Icsid, together with supporting material to strengthen the case.
- Mobilizing widespread public and media support for the bid through public education initiatives, including events, PR, social media and online communication.
- Designing and coordinating the itinerary and hosting Icsid in the city for a 3-day site inspection in mid-2011, after Cape Town was short-listed with Dublin and Bilbao.
- Coordinating the selection process and appointment of the Board of the Cape Town Design NPC.

Cape Town's WDC 2014 bid journey kicked off early in 2010, with the CTP spearheading a city delegation to the World Design Cities Summit in Seoul in February of that year. The outcome of the summit was the Seoul Declaration of Design Cities, signed by 31 cities, including Cape Town, the only South African signatory. The declaration highlighted the following goals: cities will create design for everyone; cities will enrich citizens' lives through design, and cities will create sustainable designs.

The theme of CT's Bid Book – "LIVE DESIGN. TRANSFORM LIFE" – focuses on socially responsive design. The introduction to Cape Town's bid book says: "In 1994 we inherited a city designed for separation; and since then we have been designing a city for integration." This is strong recognition that a socially cohesive and integrated Cape Town will be achieved through design.

2014 is a landmark year in South Africa's history, marking two decades of democracy. Apartheid was designed to divide and control and has left a legacy that continues to impact on the present. Since 1994 South Africa has been engaged in a process of social and economic transformation –with varying success.

The announcement of CT's successful bid in October 2011 started a journey.

Cape Town is the first WDC title-holder in Africa. Cape Town will use this international platform to profile and encourage design, in all its facets, in Africa.

2014 offers the opportunity to showcase design and the work of its designers; to involve residents in new ways of experiencing the city, of actively bridging divides created through ideology and land use planning, while responding to the long term need for sustainability.

The Host City Agreement was signed by the Executive Mayor of Cape Town with Icsid in June 2012. After a public nomination and rigorous selection process, the CTD Board was appointed in November 2012. CTD appointed its CEO Alayne Reesberg in December 2012.

In 2014 visitors to Cape Town and participants in WDC2014 activities will experience how design can be used to transform products, lives and spaces. Projects will be identified, nurtured and promoted as tangible evidence of the power of design in a uniquely South African and

African context. The focus will be on projects that bridge historical divides, reconnect the city in structure and in spirit, rebuild social and economic inclusion, and reposition Cape Town for a sustainable future.

### c. LEGACY OF 2014

The Cape Town Bid for WDC2014 was less about Cape Town as a design city, and more about the potential of design for social transformation and economic development. Thus the ongoing promotion and utilisation of design is the critical legacy of WDC2014.

These legacy objectives of WDC2014 will be driven in the following way:

- critically examine the way things are done using the principles of design-thinking;
- position design as a tool for innovation and problem-solving;
- grow demand for local design services, from the public sector and industry, thereby growing the design industry while growing the competitiveness of local industries and contributing to economic growth and job creation;
- build meaningful relationships between academia, business, civil society, government and designers;
- create a new generation of design-thinkers and design users by influencing design curricula in public and private education, from schools to tertiary institutions;
- expand participation and recognition for South African designers in global design markets.

Beyond 2014, World Design Capital will be remembered by Capetonians for stimulating people to find innovative, practical design solutions to on-the-ground problems. Design should be at the centre of Cape Town community life at all levels, to strive towards a sustainable, prosperous and inclusive city.

Legacy will not happen by itself – it has to be planned, budgeted for and reported on and so is included as a deliverable of CTD.

### d. LEARNINGS FROM HELSINKI

Engagements with the Helsinki WDC2012 team provided some valuable lessons and insights for CTD, namely:

- Provide something tangible for people early on in the year (2013 & 2014)
- Importance of niching events for different audiences
- Beware of ‘design-washing’ and disconnect between big concepts and people on the ground
- Its difficult to sustain a programme for 365 days – create points of focus - have a beginning, middle and “to be continued...”

## C. STRATEGIC OVERVIEW

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### CAPE TOWN DESIGN'S GUIDING PRINCIPLES :



CTD has a specific mandate to meet the obligations of the Host City Agreement signed with Icsid. The Board's view is that the vision and mission should place WDC2014 within a longer-term framework where design supports economic and social transformation.

**a. VISION**

To transform Greater Cape Town through design, into a sustainable, productive African city, bridging historical divides and building social and economic inclusion.

**b. MISSION**

CTD will:

- ensure that the requirements of the WDC2014 Host City Agreement are met,
- ensure that its programme delivery supports the City of Cape Town's vision of bridging historical divides and repositioning the city for a sustainable, inclusive future
- use WDC2014 as an opportunity to identify, nurture and promote projects, as part of a year-long design-focussed programme, that offer tangible evidence of how design can improve lives, within a uniquely South African and African context.
- favour projects and activities with long-term impact and create systemic change through the application of design and design-thinking.

**c. STRATEGIC OBJECTIVES**

- **Develop the local design industry** through developing capacity and building networks and collaborative partnerships
- **Build a greater appreciation** and understanding of the value of design to increase demand for design services
- **Educate and inspire** a new generation of design practitioners and thinkers
- **Expand the local and international market** for South African design-led products, services and systems
- **Build inclusive relationships and bridge divides** between communities, institutions, industry, South African cities and across the Continent.

**d. VALUES**

<b>Ambitious</b>	Seeing big-picture possibilities; making things happen; inspiring others
<b>Collaborative</b>	Creating active strategic partnerships at all levels
<b>Transformative</b>	Focus on leaving a positive and transformational legacy
<b>Innovative</b>	Creative, original and solutions-focused
<b>Inclusive</b>	Being ethical, inclusive, and transparent in everything
<b>Efficient</b>	Effective use of resources to maximise impact

**e. Measuring Success**

An impact assessment will be commissioned by the Provincial Government of Western Cape through CHEC.

## D. WDC 2014 PROGRAMME

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### a. STRATEGIC OBJECTIVES

- Deliver a captivating and inspiring programme that activates citizens of Greater Cape Town and South Africa across the full range of diverse communities and interests
- Maximise the value of Signature Events and where possible (and desirable) turn these into legacy activities
- Profile, promote and add value to existing design projects, activities and events
- Create a legacy and catalyse new projects and new ways of thinking

CTD aims to build a dynamic programme of projects, activities and events that will bring to the public eye the range of innovative and creative services, processes, products and objects that have been developed through design to make our lives better. The range of projects and events that will make up the WDC2014 programme will be varied, but the main focus will be to show how design can be used as a problem-solving tool. Great projects will foster collaboration between designers, activists and creative thinkers from across the city, country and continent, to give birth to new ideas and new ways of improving people's lives.

CTD will work in conjunction with government officials, stakeholders and partners to develop the programme in line with our objectives.

Given significant constraints (time, capacity and funding) CTD will focus on establishing partnerships, matchmaking relationships, making connections and co-ordinating activities of individuals and 'organisations' across the quadruple helix. These will be curated into an Official programme. CTD will drive an exciting communications, education and a marketing strategy to promote these.

### b. PROGRAMME THEMES

Four sub-themes will support the development of and showcase the entire **WDC2014 Programme**. They spring from the Bid theme of "Live Design. Transform Life". This overarching theme focuses on the role that design can play in social and economic transformation in the City.

In these themes, design includes those products, processes, services and systems created through the full range of design disciplines.

Details of the four themes are:

#### **African Innovation. Global Conversation** | *African ideas that speak to the world*

- Any innovative, design-led project, policy, product or event that originated in Africa and that has global value
- Unique solutions from a unique continent
- African ideas that have been or could be exported beyond the continent.

#### **Bridging The Divide** | *Design that reconnects the city and reconciles communities*

- Projects that use design to bridge the historical divide between communities, across borders, between north and south, under-resourced and resourced, advantaged and disadvantaged
- Projects that use design as a tool for understanding, reconciliation and reconnection
- Memory projects, adding depth of understanding to future generations
- Creative cross-sector partnerships
- Collaborative projects that connect high and low tech, mass and bespoke, artisanal and technological, thinkers and makers??
- Urban and peri-urban renewal projects, particularly in areas separated by forced removals

**Today For Tomorrow | Sustainable solutions for people and planet**

- Green, brown and blue sustainability projects explain
- Projects that focus on human development, skills training and entrepreneurship
- Education and job creation initiatives
- Reducing the effects of and adapting to climate change
- Legacy projects

**Beautiful Spaces. Beautiful Things | Inspiring architecture, interiors, food, fashion, jewellery, craft, art + creativity**

- Beautiful things from a beautiful continent
- Inspiring and original architecture, interiors, landscaping, food, furniture, fashion, jewellery, craft, art, publications, illustration, film, photography and creativity
- Beautiful items that are sold commercially and contribute to economic growth, support businesses and livelihoods.

Public submissions have produced solution statements to problems around housing, health, community, connectedness. The programme team has created “clusters” for the 2014 programme. The clusters are:

- Community
- Education
- Lifestyle
- Business of Design
- Sustainability
- Connectedness

**c. DEVELOPING THE PROGRAMME**

CTD will play a strategic, catalysing and facilitating role in the development of the range activities and elements comprising the WDC2014 Programme. CTD will act as a matchmaker and facilitator to create an environment where others do.

CTD will maintain strategic oversight of the implementation of the six WDC2014 Signature Events.

The WDC2014 Programme will be developed through seven ‘content streams’ and overall coherence to the programme will be ensured through the combined work of the CTD Board’s Programme Sub-Committee, the Curatorial Panel and the International Advisory Council. The

final programme will be approved by the CTD Board before it is submitted to Icsid for final sign-off (deadline 17 October 2013, as agreed in July 2013 with Icsid).

The **institutional arrangements** to support programme development are as follows:

#### **CTD Board Programme Sub-Committee**

This Sub-Committee of the CTD Board has provided the direction to the programme development process since the appointment of the Board in November 2012.

The Sub-Committee initiated the call for nominees for the Curatorial Panel and the International Advisory Council; and, together with the CEO in January, concluded the process of reviewing and making recommendations to the Board on the final list of Curators to be appointed.

The Curator list was refreshed for the second call for submissions, addressing key gaps in competencies (architecture, technology, business and bio-technology.)

The Sub-Committee will provide oversight and a strategic review of the final programme, that will be recommended to the full board for approval.

#### **The International Advisory Council**

In terms of the HCA, an International Advisory Council (IAC) was established. The IAC will play an advisory role in the finalisation of the Programme. More explicitly, it will:

- Assist the curatorial panel in placing submissions within a global context
- Advise CTD on programme development
- Play an ambassadorial role for WDC 2014 to help position Cape Town internationally.

The IAC comprises 4 design professionals of international standing, plus the Icsid Secretary General. Two of the members of the IAC are appointed by Icsid. CTD could nominate two members for the IAC, one Cape Town based, another in Africa.

The Icsid nominated members are: Srini Srinivasan, (President and CEO of Lumium Inc., USA a creative product design company) and Sean Carney (Chief Design Officer, Royal Philips Electronics (The Netherlands).

After a public call for nominations, CTD nominated Trevyn McGowan (Source; Southern Guild Design Foundation and Design Network Africa, South Africa) and Kunle Adeyemi (NLÉ, an architecture, design and urbanism practice, Nigeria). In addition, CTD nominated a third candidate, Ravi Naidoo (Interactive Africa; Design Indaba) because of his outstanding contribution to the growth and recognition of the value of design in South Africa and his global insight.

At the City/CTD meeting with Icsid in July 2013, Mugendi M'Rithaa from CPUT was approved as an additional member of the IAC to provide on-the-ground advice to the programme team.

The International Advisory Council convenes twice, at CTD's cost, during the programme planning phase. The first time in May 2013 and the second time, on 27 and 28 September 2013, just before the submission of the final draft programme to the CTD Board and Icsid for approval (17 October 2013.)

## **The Curatorial Panel**

A multi-disciplinary Curatorial Panel, appointed through a public call for nominations, will primarily guide the selection of projects/activities submitted in response to two calls for submissions,

The curatorial process, and the participation of the Panel, will be guided by a Head Curator, Paul Duncan, who will engage individually and collectively with the curators, to ensure that insights and connections are shared and developed; and will create and articulate the 'big picture' or 'narrative' that emerges from this process.

While the Curatorial Panel is not responsible for the curation of the entire WDC2014 programme, they will play a role in both guiding and building its development through the selection of projects, activities and events through the call for submissions.

## **WDC2014 Value Add**

Involvement and participation in the WDC2014 Programme is not an opportunity for project funding from Cape Town Design. Rather it provides project 'owners/initiators' with the following in-kind value add:

- Official recognition as a WDC 2014 project (which has value beyond 2014)
- Inclusion in the official programme of events for the year
- Meaningful exposure on all CTD communication channels
- Local and international visibility through CTD integrated marketing efforts
- Rights to use the official logo and branding in conjunction with approved marketing efforts in 2014.
- Access to key local and global players (including sponsors)
- Mentorship, advice and learning from 60+ of the SA's brightest minds (CTD Board, CTD Programme Team & WDC 2014 Curatorial Panel)
- Create a platform to root design thinking beyond 2014
- Opportunity to leverage inclusion in the WDC 2014 programme to raise independent funding/sponsorship

## **The Brand opportunities**

In terms of the Host City Agreement, Icsid has very specific usage guidelines for the "black" logo. CTD will not actively promote the "supporter brand/yellow logo" following agreement with Icsid in July 2013. The "supporter brand/yellow logo" has already gone "viral", and people are free to use it in any manner except for commercial gain or to suggest official endorsement for a product or service.

All activities recognized for inclusion in the Official WDC2014 Programme will have the right to use the Official Brand. In this regard, Icsid has advised that this brand can be used on anything that furthers the aims of WDC.

### **d. PROGRAMME CONTENT STREAMS**

The 7 streams through which content for the WDC2014 Programme will be gathered are:

- i. Signature Events

- ii. Calls for Submissions
- iii. Value-add to Existing Initiatives
- iv. Sponsor Generated Activities
- v. Public Sector Activities
- vi. International Activities
- vii. CTD Commissioned Activities

## I. SIGNATURE EVENTS

As part of the year long programme of events, designated World Design Capital™ (WDC) cities are mandated to host a calendar of various design-related events. These are called Signature Events and the HCA with Cape Town lists six such events.

Unlike other activities on the final WDC2014 programme, where the local CTD has complete autonomy to implement the events as deemed necessary, the WDC Signature Events are partnership events that are developed, organised, and implemented in close collaboration with Icsid.

CTD's approach to the Signature Events is embodied in the following 'principles':

- Local South African flavor
- Maximise the value of the funds spent on the event by:
  - Building on /adding value to existing events
  - Lay a foundation for future events/processes
- Expand the value of the event (for example an educational spin-off)

All services providers for the Signature Events will be procured in accordance with the approved Procurement Policy.

The signature events are, in order of execution:

### **WDC DESIGN WEEK FORUM: 18 September 2013, London**

The newest addition to the roster of WDC Signature Events, the 'WDC Design Week Forum' will be established and initiated in Cape Town in 2014. As Design Weeks are increasingly being adopted and implemented in cities around the world (i.e. approximately 74 design weeks currently exist), projections are that this number will continue to grow internationally. Within these events, there are undoubtedly varying levels of international exposure, different programmes and objectives, as well as varying attendance figures. As a result, there is a unique opportunity to develop a platform for the leaders/directors of these Design Weeks, to provide an opportunity for best practices to be shared and information to be exchanged.

As a WDC Signature Event, the WDC Design Week Forum would therefore be positioned as the 'go-to' event for DW organisers from around the world to meet in one place biennially to learn from each other and take back with them, constructive tools for consideration and potential development within their own events. Launched in Cape Town, the WDC Design Week Forum would travel from WDC designated city to WDC designated city, as per the WDC Signature Event format. As with all other WDC Signature Events, the WDC Design Week Forum would be developed as a collaborative initiative with Icsid, which would provide strategic direction to the overall programming, as well as

utilise its position as a reputable 50-year INGO to encourage and secure participation from the various municipalities needed to make this a successful event.

**PROPOSED WDC2014** | CTD will host the **Design Week Forum** in London on 18 September 2013, to attract the greatest number of design week directors, and use the event to pre-market Cape Town 2014 to this important stakeholder group.

#### **WDC NEW YEAR'S EVE OF DESIGN : 31 December 2013**

Organised as the celebratory launch to the WDC Calendar Year, the 'WDC New Year's Eve of Design' is an initiative originally developed by WDC Torino 2008. The event is the launch of a promising year of design to come. The WDC New Year's Eve of Design has gained immense popularity in terms of encouraging citizen pride, as well raising awareness about the programme of events for the year to come. It is the opening event to the WDC Calendar Year and sets the tone for the series of events to be expected.

Because of its celebratory nature, the model for this event is less formal than with other WDC Signature Events. Activities are often combined with existing city initiatives to celebrate the occasion of New Year's Eve and can involve any number of activities including musical entertainment, local entertainers, fireworks, etc. Given the celebratory nature of the event, no formal model has been developed. However, cities are encouraged to consider an outdoor event (public space) to encourage a large amount of participation and a feeling of inclusiveness by citizens, families, designers and non-designers.

**PROPOSED WDC2014** |CTD will use the platform of the New' year's Eve party on the Grand Parade, and combine with the launch event on 31<sup>st</sup> December 2013.

#### **WDC DESIGN GALA: 28 February 2014**

The 'WDC Design Gala' is an by-invitation-only event that celebrates the merits of design and designers from the WDC designated city. The function of the gala is to recognise the contributions made by local design industries and design professionals (including industrial designers, graphic designers, interior architects, architects and all other design-related professions) that are testaments to the City's WDC designation.

The event is a high-profile opportunity to share the rationale for selecting the designated city and to showcase the city's success stories while generating excitement amongst citizens through media coverage. The tone of the WDC Design Gala is one of sophistication and excellence; it is to be a 'yellow' carpet event to welcome a high-level international audience such as dignitaries, ambassadors and opinion leaders to pay tribute to South African designers.

**PROPOSED WDC2014** | CTD will host the **Design Gala** during the Design Indaba, to leverage the attendance of high level design visitors, and international design media to add value to this very important event on the local design calendar. Icsid owns the agenda, and wants 30 minutes of unique South African programming, to be decided with South African stakeholders like the SABS and Department of Arts and Culture.

#### **DESIGN POLICY CONFERENCE: 28 November 2014**

As design continues to be a powerful tool for innovation and improvement, national policies for design are increasingly recognised as an important means of shaping the



future prosperity and well being of a city (or country) and its inhabitants. The 'WDC International Design Policy Conference' provides a global platform for the high-level exchange of ideas, insights and best practices from different countries, regions and cities developing, launching and maintaining effective design policy.

Key figures working on projects involving design: government policy makers, design promoters, economists, industrialists, academics, educators and designers, come together to share their experience and knowledge in this 2 - 3 day open forum. Through a combination of speeches and round-table discussions the conference should address (at least) the following points:

- What measures are needed to stimulate innovation and sustainability through design?
- What insights have been gained from international best practice in design promotion and support?
- In which ways does national design policy have an impact on economic development and society?
- What are the strategies that bring the greatest change in the design and innovation behaviour of businesses?
- How can design contribute to the wider goals of fostering and communicating cultural identity?
- How can the design sector better deliver what the design policies promise?

**PROPOSED WDC2014** | CTD will host the **Design Policy Conference** on 28 November 2014.

#### **DESIGN HOUSE EXHIBITION : 21 – 29 November 2014**

Icsid has agreed that the Cape Town version of the Design House Exhibition will focus on the most important **cities** in the world, and invite them to exhibit in Cape Town.

**PROPOSED WDC2014** | CTD will host the **International Design House Exhibition** over 9 days in November 2014. Cities will be encouraged and invited to attend, leveraging diplomatic outreach.

#### **WDC CONVOCATION CEREMONY: 28 November 2014**

Similar to the WDC Signing Ceremony, the 'WDC Convocation Ceremony' is a symbolic event highlighting the official 'hand-over' of the WDC title from one city to the next. Usually organised to coincide with the last official WDC Signature Event in the programme, the convocation ceremony marks the end of the year's events.

## **ii. CALL FOR SUBMISSIONS**

Two calls for submissions will act as the funnel for projects from the public, building inclusivity through practice, and casting the net as wide as possible.

The first call for submission officially opened on 28 February and closed on the 5th of April 2013. The second call was completed at the end of July 2013.



Submissions which best support the four themes, are design led and/or embody design thinking will be selected for inclusion in the programme for 2014. Projects that demonstrate cross community and multi-disciplinary collaboration will be particularly encouraged.

As the Call for Submissions is not a competitive bidding process, and does not involve the distribution of fund, it is possible that a wide and extensive range of projects, activities and events will be gathered through this process.

All submissions will be evaluated by the Curatorial Panel and the IAC. The process will be guided by the Convenor of the Panel and supported by the CTD programme team.

### **The Curatorial Process & Timelines**

The Board of CTD took a decision to establish a Curatorial Panel to support the curation process and establish WDC2014 programme development that:

- Is transparent, fair and inclusive both in-principle and as an effective way of managing expectations
- Creates the opportunity for cross-pollination and the multi-disciplinary expert review of submissions
- Unlocks the best available by extending reach and influence
- Seeks to find local, national, continental and global relevance
- Facilitates the development of a rich, multi-faceted and layered programme.

To this end, the Curatorial Panel is being asked to:

- Objectively assess the potential and value of each submission made through the Call for Submissions
- Select submissions that meet the WDC2014 themes and criteria
- Find connections between and within submissions and themes
- Identify gaps and areas for collaboration and support
- Guide and enrich the creation of quality content for the WDC2014 programme

They will do this through:

- Quantitative rating and qualitative comments
- Individual assessment followed by group brainstorming

The Criteria for selection are:

1. Does it contribute to WDC 2014 vision and mission?
2. Is it relevant to the theme/s?
3. Does it include design or design thinking?
4. Is it creative, innovative, original, unique?
5. Could it create a sustainable, responsible legacy?
6. Is it feasible technically, financially, and i.t.o. HR and timing?
7. “Game Changing” and the ability to scale for impact

### **iii. VALUE-ADD TO EXISTING INITIATIVES**

One of the Objectives of the WDC Programme is to “Profile, promote and add value to existing design projects, activities and events”.

The reason for this is two-fold. Firstly inclusion of existing initiatives in the WDC2014 programme provides an opportunity to shine the spotlight on these initiatives which can help them build sustainability and contribute to the legacy of WDC2014. It reinforces the message that there are already existing design initiatives, and that WDC2014 is not just about the 365-days of events. Secondly it is a cost-effective and efficient way of building an interesting, multi-faceted and multi-layered programme that will help “inspire, captivate and build inclusion” of citizens.

To this end, CTD will encourage ‘owners’/organisers of a range of existing initiatives taking place in Cape Town/Western Cape/South Africa to co-brand with WDC2014 and find synergy with the four themes.

To maintain the integrity of the WDC2014 process and brand, some criteria and principles for inclusion will need to be developed. These will need to be similar to the criteria being applied to the public call for submissions so as to ensure the consistency and continuity of approach and messaging.

In this context the criteria could include:

- Does the activity contribute to WDC 2014 vision and mission?
- Is it relevant to the theme/s? If so, which one/s?
- Does it include design or design thinking?
- Is it creative, innovative, original and uniquely South African/African?
- Is it part of a sustainable, responsible legacy?
- What needs to be done to integrate it into the WDC2014 programme? How will the organisers ‘Fly the WDC Flag’?
- Are the event-owners able to implement without additional support from WDC2014?

#### iv. SPONSOR-GENERATED ACTIVITIES

It is envisaged that individual companies and entities will want to initiate and organise their own projects, activities and events that become part of the WDC2014 programme.

CTD’s approach to these opportunities will be similar to **Adding Value to Existing Initiatives** to ensure the integrity of the WDC2014 process and brand is maintained.

These criteria will have to be vigorously applied in the review of corporate sponsorship activities and their inclusion in the WDC2014 programme to ensure that the brand value of WDC2014 is not subverted for individual corporate gain.

The starting point should be to ascertain the potential opportunity to link sponsors with existing and proposed projects from other streams to help implement these aspects of the programme.

The approach should be to find win-win solutions to matchmake sponsors with activities and projects that reinforce the core values and mission of both parties.

This work needs to be driven by the CEO.

#### v. PUBLIC SECTOR ACTIVITIES

The Public Sector and agencies involved in the economic and social development delivery system in Cape Town and the Western Cape Province have actively and enthusiastically embraced the WDC 2014 call to action.

Developing and including this component of the WDC2014 programme is going to be a crucial contributor to the legacy of the opportunity.

The various entities are for the most part assuming responsibility for the conceptualisation and implementation of their WDC2014 activities. CTD should be prepared to play an advisory and supportive role, where required, but most importantly ensure the documentation of these activities so as to be able to track impact and inclusion in programming.

**vi. INTERNATIONAL ACTIVITIES (subject to securing additional funding)**

There are a number of international marketing opportunities that present themselves to CTD over the next 24 months. It is a unique opportunity for South Africa to position itself in the international market place and requires a focussed strategy and marketing message all of its own.

The purpose of these international platforms is two-fold:

1. **Market Cape Town** (and South Africa) as a must-visit destination for design and creative industry interested people/organisations in 2014 (and beyond)
2. **Market design-led products & services** of Cape Town/Western Cape/SA

The central approach to these activities is to liaise with the range of local, provincial and national players to ensure consistent messaging and possibly to supply WDC2014 marketing collateral on international trade and promotion platforms. These include the Department of Trade and Industry (DTI) (specifically marketing platforms supported by EMIA that have design elements), Dirco (all embassies should be briefed on WDC2014 and should have some marketing collateral), Wesgro (co-ordination w.r.t tourism, trade and investment through incoming and outgoing delegations), Department of Science and Technology and DAC.

Co-ordination with the City of Cape Town (who have 4-6 international activations budgeted for) and CTD will ensure greater reach, Partnerships with Brand South Africa and SA Tourism are critical delivery vehicles for these initiatives.

**vii. CTD COMMISSIONED ACTIVITIES**

CTD may commission its own projects, activities and events if there are gaps in the programme. Given capacity and financial constraints however, the preferred option is to matchmake people and find partners to drive such projects.

## **E. STAKEHOLDERS**

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Collaborative relationships with a wide range of stakeholders and role-players is going to be essential to the successful delivery of WDC2014 and its legacy .

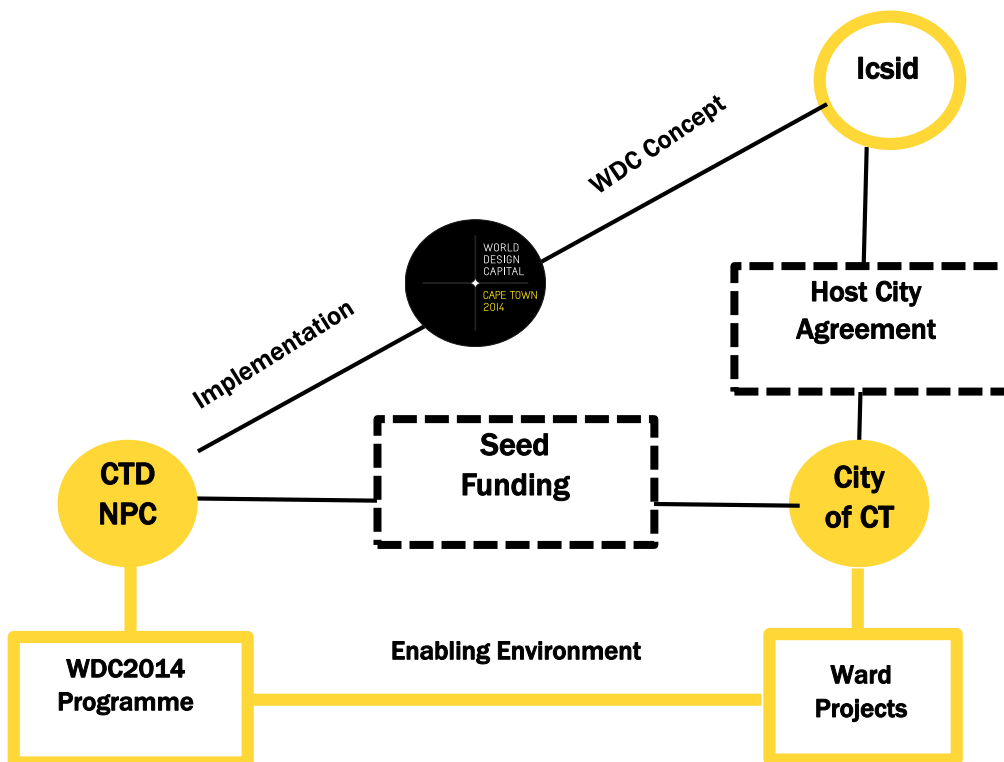
CTD will play a strategic, catalysing and facilitating role in the development of the range of activities and elements comprising the WDC2014 by acting as a broker, matchmaker and facilitator to create an environment where individuals, organisations and the public and private sector take on the responsibility for implementing their own activities and events.

This approach has the dual function of maximising the role of CTD to leverage off existing ‘capital’ in the environment given its limited resources; and will also facilitate a more meaningful legacy with entities taking responsibility for the conceptualisation, implementation and follow-through of their own initiatives.

In this context establishing connections, maintaining and building relationships, effective communication and clear messaging is going to be crucial. It will be important to be able to recognise and identify the value that partners can bring beyond financial contributions.

## F. FUNDING & SPONSORSHIP

The City of Cape Town has provided seed funding of R40 million, with clear requirements to apply these funds to the execution of the obligations contained within the Host City Agreement.



The Sponsorship Plan was approved by Icsid in July 2013.

## G. CTD DELIVERY MECHANISMS

### STRATEGIC OBJECTIVES

- Manage CTD operations efficiently and cost effectively and leverage as much value as possible
- Deliver on the terms of the Host City Agreement

## THE BOARD

The role of the CTD Board is to provide strategic direction and oversight; manage risk and fulfil fiduciary duties.

The CTD Board will meet monthly for the duration of the project. Meetings will also be convened on an ad-hoc basis when the need arises.

The CTD Board has established the following sub-committees:

1. Exco
2. HR
3. Finance
4. Programme and Communications

The Sub-Committees are delegated by the CTD Board to provide detailed strategic direction, oversight and technical expertise to the CTD Staff in a specific area. The Sub-Committees are required to take all recommendations to the CTD Board for approval.

Additional ad-hoc Sub-Committees may be convened from time-to-time to support specific decision making processes, for example a Tender/Bid Committee should be established to review the bids for the Signature Events.

## HUMAN RESOURCES

The capacity to deliver on the ambitious programme will need to be developed in CTD. However given the timeframes, the approach will be two-pronged. A small in-house and highly skilled team will drive strategy and delivery in key focus areas; they will manage the provision of additional services and support from outsourced professional service providers and agencies.

HR processes will be approved by the HR Sub Committee of the Board, in accordance with the approved Employee Manual.

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