

CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT

CLEAN, SAFE, CARING AND
OPEN FOR BUSINESS.

ANNUAL
REPORT
2011



MISSION

The term 'City Improvement District' refers to a specific geographic area, approved by the City Council in terms of the municipal Property Rates Act, Section 22 (Special Rates Area), and the CID Bylaw, in which complementary services are provided.

The mandate of the Central City Improvement District (CCID) is to ensure that the Central City is safe and secure, the environment is well managed, social issues are addressed and the Central City is promoted.

The CCID was formed by property owners in the area, and it provides top-up services to those of the City of Cape Town and the South African Police Service.

The CCID is a division of the Cape Town Partnership, a collaboration of public and private sectors working together to develop, promote and manage Cape Town's Central City.

Established in November 2000, this public-private partnership distinguished Cape Town as the first major city in South Africa to implement a fully constituted, legally-bound City Improvement District covering the core of the Central City.





CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT ANNUAL REPORT 2011

FOR THE YEAR ENDED 30 JUNE 2011

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A CITY FOR PEOPLE AND PROSPERITY

The Central City has capitalised on the back of its successes in 2010 and our CBD remains the dominant economic node within the Cape Metropole and the Western Cape.

We have come a long way from the time when property owners in the Central City founded the Central City Improvement District (CCID) in 2000. Based on a fully constituted, legally bound City Improvement District model, the CCID's success has caused many other city areas and national cities since to follow suit. In the Western Cape alone, there are now 23 CIDs.

Today many of the challenges we faced in 2000 have been successfully met and when we review our mandate from the stakeholders in the year it is clear we got the basics right and we kept Cape Town's streets clean, safe

and caring. The simple truth of the CCID's success lies in this:

- We stick to our well-defined mandate,
- a consistent performance and attention to detail that results in
- the creation of a city centre that is open for business.

As we look ahead to the next 10 years, we have set our focus on raising the profile of the Cape Town CBD as a leading business hub in South Africa.

Accelerating business in the CBD is not just our aspiration. We are buoyed by the marked increase in the level of business confidence in the Cape Town Central City despite the challenges of one of the worst recessions in our lifetimes.

Who would have thought that our Cape Town International Convention Centre would announce plans to double in size a little more than 12 years after its inception? Or that FirstRand Bank would consolidate a number of its regional offices into an ambitious new CBD-based development called Portside, in a joint venture with Old Mutual at a cost of R1.6 billion? Other large firms and corporations are renewing their leases or are returning to the city. The first phase roll-out of the Integrated Rapid Transit (IRT) scheme has been most successful and has reduced commuting times along the West Coast corridor. The IRT makes the CBD more accessible and a more attractive node for business to locate itself in.



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“We have set our focus on raising the profile of the Cape Town CBD as a leading business hub in South Africa.”

Rob Kane



CITY VIEWS

"Cape Town allows creative freedom and I think the natural beauty of the city provides a wonderful place and space within which to create. I feel very blessed to live and create in this city."

Thulare Monareng

Owner, Collage Fashion Deli,
Long Street

These large-scale investments will invigorate the city over the next few years and will not only have a certain economic impact on business and employment but also in turning Cape Town into a city with global business appeal.

Operational highlights

We have continued to do what we do well. Our initiatives in urban management, safety and security and social development drive the reality that we have a clean, safe Central City that is open for business. We actively seek out partnerships across the city to help us to advance this quest.

For me, one area of particular success in the past year has been the CCID's public-safety and protection mandate. We have a safe CBD with little violent crime, and the CCID has become more proactive in crime prevention in partnership with the SAPS, and faster to respond to call-outs.

An area that has been of particular focus this year has been the influx of homeless or displaced people into the city surrounds. This has highlighted the visible tension between security concerns and social development. The two need to work together to keep the city safe for all while treating the

homeless with dignity. The efforts of the CCID's social-development team, working in partnership with local NGOs and the City's social-services departments, continue to impress with their targeted social interventions and tireless commitment. They extract massive value for the city out of a limited budget. However, it is clear that in order to meaningfully address the homeless, far greater interventions are required from the authorities. Our dialogue with them has been encouraging and we look forward to seeing substantial increases in social development resourcing.

We can be proud of our liveable streets in the Central City that have contributed to an increasingly vibrant CBD. Parking and kerbside parking are well managed, public spaces are litter free and coming alive again through good management. Illegal dumping rates are contained by successful law enforcement.

Business outlook

Even though the recession has been felt in all sectors of the economy, we can be extremely thankful that Cape Town, comparatively, is doing well. While office vacancies and rentals remain generally flat, we are not seeing the large discounts that are prevalent elsewhere in the country.

Similarly, tourism figures reflect the downturn but this is more a function of the global economy and not of a decline in our CBD environment.

Another area of great encouragement is the City's continued investment in infrastructure. This will open up new avenues for business and prosperity; be it in providing business opportunity in a niche area like The Fringe or by creating access to jobs and education by way of the exciting IRT system. Developments like these bode well for the sustainability of our city.

In the same way, pedestrian roads





People feel safe to walk in Cape Town's CBD, enjoying its avenues (below left) while a lively cafe society is evident on the streets.

and bridges are facilitating more people walking and cycling in our CBD, ensuring that it comes alive. World Cup 2010 enabled the city to hone its skill in managing big events and this has proved invaluable so as to give crowds a great time while getting them home safely and having the streets spotless by 8am the next morning.

The essence of a CBD is that all amenities are close at hand. This includes a residential component, which is a part of every major city worldwide. Another global trend is that of densification: we need to make full use of our city infrastructure. This is an ideal opportunity to correct past injustices in that those workers who can least afford long, costly commutes are generally those that incur them. We need to strive to build affordable

housing in the City Bowl so that those with limited income have more time with their families and more money in their pockets.

I have enjoyed my first full year as chair of the CCID immensely. We had our fair measure of challenges, but as always the contributions of Tasso Evangelinos, the CCID's Chief Operations Officer, and his teams are so effective that our stakeholders will be forgiven for thinking the work is effortless. Let me assure you, it is not! Watching how Tasso and his team apply themselves is, for me, very humbling. In addition to attending to the day-to-day operations of the CCID management still has the energy to come up with creative ways to solve problems. We recognise their tireless and dedicated work.

Our committed board has many years of experience among its members and this has helped us tremendously.

As always, we thank the Cape Town

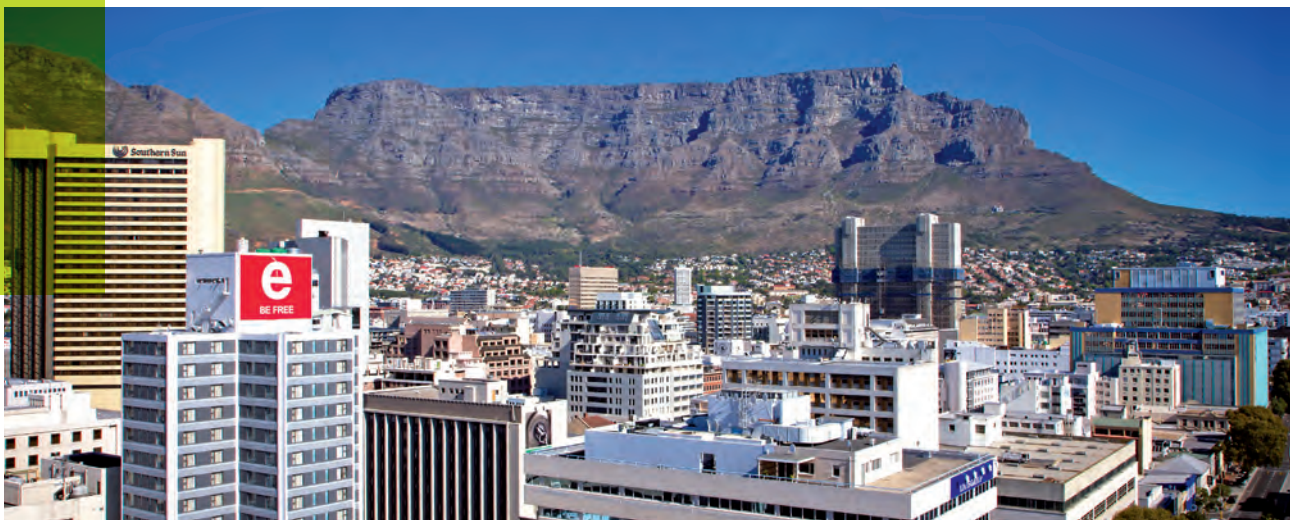
Partnership for its able leadership and management of the CCID.

Our city is privileged that a spirit of cooperation between all spheres of government and between the public and private sectors continues – to the betterment of the city as a whole. We thank our partners in the public sector for their cooperation and support of our endeavours.

The positive reactions to the Central City voiced by visitors and Capetonians, not only during the World Cup, but also in the year under review, is proof that we are doing things right. Let's continue to make this a prosperous city for all.

Rob Kane

Chairperson
Cape Town Central City
Improvement District



LET'S BUILD ON A SOLID FOUNDATION

Perceptions of Cape Town's CBD have changed fundamentally over the past decade, and the positive momentum is growing. Now is the time to capitalise on it.

Locals and visitors are no longer fearful of walking the streets of Cape Town at night. Families are enjoying its urban spaces and making the city their own. Residents are happy to be in the vibrant heart of the city. And business people are rediscovering how easy it is to work and invest here.

This has not happened overnight. It's the result of an incremental shift. And Cape Town's Central City Improvement District (CCID) is committed to expanding and building on this momentum and new-found interest in our city.

In reviewing the year that was, the consistency of our interventions in the Central City stands out.

When we established the CCID, we were very clear that we needed a healthy CBD to allow a liveable city

to thrive. We are hands-on and we always will be. We get the basics right, whether it be safety, urban management or social development. We owe this to our stakeholders.

Since the CCID's establishment in 2000, we have, together with our partners, brought crime and unlawful behaviour under control and we can confidently say that Cape Town now has the safest and cleanest major CBD in the country. This function will continue to be a large focus of our work.

Medium-term priorities, such as parking, informal-trading conditions, street-scaping and the plight of homeless children and adults, were also placed on our agenda in recent years. And we rose to the challenge. We now have a clean and presentable city that is attracting investment.

Open for business

Some exciting projects have been announced recently that show that our city centre is more attractive to public and private investors than ever before. These projects – like the expansion of the CTICC to double its size – represent a considerable financial injection into the Central City and are key to changing the face of the city by, for instance, integrating the Foreshore. They signify a strong confidence in the future of the Central City and its surrounds, particularly in terms of high-end, mixed-use urban spaces.

The CBD and the recession

It was encouraging to see that, although the recession took its toll by knocking tourism figures and retail spending back,



"We strive to make the city one where opportunity can thrive."

Tasso Evangelinos

100 ACROS 9

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FUJI 100 ACROS

FUJI 100 ACROS



our retail offering in the Central City remains robust. The 2010 festive season returned some positive trading for our retailers in the CBD. On the whole, retailers remain positive about their choice to locate themselves in the Central City and the enterprises that identified new opportunities are prospering.

A number of high-profile events, such as the Cape Town International Jazz Festival community concert on Greenmarket Square, the Twilight Run, the Design Indaba, the Pick n Pay *Argus* Cycle Tour and the switching on of the Christmas lights, pulled significant numbers of people into our precincts. Thanks to our cleansing service providers and the City's cleansing department, the Central City was spotless. Very low levels of crime ensured that locals and visitors took home only happy memories of Cape Town.

We love to show visitors that we offer unique shopping outlets, superb restaurants and a host of cultural experiences, all within a vibrant, cosmopolitan context that defines the Cape Town Central City as more than a mall. Our reformulated monthly *City Views* newspaper and the *Time Out Best of Cape Town Central City 2011* guide again reinforced these efforts.

Cape Town was voted the best destination in the 2011 TripAdvisor Travellers' Choice Awards, ahead of Sydney, Australia.

In the carrying out of our duties, we have seen that the night-time economy has grown substantially, which is positive. But this burgeoning growth brings challenges. Last year, for the first time since its inception, the CCID management team went operational around the clock. The introduction of a CCID operational Night Manager has had a positive impact by orchestrating all our night-time activities with the assistance of the CCID line managers. The Night Manager has also been able to alert us to developing issues that are not as visible during the day.

In the past year in particular, we have faced a more serious need for social interventions with the greater influx of marginalised people to our city streets. As the CBD continues to be more successful, it draws people looking for a better life and greater safety on the streets. It is a complex challenge, which needs the buy-in and resources of a large group of stakeholders, including the Province and City social-development departments. We have an integrated approach to solving some of the poverty-

related social problems on our streets, and our collaboration with a family of NGOs delivers successes in bettering the quality of life of the most vulnerable.

Our job-creation project with Straatwerk, an NGO that uses work to rehabilitate people, offered more than 300 regular job opportunities monthly through the CCID's subcontracted work. In total, the CCID employs 562 people, including through its service providers. This has a socio-economic knock-on effect towards alleviating poverty and reducing the pressure on other services for the homeless.

I am happy to report that the CCID Maintenance Team, established to address minor road defects and other aesthetic issues in the Central City, is now working as a permanently employed team, six days a week.

And what about our security? Can we improve on our 'bobby on the beat' model? This year has seen us proactively resolving and avoiding potential security issues. We have achieved this through greater visibility – we now have five mobile security kiosks, the latest on



CITY VIEWS

"I would hate to be in a low-personality mall environment. I love the urban feel. I love my neighbours in the drumming shop and the people who trade in African curios down the street. We're safe and happy here."

Ilze Koekemoer

owner of Dear Me restaurant and
Tjing Tjing bar, Longmarket Street



the Grand Parade – and through strengthening and expanding our already extensive stakeholder networks, including adding more members.

There is more to do

Offering a better business environment means being a 24-hour-all-year-round city. We need to be perceived as a commercial centre, not just a leisure destination. In our own CBD we have the Cape Town International Convention Centre (CTICC) which is aiming to become the best long-haul convention centre in the world by 2020. This can only bolster our reputation as a globally competitive business destination.

We strive to make the city one where opportunity can thrive. When walking the streets, I see an extended vibrant Long Street this year, while Bree Street, toward the upper end, is blossoming. Many creative and technological enterprises are settling there. The on-going rollout of the Integrated Rapid Transit (IRT) system will likewise cause a shift in pedestrian patterns and I see retailers adapting successfully to this new opportunity and increased accessibility.

We also need to develop the spaces where people connect and interact. We are looking to introduce a street light strategy to improve lighting in the city's undercover areas and side streets, and we are eager to install festive LED lights in the trees. We also want to introduce a public-toilets initiative for the Central City, which is sorely needed.

Greenmarket Square, which is integral to the city's historic core, offers a lively environment for shoppers and patrons at sidewalk cafés and restaurants with its street artists and crafters. We also have vibrant thoroughfares in St George's Mall, Waterkant Street and Church Street, which we need to maintain

and develop. There has unfortunately not been firm resolve, role clarity and ownership with respect to our city's public-space management. We have to maintain assets such as Greenmarket Square, the Grand Parade and St George's Mall, and invest capital to preserve them as quality public spaces.

We are increasing our capacity for research and data collection to allow us to compile useful information and outline opportunities to those interested in investing in Cape Town's CBD. We plan to compile and release a comprehensive economic 'state of the Cape Town CBD' report next year to offer investors in the city a solid business perspective of the potential of the CBD.

We applaud our CBD becoming more accessible by public transport, walking and cycling. To help people find their way, we have instituted a pilot street-sign project on some intersections of Bree Street, with expanded signs that indicate the street-number range in that section. This project is a first in South Africa, and we hope its success will spread, to save visitors time, fuel and frustration.

Our next 10 years will be about taking the CCID's work beyond urban management, to forging broader coalitions aimed at ensuring the sustainable business success of the Cape Town CBD. We look forward to making Cape Town a city for people – inclusive, thriving and full of opportunities.

Tasso Evangelinos

Chief Operations Officer
Cape Town Central City
Improvement District

CHAPTER ONE

01 SAFETY AND SECURITY

The CBD of Cape Town is regarded by the SAPS as the safest in the country. This year the CCID security presence again sent a clear message that the Central City is a safe environment for all.



CCID security systems are evaluated annually.

It is generally accepted that a well-kept urban environment has a positive effect on anti-social and criminal behaviour in inner-city societies. In the Cape Town CBD, our focus on urban regeneration and improving the lot of the marginalised in our streets works hand-in-glove with the seamless safety and security provided not only by us but also by other law-enforcement agencies in the Central City.

Our CCID public-safety officers are trained to focus on effectiveness while

encouraging ordinary citizens to feel safe and trusting. We do not use force and we approach people in a sensitive and positive manner. Officers are armed only with non-lethal air pistols, fitting the level and type of crime in the CBD.

The nature of CCID security is constantly changing, and operational demands are swiftly adapted to. Our security system is evaluated annually, as is the environment in which we and our security service providers operate.

At the core of our work is:

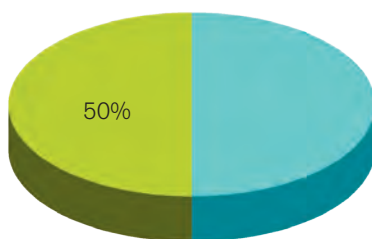
- A control-monitoring room, staffed

24 hours a day, seven days a week

- More than 230 officers
- Radio contact with both the security officers on the beat and the police
- Six branded vehicles, equipped with emergency supplies, such as lock-up facilities, jumper cables, traffic cones and medical supplies
- Six officers patrolling by bicycle, 24 hours a day, seven days a week, who are able to respond during heavily-congested traffic periods
- Linking by radio to the city's CCTV camera network

MEASURING OUR WORK IN THE CITY

This year we spent R16.3-million or 50% of our total budget on security.



In the year under review, our security operations:

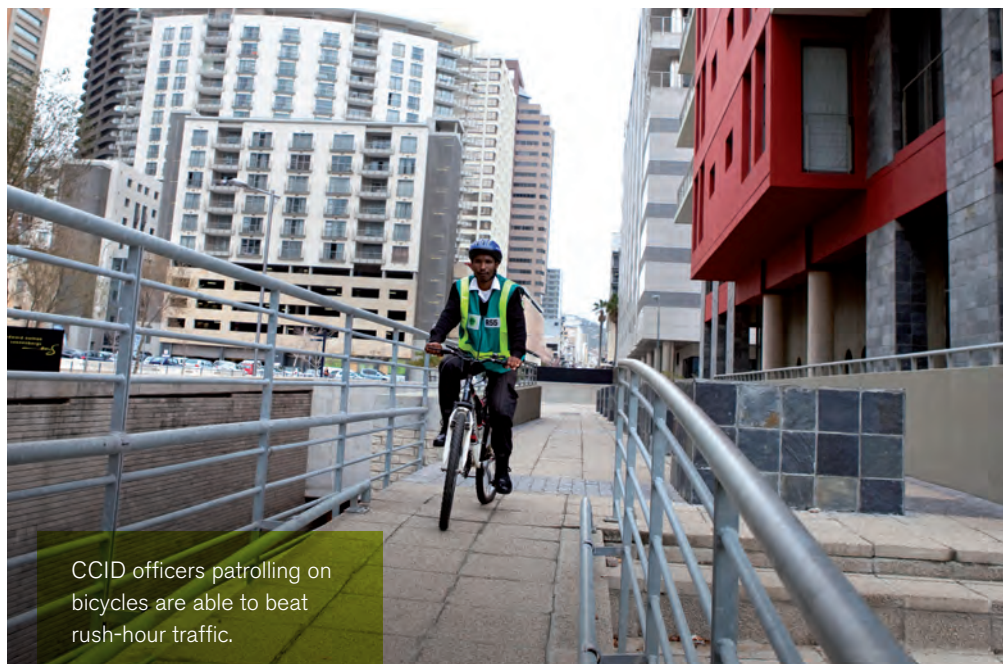
- Issued 9 581 traffic and 957 bylaw fines
- Conducted 806 crime-prevention operations
- Attended to 1 902 incidents of public assistance
- Assisted in 249 motor-vehicle accidents
- Undertook 319 medical and rescue calls

R315 000

The total value of fines issued averaged R315 000 per month, or approximately R3 786 000 per annum

293

the number of cases of illegal trading offences that were handled by the CCID this year



CCID officers patrolling on bicycles are able to beat rush-hour traffic.

THE HAND OF THE LAW

The CCID's security department has been very active. This year it achieved an average **response time** of under five minutes from the time a call was received. The deployment strategy of our teams of security officers pre-emptively takes into account trends of crime and disturbances in 'hot spots' to ensure a presence where it is most needed. In addition, when a monitor in the city's control room spots a crime or something suspicious, it is easy to contact the nearest CCID security officer to follow it up.

Our **law-enforcement programme** is working well. Eight law-enforcement officers attend to all bylaw contraventions. They have the power of arrest and to issue fines, and this is beginning to inculcate a law-abiding culture with regards to issues that have been prevalent in the past, for example, illegal dumping, loading-zone offences or unlicensed vehicles.

The law is enforced day and night, with six officers working the day shift and two covering the night shift. To further optimise and strengthen our

night-time crime-prevention efforts, we have introduced a Night Manager.

Ongoing **monitoring of informal-trading operations** in the Central City is also assigned to our security staff. City bylaws are often contravened in terms of position and goods traded. In some cases we have uncovered fraudulent licences and these are now the subject of a forensic investigation.

HIGHLIGHTS OF PROJECTS IN 2010-2011

Proactive security pays off

We have been more proactive this year with regards to our security interventions, treating the cause in addition to the symptoms to improve the health of our Central City. For instance, we have built a closer relationship with our retailers, who share relevant information and alert us to suspicious activities on the ground. This way we can speedily follow up and often prevent a crime. This focus on prevention has resolved some important problem areas.

230

The number of security officers deployed on various shifts

100

There are more than 100 CCTV cameras placed strategically around the Central City

SPECIAL PROJECT HIGHLIGHT

No more blocking of loading bays in Long Street

The issue of sedan taxi double-parking in the Long Street area needed addressing, as taxis were blocking loading zones and not paying parking marshals. The City, CCID, businesses in Long Street and surrounds, and members of the Taxi Council (which represents operators in the area) worked together to negotiate the completion of a new taxi rank.

Where in the past offenders would be ticketed, or removed by City traffic officials, the sedan-taxi rank at the central island in Bloem Street has brought a solution and greater control.

It accommodates up to 25 taxis, which have to apply for a special licence to be able to rank there. Improvements in signage and other facilities have also been implemented by the City.

CITY VIEWS

"The new taxi rank is a positive development, as it brings about formalisation and control."

Miki Clarke

Proprietor, 210-On-Long

Immediate drop in deviant behaviour around Senator Park

A history of robberies, prostitution and drug dealing made it necessary for us to post security officers around this problem building at huge expense in the past. After closing down the building in a joint operation with the City and the SAPS, including evicting drug dealers and other criminal elements from apartments, there has been a marked decline in criminal activity in the area.

We can't stop the music but we are dealing with noise pollution

Complaints are received regularly from residents about music from clubs and noisy night spots. In the past, we responded by sending Law Enforcement officers to perform inspections or instruct bars and clubs to lower the volume. But one of our aims is to encourage a vibrant night-time economy in the CBD, and so it is essential for us to accommodate and balance the needs of businesses and residents. We now inform residents of the procedures to follow for noise complaints and have provided a City sound-engineer's report to residents and businesses, advising both on the most effective ways to block noise.

Taking a more productive break

The introduction of four decentralised break rooms, one in each precinct, has increased CCID security visibility in the area, while providing a convenient place for CCID security officers to enjoy their lunch and tea breaks. This avoids time wasted – in the past, officers made their way to the central depot for breaks – and time lost due to break times has now been reduced to five minutes.



Sedan taxis no longer block Long Street loading zones.



Branded kiosks equals virtually zero crime in their zones

We now have five mobile security kiosks. As a proactive strategy, we move CCID-branded kiosks into areas affected by theft out of motor vehicles and other minor offences. We also use pamphlets to alert businesses and brief parking marshals on crime trends.

Greater prosecuting success

The training of our security staff by SAPS, Metro Police and Law Enforcement in the correct completion of arrest forms has resulted in more successful prosecutions.

We will continue to assist SAPS and all other law-enforcement agencies to ensure that the Central City remains a safe and secure urban environment in which visitors and locals feel free to enjoy themselves, day and night. We are committed to maintaining strong working relationships with all our partners and stakeholders so that this goal is met.

'WE COMMEND YOU!'

Letters of thanks continue to pour in from the public, visitors and business owners in response to the CCID's sterling public-safety efforts:

I would just like to commend the CCID on the good work they are doing! I walk down Long Street every morning in the early hours when it is still quite dark and the CCID guards provide me with such a sense of safety and security. Keep up the good work!

Kirsten, Cape Town resident

Last Friday I arrived from Holland. I booked myself into a hostel in Woodstock and went to see my friend in Gardens. When I arrived back at the hostel at about 3am, I was unable to get in. I went to Long Street to find myself another hostel, but all were fully booked or closed. I asked some guys what I should do and they gave me the best tip ever: 'Go to the CCID security guy. He'll sort you out.' And did he? He took me to some other hostels, which were also fully booked. Then he phoned his boss, Enver, to help me get to a hotel. He also took me to an ATM. When I wanted to give him a tip, he said he was not allowed to accept money. Then Enver came and took me to a hotel, also explaining that he was not going to take money from me.

Safe in a hotel room, after the help of your men, a certain feeling overwhelmed me. It was more than just being comfortable again. It was a special, warm feeling: 'People cared!' It may sound strange, but it felt a little bit like I didn't only get help, I got a little bit of love as well. I will never forget this evening. 'Duizendmaal dank', as we say in Holland.

Thomas van Heerdt, Dutch tourist

CHAPTER ONE

02 COMMUNICATIONS AND MARKETING

Communication is an essential tool in our marketing mix. This year we have actively promoted the profile of the CBD as a business destination in our publicity campaigns.



As in the past, we kept our focus on educating and informing visitors and residents about the Central City, using the tools that have proven so successful. Our communications team has worked hard to share information about our work at the CCID through the media, websites and social networks. We believe we have strengthened and built on the strong CCID brand that has won us international and local acclaim.

CHANGING PERCEPTIONS ABOUT THE CENTRAL CITY

As part of our mandate to promote the Central City, we continue to generate publicity for the CBD in the **media**. In the past we have focused our communications efforts largely on

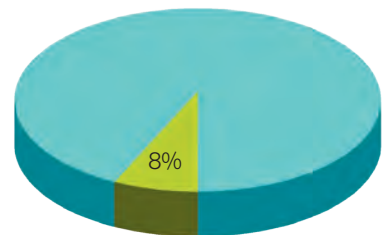
highlighting the safety and cleanliness of the Central City. Over the past year, in response to the recession, we have prioritised the social-development aspect of a 'caring' CBD, and have also made strides in promoting the message that the Cape Town CBD is 'Open for Business'. We closely monitor the press and respond swiftly to counter negative reporting about business trends in the CBD and amplify positive reporting through comment and reinforcement.

Our PR agency, Rabbit in a Hat, has been releasing well-targeted material to the general media and influential business media about our successes. They also build our profile and brand with credible **editorial** pieces based on the analysis of key reports, reinforcing the 'Cape Town is Open for Business' message.

Walking tours remain a strong showcase of the work we do. Currently

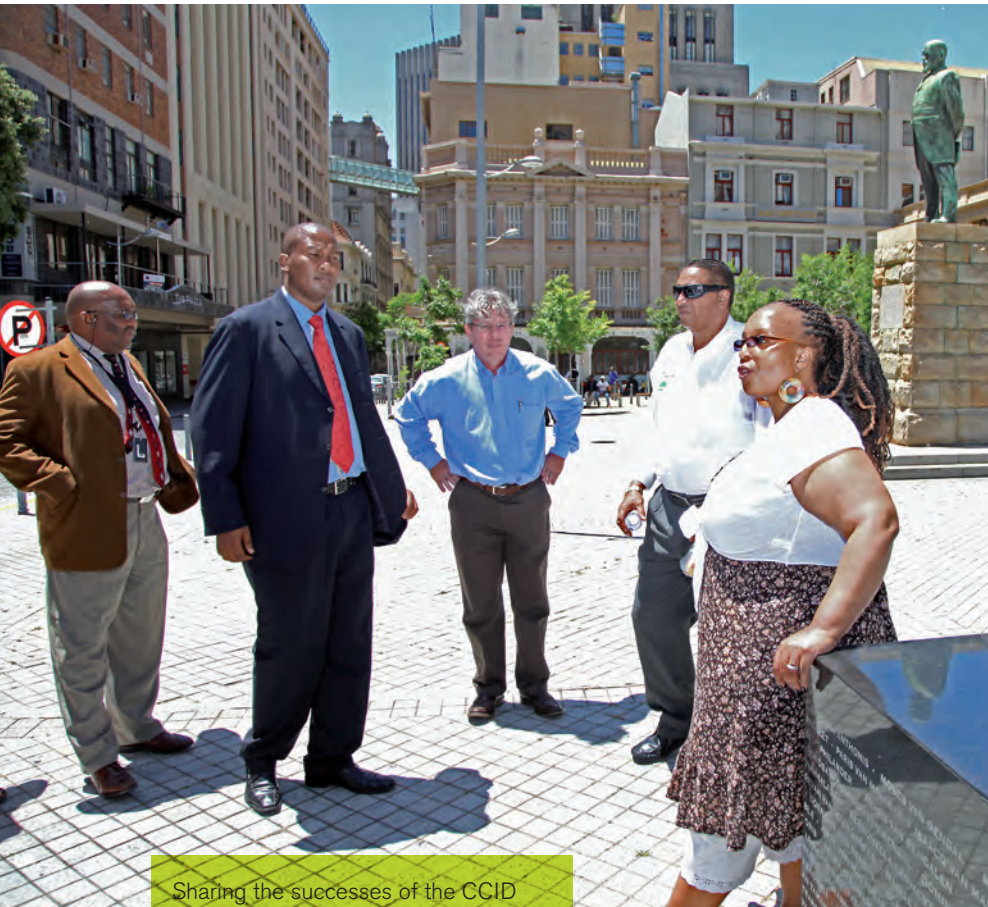
MEASURING OUR WORK IN THE CITY

We spent R2.6-million, or 8% of our budget on marketing and communication.



In the year under review, we produced a number of free publications:

- 10 monthly issues of *City Views*
- The *Cape Town Central City Public Parking Map*
- The *Time Out Best of Cape Town Central City 2011* guide



Sharing the successes of the CCID and the CBD on a walking tour.

our walking tours are offered on demand only. There is wide interest on a national and local level in this way of knowledge-sharing of the successes of the CCID and the CBD. Some of our most productive walking tours this year were with the media from local and out-of-town community newspapers, groups from the public sector and international business groups and academics.

We continued visiting retailers and commercial buildings in the Central City over the course of the year. New businesses are given material on the CCID in a **welcome pack**, to increase awareness about what we can do for them and how they can enhance and participate in CCID activities.

We constantly canvas stakeholders like retailers, commercial-property owners and residents in the Central City for information, as we feel

research is a vital cog in our planning and future strategies. We maintain a database of all properties, creative industries, hotels, backpackers, religious institutions, public and private parking facilities, residential properties and managing agents. Our retail confidence and vacancies research studies provide us with sound information on the health of our CBD's business sector. We acknowledge the importance of research and the value of information gathered, updated and maintained.

This year we have been pleased with the development of our monthly newspaper, *City Views*. Most of the 50 000 copies are distributed to businesses in town and to residential complexes in the city surrounds. We've updated the formula of *City Views* to reinforce our 'Open for Business' message and to highlight actual

SPECIAL PROJECT HIGHLIGHT

More money for research

In our efforts to allow better way-finding in the CBD, a parking-verification project was undertaken, as well as the integration of the parking database with a web directory of CBD businesses. This year we also developed a printed parking map to allow visitors to find the closest parking facilities to their destination. We conduct two retail surveys a year to determine business activity and confidence. Commercial property trends and upgrades are also monitored by surveys.

The CCID's communication and marketing strategy remains flexible and pre-emptive. In the future we hope to provide more target-specific marketing material directly to those with special interests, linking them to unique experiences and reasons to visit the Central City.

examples of business confidence in the CBD, as expressed by unofficial Central City 'ambassadors'. We've overhauled the distribution strategy of *City Views*, signing up new vendors, identifying new locations and expanding our circulation. We have also taken the publication online via a digital version to increase our impact and reach.

When it comes to communicating with our stakeholders, **pre-emptive communication** can make all the difference. To assist them with their planning, we forward information about the times and routes of protest marches, road closures, filming in the city, major events and road-construction details. We aim to facilitate better cooperation between event organisers and retailers by bringing event planners into contact with stakeholders. And we play our part in the events-planning unit of the City.

R350 000

Average monthly value of media coverage achieved for the CCID and CBD

CITY VIEWS

"It's wonderful here at night. The hotels around us buzz with activity, we have beautiful lights in the square and we look out on artist Ralph Borland's ghost-shark sculptures."

Laurent Deslandes

Owner and chef, Bizerca Bistro, Jetty Street



HIGHLIGHTS OF PROJECTS IN 2010-2011

Our 10th anniversary in 2010

We celebrated this milestone through a number of festivities with our service providers. The City presented the CCID with a 'Certificate of Excellence' for our contribution to keeping the City spotless during the 2010 FIFA World Cup and our Annual General Meeting in November was addressed by guest speaker Alderman Felicity Purchase of the City of Cape Town.

The AGM keynote speaker was Jane Jenkins, internationally recognised expert on urban issues and current Chairman of the International Downtown Association. She shared her experiences of 23 years in downtown revitalisation and management in the United States.

Our August issue of *City Views* went online

We have plans to extend *City Views* and have already started broadening its scope by taking it online. Changes to editorial content have resulted in a more serious, strategic and consistent monthly read, aimed at stakeholders, citizens and visitors. It continues to endorse the 'Open for Business' theme and also has a new strapline, 'Your Free Cape Town Central City Paper,' with focused monthly themes. The paper is receiving positive feedback from readers and stakeholders, and is becoming a must-read for issues related to the CBD. It is also helping to build a network of CBD ambassadors and champions who could be mobilised for future campaigns, for example, in support of the Give Responsibly campaign.

Our annual city guide, *Time Out Best of Cape Town Central City 2011*, was published in time for the festive season

With a November print run of 80 000 copies, these guides are distributed to

retailers in the city and are available free of charge. This year we also packaged 16 000 copies with the *Big Issue*, creating a bumper festive package for December and supporting the *Big Issue*'s 'Give Responsibly' ethos. The guide highlights the best the CCID area has to offer. It boosts our marketing of the Central City as a hub of unique retail and cultural experiences. We also distribute it to residential areas and places further afield, such as the Atlantic Seaboard, City Bowl, Kirstenbosch and Muizenberg.

We expanded the branding on staff clothing, vehicles, mobile kiosks and staff kiosks in all precincts

Our brand is more visible in the CBD. During the year we printed lanyards that display our branding and useful CCID telephone numbers. These were delivered to businesses in the CBD and other stakeholders. Our security staff, cleansing staff and our teams from Straatwerk received new bibs and hats in CCID livery.

The PR team raised publicity for the Give Responsibly Winter Readiness campaign

Media coverage of the 500 pairs of shoes donated to homeless shelters, and the distribution of care bags, has raised much needed awareness of this caring intervention.



**DAVE BRYANT**

Ward 77 City Councillor

MARCHING TO THE BEAT

Music is his passion, but for now the sounds of the city are driving the professional and creative energies of Ward 77 City Councillor Dave Bryant. His constituents have been delighted with the contribution the CCID is making to the Central City, he says, and he believes the future is about keeping it up.

"The City can only do so much with the manpower it has at its disposal, but the effect of its efforts in combination with the network of residents' associations, City Improvement Districts and neighbourhood watches on liveability in Cape Town is immense.

And a huge part of that success has been the CCID, which is integral and holds them all together.

Along with the SAPS and other agencies, the CCID has become the eyes and ears for our safety and urban management, and we have achieved a Central City that is clean and safe.

It is noticeable that people in the area feel a close affinity with their local CCID public-safety officer, and connections are made between the CCID's heads of departments and residents. I also think its work in the Social Development arena is visionary. The Straatwerk work teams make a visible difference and offer

a helping hand to the destitute. People in the CBD feel they are helping to solve this enormous social issue through the CCID.

The nature of this kind of urban management means we can't take a single step backwards. We have to keep improving. I hope to continue working closely with the CCID and sharing ideas, as we have the same goals. Economic development should be at the top of our agendas as the CBD remains a fragile environment. Flexibility in our strategy is also crucial, as a one-size-fits-all approach will not work in our quest to balance the needs of business, residents and visitors."



CHAPTER ONE

03 URBAN MANAGEMENT

Cape Town has a city centre that is smart and attractive to people and investment. The CCID works tirelessly to maintain this clean and functional urban environment.

Ask Capetonians to list why this is a great city to live and work in, and they may mention the beautifully renovated period buildings, easy access by public transport, walkways and pavements, cycle lanes and navigable streets, and accessible parking. Some may add our historic public squares, which allow for social gatherings, fun inner-city leisure events and peaceful protests. What it amounts to, is that the spaces between the buildings in a CBD can and should be attractive to its citizens.

Elevating this urban environment, and managing and maintaining it to the high standards expected by retailers and other Central City investors, has

been a primary driver of CCID activity since its inception. CCID teams are also getting increasingly involved in beautifying and maintaining pavements, green spaces and squares.

The CCID's strong collaborative urban-management effort rests on the joint activities of its four precinct managers, cleaning contractor J&M Cleaning Services, and Straatwerk, a non-governmental agency. The scope of these efforts is broad, and constantly expanding as the need arises. Precinct managers walk the beat, observing details and acting as intermediaries between the public and private sectors, communicating with retailers and property owners.

Our urban-management teams act to remedy even the smallest defects when they see them, or are informed of them:

- The teams have a range of responsibilities, including the cleaning of drains and channels that could flood in winter, and weeding, spraying and pruning trees to ensure green spaces look smart.
- These teams also attend to damaged road and directional signs, as well as fixing road and pavement surfaces.
- Proactive hot-spot cleaning, and night-time checks of streetlights and other potential malfunctions are conducted, and any defects are addressed or passed on to the relevant City department.

MAKING A VISIBLE DIFFERENCE

The workers of J&M Cleaning Services performed well over their twice-daily shifts. Their 65 **cleaning and maintenance staff** are presentable and visible in our urban landscape in their yellow overalls. This year the number of complaints about cleansing problems from residents and retailers has shown a marked drop from that of the previous years.

We are proud of the fact that there has been less illegal dumping thanks to Law Enforcement officers being diligent about issuing fines to perpetrators and therefore discouraging this behaviour.

Recycling efforts have continued, despite the setback of losing a recycling depot. A new recycling facility in Phillippi helps us to reduce the city's burden on landfills.

ALL IN THE CLEAR

In the year under review Straatwerk's contribution to our work has increased, both in frequency of cleansing shifts and the impact of their urban management tasks.

These figures give an indication of how much dirt was shovelled and cleared by these teams to keep **drains and channels unblocked** and keep the CBD flood-free:

- 4.7 tons of waste was cleared from 4 100 channels
- 22 tons of waste was removed from 2 700 fresh water drains

A special Straatwerk 'Ophelp' squad, nicknamed the **Dawn Patrol**, work from 4am to 7am to clean the streets and to remove night-time debris like broken glass and bottles before office workers return to the city.

We are vigilant when it comes to **visual pollution** and, in order to maintain the

1 500

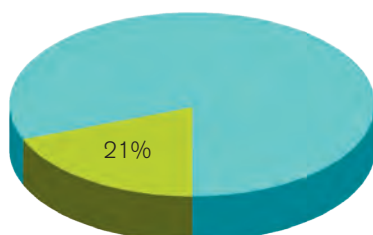
More than 1 500 tons of waste (over and above that collected by City services) was removed from Central City streets last year

300

The number of job opportunities created this year alone to enable Straatwerk members to earn a living

MEASURING OUR WORK IN THE CITY

This year we spent R6.9-million or 21% of our total budget on urban management.



In the year under review, we:

- Cleared a total of 1 336 storm water drains, removing more than 24 tons of waste in order for the CBD to remain flood-free year round.
- Recycled more than 30 tons of glass, 44 tons of plastic, 18 tons of paper and 45 tons of cardboard.





CITY VIEWS

"Twenty years ago Harrington Street was deserted late at night, but now young people are in the streets and spilling out of nightclubs at 3am. I'd like this to go a step further. I'd love to see The Bank brightly lit and open as a busy working environment, 24/7."

Steven Harris

Owner, *Furnspace 3D* and *The Bank*,
Harrington Street, The Fringe

aesthetics of the Central City, Straatwerk teams removed 3 164 illegal posters, more than 29 000 strings of old posters and 3 210 stickers this year. They also removed more than 3 000 works of unsightly graffiti.

KEEPING US ON THE HIGH ROAD

The Straatwerk road-maintenance team consists of six full-time workers recruited from other Straatwerk teams to be trained in new skills and rehabilitated over a year. They are taking on all minor road-maintenance projects within the CCID area on behalf of the City, providing a full-time, top-up service five days a week. The City provides the materials, and Straatwerk supplies the labour for minor road repairs and aesthetic projects.

- Our roads are looking smarter. We have repaired 297 potholes, 267 road signs and installed 35 bollards, and removed or installed 116 street poles this year.
- Our pavements are safe and aesthetically pleasing, and 772 repairs were made, including to paving curb stones, drains, channels and storm-water drains.
- We did more maintenance on road

markings this year. Our teams keep their eyes peeled for the need to demarcate fire hydrants, parking bays, intersections, yellow and red lines, directional road arrows, stop signs, loading zones and disabled-parking bays. A total of 785 markings were completed this year.

HIGHLIGHTS OF PROJECTS IN 2010-2011

We spruced up St George's Mall

The hanging flower-baskets concept was expanded this year, bringing the total number of baskets in St George's Mall to 80. In a true spirit of partnership, the City does the planting and we maintain them, creating a lovely ambiance for the length of St George's Mall. An open-air market on a Thursday, the Earth Fair Food Market, selling artisan foods and fresh produce, has brought a lively new vibe to the mall too.

We kept an eye on the improvements to Greenmarket Square

Since it became a pedestrian zone, tables and chairs have spilled into the square, which has been met with great enthusiasm by diners and retailers. While some damage occurred to the



CCID maintenance and cleaning teams at work to keep our streets looking smart.

233

the number of trees pruned and trimmed

new installation of the 'swaaiomp' and ablutions, better lighting and the new stage meant the CCID hosted the best-attended Community Jazz Concert in six years.

More cigarette bins have been placed in the Central City

We currently have a total of 100 cigarette bins around the entire CBD, to encourage smokers to drop butts in them rather than on the street. Corporate offices have rallied behind this CCID initiative, making requests for additional supplies. We plan to double the number of cigarette bins in the foreseeable future.

The Fringe is supported

Precinct 4, also known as the East City, houses The Fringe, and with more visitor and business activity here, we support regeneration efforts. Under the initiative of a business owner there, our teams have also assisted in sprucing up the Stepping Stones children's park in Canterbury Street.

Through our urban-management efforts, we look forward to strengthening our partnerships with both the City and our service providers, and to providing further employment opportunities for those who need it most.



SPECIAL PROJECT HIGHLIGHT

Greening the station square

The CCID made a significant contribution to the cost of rehabilitating the rockery in the Cape Town station square.

We hope to ensure this remains more than a temporary facelift, and the CCID and the City will continue to maintain and clean the garden.

It all started with the rockery being earmarked as a prime spot during the Africa Centre's *Infecting The City* public arts festival. Vandalised and neglected, the rockery was untouched in the massive upgrading of the new station and its square.

Horticulture student Rebecca Wengrowe admits it was rather daunting. 'It was full of litter, including a couple of old bowties! But by the second day it was clean, and we could start planting indigenous plants we had chosen,' she said. The plants are well adapted to harsh environments and need very little watering.

Benjamin Festus, Senior Outreach Greening Horticulturist at the Gold Fields Environmental Education Centre, said: 'We saw the project as a perfect fit with Sanbi's (the South African National Biodiversity Institute) outreach-greening programme. We need more gardens in public spaces, especially in the City, where nature can often seem removed from the people.'

CHAPTER ONE

04 SOCIAL DEVELOPMENT

Homelessness in our city garnered more attention this year as the new mayor highlighted it as a problem needing solving. At the CCID we have taken on more work in this area and spent considerably more time and money tackling it.



The CCID partnered with the Cape Town Festival to host 660 older people at a lunch with live entertainment.

In her inauguration speech, the Mayor of Cape Town, Patricia de Lille, outlined a six-point programme to 'build a caring city in which everyone who needs help receives it, and an inclusive city where everyone has a stake in the future'.

The CCID is committed to using liveable-city principles to guide our ongoing urban-regeneration efforts. The continuing challenge of chronic homelessness, exacerbated by the recession, is an ethical issue that we try to manage in a sensitive manner. This year there has been a greater focus from the City on integrating the efforts of

various programmes and organisations to address the issues.

There are also complicating factors that lead people to seek living on the city streets as a preferred option. Our social-development department strives to connect homeless people on the streets of the CBD to appropriate social services and resources in communities.

When looking at the year under review, it is clear that the effectiveness of our fieldworkers is growing. They are able to assess situations on the streets and, after building relationships of trust with individuals, refer them to the appropriate

social services. The easy availability of money and drugs on the streets, and the use of street people as cheap labour by some individuals (including the informal sector), remains a challenge, as it is often a deterrent in encouraging individuals to accept the offered assistance.

In 2008 we launched the Give Responsibly campaign, which has raised awareness around not giving random donations to people on the street, which entrenches dependency. In an ongoing effort to facilitate positive change, the CCID champions Give Responsibly as a year-round awareness campaign, appealing to

the public to make their donations to non-governmental organisations (NGOs) that provide long-term solutions to the problems faced by homeless people.

We employ or create work opportunities for 300 people through Straatwerk. It results in better urban management, and – through recruiting homeless or street people – it affords our most vulnerable a helping hand.

Our process over the years has resulted in three layers of job creation:

- Entry-level workers, by far the majority, provide basic services such as sweeping and cleaning. Here they receive rehabilitation, building up their dignity and self-respect through physical work and financial reward. Once they have proven themselves over a period of time, they are afforded the opportunity to move to the next level.
- Technical-level workers receive skills development and are able to do more complicated work. They have proven to be more reliable and trustworthy, and other aspects of their life and dignity have been restored. Workers from this level will move on to the next and final level.
- The maintenance team offers employment for six months to a year, full time.

Our fieldworkers evaluate changing trends on the street and use this information to identify specific challenges and gaps in social services. They also aim to match organisations with donors to form sustainable partnerships.

The **socio-economic climate** of the past year had a marked impact on the number of people coming to the streets. Many are looking for economic or employment opportunities, as families or communities are no longer able to

support them. A total of 211 adults were assisted by us in various ways, from being referred to shelters, health facilities, Straatwerk or reunited with their families.

We understand that our strength lies in **fieldwork** and it is through the interactions with people living on the streets that our fieldworkers have built up a relationship of trust. Although we always encourage people to accept the intervention offered, we respect their right to self-determination.

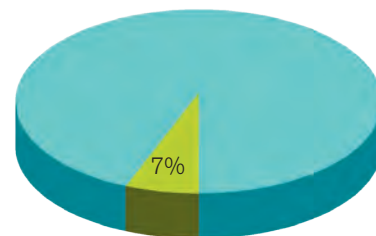
Good partnership networking with NGOs has fostered speedy assessments and appropriate resources for assistance. Our ongoing partnership with Straatwerk provides at least a meagre income for many destitute individuals on the streets.

Our **regular initiatives** in the social-development arena have made a positive impact again this year.

We continued our initiative to provide care bags, as we find this allows better personal care and wellness among people living on the streets. A total of 2 000 care bags containing toiletries and items like socks and caps to protect the most vulnerable during winter were distributed to our NGO partners.

MEASURING OUR WORK IN THE CITY

This year we spent R2.2-million or 7% of our budget on social development.



In the year under review we:

- Mobilised partners to donate blankets and clothes for our Winter Readiness campaign
- Assisted 112 children living on the streets
- Distributed 2 000 care bags and 500 pairs of men's shoes

The CCID's social-development department distributed 500 pairs of men's shoes to the homeless for winter.





THANKS TO OUR CITY HOTELS FOR THEIR GENEROUS DONATIONS

Hotel Formule 1 Parow and Cape Town: Bedding and linen. A donation of R10 000 worth of used linen was made by Colin and Angela Drummond (pictured left), managers of the Formule 1 Hotel just in time for winter.

The Taj Hotel: Linen and slippers.

Westin Grand: Clothing, linen, bedding, soaps and shampoos.

The Grand Daddy Hotel: Soaps, shampoos and books.

HIGHLIGHTS OF PROJECTS IN 2010-2011

We notched up success with reducing the number of children living on the streets

There has also been a decrease in the number of day strollers coming into the Central City. By immediately and proactively engaging with them through our fieldworkers, they tend not to remain on the streets.

As a rule, fieldworkers reach out to mothers and children on the streets swiftly

They help them find shelter or, where necessary, refer them to the Department of Social Development for assistance. This proactive approach has reduced the number of mothers using children to beg on the streets.

Straatwerk managers were trained

To empower the Straatwerk management team to better cope with the demands of an NGO that is growing very quickly, we held an interactive workshop structured around communications, leadership and emotional intelligence. It proved tremendously successful, with active participation from all delegates, followed by practical experiences and team tasks relevant to their day-to-day work demands.

We launched an initial Social Development Research Project in the CBD

On 6 August 2010 we took officials and other NGOs on a night visit around the CBD and periphery areas for a better understanding of the current situation. We identified problem areas and special challenges in each area. We mapped the information and provided it to the City to be used for future planning and implementation programmes.

A highlight this year was Grandparents Day

We partnered with the Cape Town Festival to host 660 older people at a delicious lunch with live entertainment at the Cape Town International Convention Centre. This annual event celebrates the International Day of Older Persons and is made possible through donations from hotels and inner-city retailers.

Winter is a particularly hard time to be homeless

This year our *Give Responsibly Winter Readiness* campaign in July allocated much needed resources to those in need. We distributed 500 pairs of men's shoes to charities working with people living on the street. We challenged all tenants of The Terraces building to donate adults' and children's clothing, blankets and non-perishable food. Our Give Responsibly posters and bins in the foyer created

awareness among tenants, and both Quest Staffing Solutions and Re/Max Life ran internal drives to encourage staff donations.

The items were distributed to the following organisations:

- The Haven, District Six
- The Haven, Napier Street
- The Ark City of Refuge
- The Homestead
- Catholic Welfare and Development
- The Haven Shelter for Abused Women and Children
- Missionaries of Charity/Sisters of Mercy

Bringing a bit of cheer

We spread a little Christmas cheer at three soup kitchens in December. We talked about acceptable social behaviour to those attending and distributed a gift to each person.

Mandela Day was a special highlight this year

CCID and CTP staff volunteered 67 minutes on Mandela Day – Nelson Mandela's birthday on 18 July. Staff volunteered at the Booth Memorial Hospital, taking patients in their wheelchairs to De Waal Park to enjoy the surroundings, socialise and enjoy refreshments. The experience was positive for patients and hospital staff, and it was a good team-building exercise for our staff.



BEVERLEY
CORTJE-
ALCOCK

Mayoral Committee Member

ROADMAP TO A CARING CITY

The City of Cape Town's Mayor, Patricia de Lille, has breathed new life into the slogan *This City Works for You*. Her call to make Cape Town a more caring city is fuelling delivery in the newly created portfolio of Social and Early Childhood Development.

Passionate custodian Councillor Beverley Cortje-Alcock maintains that the City can do it with a little help and a joint plan from its partners.

"My focus in our quest for a caring city is to give children the opportunity to grow and develop into self-reliant citizens. Our city should be one in which homeless people can be helped,

rehabilitated and even reintegrated with their community of origin. It should be a place where the needs of the disabled are considered and where the poor can find relief and the vulnerable protection. As a caring City Council we are directing human and financial resources, mobilising NGOs and partnering with business and religious bodies to effect these changes.

We have to do this hand-in-glove with creating an enabling environment for social entrepreneurship, so that poverty reduction and alleviation are sustainable. We have many challenges to meet and the City certainly cannot do it alone.

One way in which we can do this, is for our partners to support the Give Responsibly campaign and refrain from giving hand-outs to people on the streets and donate to credible organisations that work with needy persons. Another is to identify and create incentives to facilitate access to jobs for the unskilled and school drop-outs, whose numbers are growing at an alarming rate.

The City is determined to utilise the expertise, knowledge and information within the CCID and other organisations to promote the kind of society that embraces humanity, encapsulates Ubuntu and promotes the dignity of all citizens."

CHAPTER TWO

THE TIME IS NOW

Capetonians enjoy one of the most liveable cities in the world, with a city-centre nucleus that has built up an enviable reputation as a well-run, safe location for economic activity.



For potential investors looking for a gateway into Africa, the concentration of skilled labour, well-established industries, export opportunities and a wealth of social institutions has always been attractive in Cape Town.

Our revitalised urban centre came about as a result of the public-private partnership for the Central City that was established in 2000 – Cape Town was the first major city in South Africa to implement a fully-constituted, legally-bound City Improvement

District. Today the Cape Town CBD is an asset, and initiatives of the Central City Improvement District (CCID) in the past 10 years have contributed to a dynamic environment for businesses, residents, students and visitors. Apart from the fact that the CBD is no longer plagued by grime and crime, it is also confidently ‘open for business’. The CCID has established a nucleus of excellence in urban management and, in looking ahead at the next decade, we want to focus on positioning the CBD as a place where enterprises can be as

profitable, efficient and sustainable as possible.

Hard economic times are a reality that can't be avoided, but the long-term viability of the Cape Town CBD is undeniable. Even in the present recession, the work of the CCID is supported by great spatial and urban developments, while a planned economic framework for the region's future will see new nodes of economic activity emerging, further accelerating investment in the city.

FirstRand Western Cape, together

with Old Mutual, are investing heavily in the ambitious Portside development, which will see a total of some R1.6 billion invested in a CBD skyscraper with green credentials, despite today's prevailing economic uncertainty.

OPEN FOR BUSINESS

The CCID has achieved 11 years of unqualified audits. In Cape Town good governance has assisted in building an open-opportunity society. The vision of City authorities is to address poverty through economic growth and work opportunities, and to ensure that every resident has the means towards a better life, and that our city becomes more inclusive.

Cape Town has a reputation as one of the best-run metros in the country and its solid fiscal performance has been recognised by the Auditor General, the Department of Cooperative Governance and Traditional Affairs, and numerous studies by external and independent organisations. The City of Cape Town has had seven consecutive unqualified audits since the 2003/2004 financial

year. This financial-management record has boosted its capacity to provide the highest possible level of basic services. Its capital expenditure over the years has been far higher than the national average.

The financial security and infrastructural expansions promoted across the city have resulted in a direct increase in companies seeking out the city centre as a place to do business.

BUCKING THE DECENTRALISATION TREND

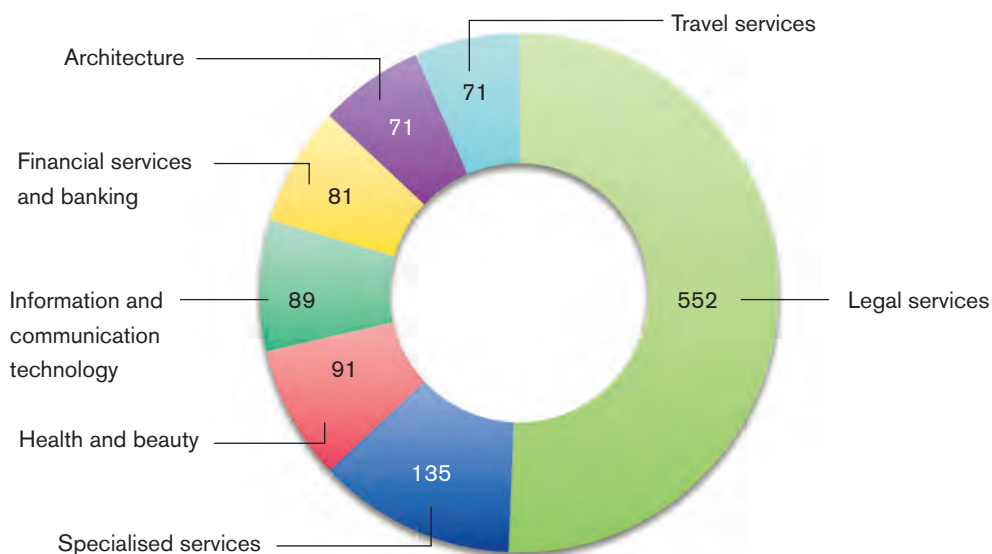
Cape Town's CBD has historically had a number of large employers that have remained loyal to their city bases. Both public- and private-sector employers maintain significant employment complements and properties here. Besides the offices of various provincial and government departments, private-sector employers like Woolworths, Media24 and Investec also call the CBD home. These companies have demonstrated, by their presence, the need to be based in a cosmopolitan and well-connected city. Decision-makers



1 673 355 m²

The Cape Town CCID area comprises 1.67km², 50km of roads, 3 187 kerbside parking bays and 9 500 off-street parking bays.

THE TOP 7 SECTORS AND NUMBER OF COMPANIES IN THE CCID AREA



30

The number of call centres in the Cape Town CBD, employing 7 000 people

The vibrant urban environment of the CBD attracts top talent.



from prominent Cape Town companies have stated that the CBD's safety and cleanliness has contributed to their choice to remain in the city.

New multinational corporations (MNCs) have also demonstrated a renewed interest in relocating operations to Cape Town's CBD area, particularly in the customer services sector. Cape Town's geographical location, quality of city centre, positive interactions with local governments, and motivated and skilled employees are all reasons cited by MNCs when asked why the CBD remains such a viable and exciting place to do business.

In monitoring the Cape Town property market, the CCID has continued to raise awareness of the many good reasons for businesses to locate themselves in the CBD. The CBD offers rental rates that are competitive with those in other parts of Cape Town's metropolitan region,

making the city an appealing option for large businesses, small- and medium-sized enterprises, and entrepreneurs who are in the process of starting up.

Attracting talent to the city is easier, according to employers canvassed by the CCID. They cite the vibrant urban and natural environment in the CBD and the close proximity of offices to public spaces, eateries, shopping, government services, libraries and museums, cultural attractions, theatres and nightlife as the prime reasons.

A CITY FOR PEOPLE

Cape Town's CBD has great mixed-use precincts that offer a wide variety of social and economic opportunities, while also protecting valuable environmental and cultural assets. Recent infrastructural improvements, like the upgrading of the Cape Town Station and the IRT (Integrated Rapid Transit) system will continue to positively impact and

accelerate economic activities in the CBD. A renewed public interest in the Central City and the experiences it offers has, since 2010, presented the CCID with increased opportunities to promote the CBD as a liveable and business-friendly place.

Cape Town is now accessible to more people across a larger geographical area and this ease of access will continue to attract workers and visitors to the CBD.

The hosting of events is a key component of the city's economic-development strategy. Many large-scale events in the past 18 months have been hosted successfully and efficiently. The CCID participates in the City's event-management group to support the City's plans in this respect. In hosting events over the past year, transport and cleaning services, traffic regulation and security have all coped easily with large influxes of people, ensuring an enjoyable time for all when they are in the Central City.

MAURICE DE VILLIERS

Head of Woolworths
Real Estate Development



IN PURSUIT OF QUALITY

Life began for the Woolworths Group when the enterprising Max Sonnenberg decided to open a store with his son, Richard, in the stately dining rooms of the Royal Hotel in Plein Street, Cape Town. Today, Woolworths head office still proudly calls the Cape Town CBD home.

Maurice de Villiers is a long-term corporate citizen of Cape Town's Central City, as head of the real-estate development portfolio of the respected chain, which has stores nationwide.

"Woolworths has been headquartered in the Cape Town CBD since its founding in 1931. We are proud of the city's timeless beauty and its standing as a leading business district.

We have stayed for many practical reasons, not least because of the commitment to the area, shown by fellow stakeholders in business, the non-governmental community and the local municipality through initiatives like the Central City Improvement District.

The CBD's ability to retain and attract established and new business has

meant that many of our suppliers and prospective suppliers are conveniently close by.

In addition to being part of a dynamic, multicultural hub that in many ways represents a microcosm of our country, our presence here allows us a unique insight into what appeals to and drives South African consumers.

Moreover, our employees need look no further for key facilities and services like transport, doctors, schools, SARS and even inner-city residential accommodation."

27

The number of MyCiti bus stops in the Central City. There are 66 regular bus stops and 8km of cycle lanes

The record attendance at last year's sell-out Cape Town International Jazz Festival, held at the CTICC, demonstrated the growth in visits to Cape Town's CBD of both Capetonians and South Africans. The CCID also co-hosts the Community Jazz Festival on Green Market Square to support this event. Enhancements such as the Fan Walk and its reactivation on big occasions, helped to make the CBD the hub of large-scale events.

LIVEABLE STREETS

The focus on making Cape Town a city for all is best illustrated on the streets. Pedestrianisation is bearing fruit, as people enjoy mingling and interacting safely in public spaces and on the sidewalks. There is a new open-air ambience in the CBD with a café culture, innovative retail outlets,

cultural and public spaces, and night-time entertainment on offer.

Business people find it attractive that they can connect with others without using a car, and that a variety of meeting places are in close proximity to their offices.

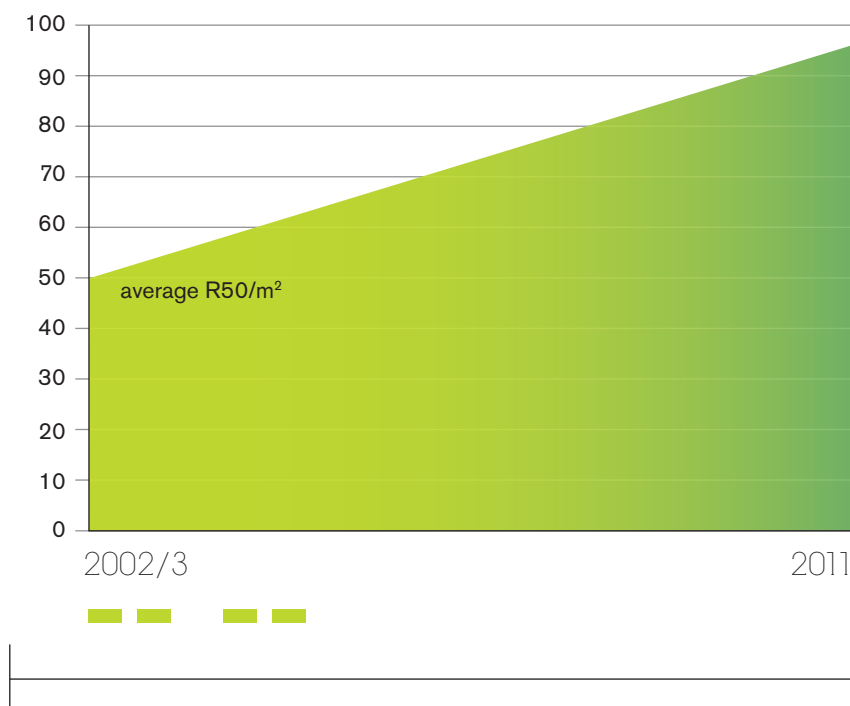
While the use of non-motorised transport (NMT) has increased in the urban environment, there is still room for lessening the city's dependence on cars – a move actively promoted by the CCID. Greater pedestrian numbers also translate into a greater presence of potential consumers along key retail and restaurant corridors throughout the day and into the night, which means that the move away from cars has the potential to grow other sectors.

New open-air markets along St George's Mall and an expansion of unique retail offerings throughout the year have made our streets feel safe and inviting, and have encouraged people to

Pedestrians enjoy walking Long Street during the annual Twilight Run.



AVERAGE A-GRADE OFFICE RENTAL RATES



average R95/m²

2 000

There are more than
2 000 businesses in the
CCID area, mainly in
the services sector

explore the city centre more extensively. People have voted with their feet, showing a renewed commitment to experience the streets and sidewalks of the CBD at a leisurely pace. Banks have responded to the greater movement of people in the CBD by increasing the number of ATMs substantially over the last few years. There are now 120 ATMs in the CCID area alone.

These activities would not blossom without the continuous monitoring and managing of both the urban and safety environments by the CCID.

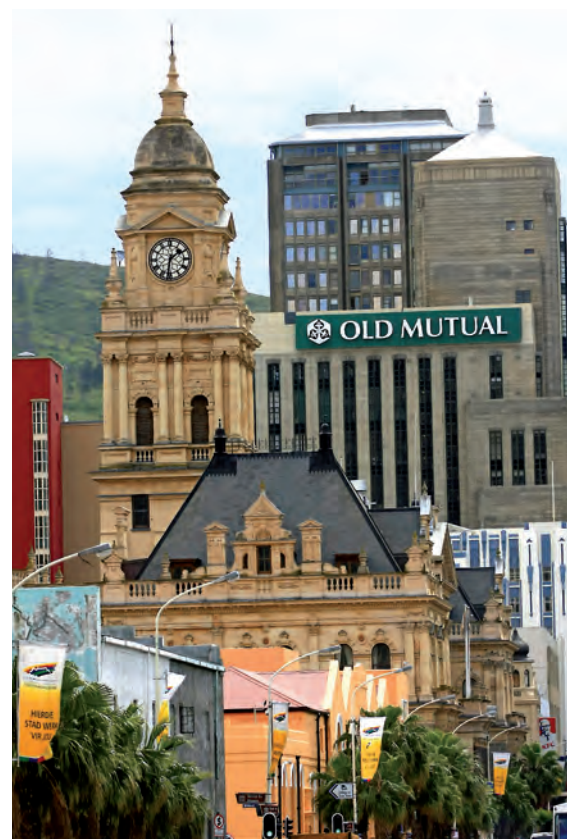
A PROSPEROUS CITY

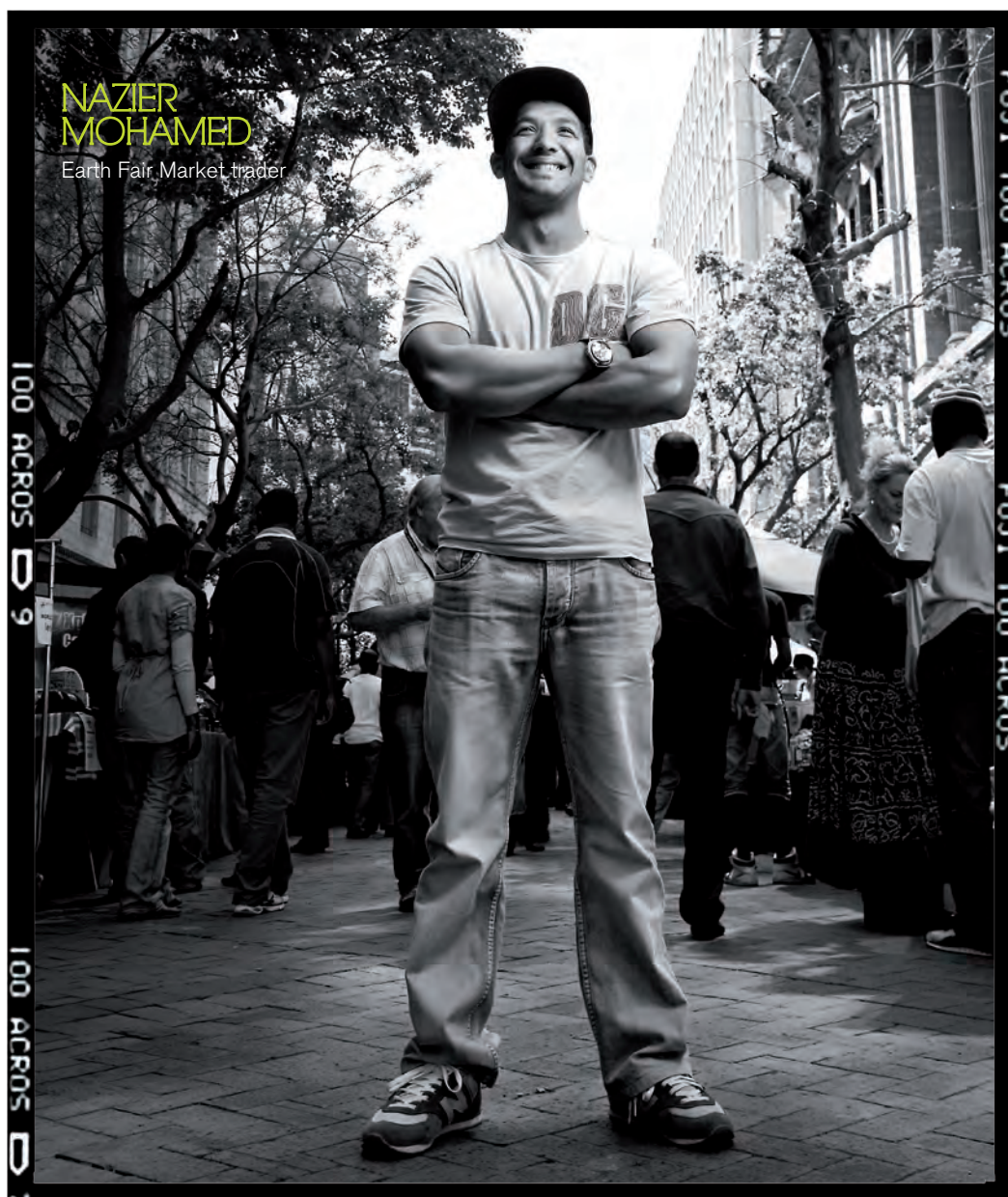
During the World Cup, many people returned to the Central City and were surprised by its offering of unique retail outlets, public spaces and leisure activities. Recent surveys by the CCID show that people are still choosing to come into town for shopping and

leisure. In order to sustain the positive energy created in the city centre by the event, the CCID enacted a 'Post-World Cup Blues' strategy. This action plan set out to inform retailers and businesses of the continued benefits of city-centre operations, and assured them that the CCID would continue to support their businesses after the World Cup. This has meant that, even during the current difficult economic climate, 71% of retailers have found the CBD to be an effective and exciting place to do business and a great place to launch new and creative product lines.

CBD retailers approve of the legacy projects of the World Cup, especially improved public spaces, roads, pedestrian walkways and sidewalks.

The CCID's recent Retail Opinion Surveys provided a clear indication that the work being done to make Central Cape Town a better place to live, work and play is paying dividends.





**NAZIER
MOHAMED**

Earth Fair Market trader

SPROUTING A NEW TREND

The butcher knows your name and the greengrocer has just off-loaded produce fresh from the farm. Neighbourhood shopping is back in town, and nowhere is it better experienced than St George's Mall on Thursdays.

Nazier Mohamed plies his fresh fruit and vegetables at the Earth Fair Market – the first open-air, fresh-produce and food street market in the CBD in many decades.

"People here are conscious of what they are buying and they compliment me on the freshness of my produce. Our market aims to provide city shoppers with food and fresh produce that has not been overpackaged or on supermarket shelves for long periods.

It is great to see changes in the CBD, and how people from such diverse backgrounds mingle easily. It is my best market of all! I love that I connect with local and overseas customers in a vibey,

pleasant and, above all, safe environment. It is reassuring to have CCID security staff in the background and to know we can ask for assistance at any time if needed.

I would like to see more opportunities for markets such as these. Providing this infrastructure in the city can open the opportunity for work for many unemployed people, who could make a living selling fresh produce and food to a large customer base without having to purchase and manage a store."

A SUSTAINABLE CITY

Cities are for people and the CCID actively supports all aspects of urban management that can further promote the Central City as a sustainable environment.

Efficient public transport has the potential to improve productivity and wealth in a city, as it addresses congestion and improves access to jobs and opportunity. It also limits pollution for current city users, while reducing greenhouse-gas emissions for the benefit of future generations of urbanites.

The CBD is better connected now to other communities than ever before, thanks to the continued rollout over the past year of the MyCiTi bus system. Besides creating new benefits for business in the CBD, there is evidence that the bus service – currently bringing people into the CBD from the suburbs along the R27 – is more than just a means of commuting between their homes and the city centre for work on a daily basis. It is becoming a way of life over weekends and holidays as well. Another potential spin-off of affordable transport is that employees and visitors will have more disposable

income, as their monthly spend on transport diminishes.

CBD retailers are excited about the MyCiTi – 64% stated in March that it has great potential for promoting access to the Central City and increasing the number of customers to the area.

The success of the system's initial operations has meant that discussions on future line rollouts to places such as Khayelitsha and Mitchell's Plain have been escalated in importance. When these new routes become operational, towards 2014, they will bring more and more Capetonians of all cultures and walks of life together, further breaking down social divisions in the city.

CITY LIVING IS HERE TO STAY

Living in the CBD gives residents the ability to reduce their carbon footprint through shorter commuting distances, and to enhance their quality of life by being close to the vibrant activities on the city streets. The CCID actively supports residents in the city, as part of its mandate, by being a conduit for city information and helping residents with security and noise-pollution issues,

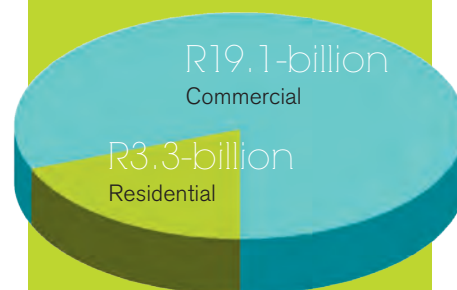
43%

The Cape Town CBD offers 43% of all premium and A-grade office space in Cape Town and environs



R22,4-billion

Total value of property (all)



The Cape Town CBD has by far the most A-grade office space in the Metropole, with 468 085m² of rentable A-grade office space. In terms of combined A- and B-grade office space, the Cape Town CBD has roughly 43% of the total rentable office space available in the combined Cape Metropole hubs. Today Cape Town CBD vacancy rates of A-grade property are comparable with vacancy levels in other significantly smaller nodes.

in 2000

773 residential units in the CCID area

in 2011

2 950 residential units in the CCID area

litter clean-ups and recycling facilities.

As is the case in many parts of the world, the CCID expects a growing movement to counter the environmental and social problems caused by Cape Town's urban sprawl with sound densification strategies. This bodes well for liveable cities like Cape Town's CBD.

There has been an increased supply of housing in the city in recent years. The challenge remains for private and public investment to provide additional affordable and appropriate housing.

Combined with the increase in safe and effective public transport and the growing array of retail and cultural options, the city centre has regained its position as the new 'hot spot' in residential options.

A CITY OF OPPORTUNITY

Cape Town's economy is still mainly driven by small and medium enterprises (SMEs). Many smaller companies choose the Central City because of all the amenities it offers. Those unable to provide in-house staff facilities, like canteens and training, are still

able to attract top talent as a result of the excellent range of restaurants and training venues that are readily available in the area.

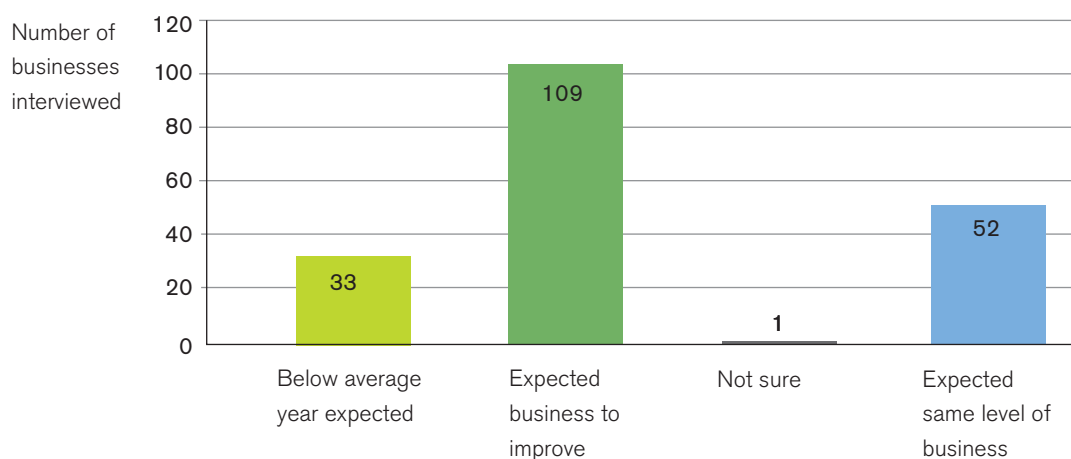
As the CCID looks towards the future, it is clear that the CBD has a significant role to play – as a major economic contributor – in the Cape's long-term economic development, particularly with the establishment of the proposed Economic Development Partnership (EDP).

Already, as an organisation, we promote the need to place the creative and IT industries at the heart of growth and innovation in our city. Our city is braving new digital frontiers and we support those who are working towards marketing the Western Cape as a world-class technical-innovation hub.

The CCID is working with organisations that are collaborating to revitalise the East City, in particular The Fringe area, and we are providing tangible urban-management support for The Fringe's urban-development plan.

The CCID believes that the next wave of accelerated business development for the CBD will set us on a path to being a leading global city.

RETAIL OPINION SURVEY IN FIRST QUARTER 2011





KEEPING IT REAL

Their innovative exhibits on interactive floors and giant touch screens engage audiences through physical interaction. Michael Wolf, owner of Formula D Interactive, a specialised design consultancy, feels his choice of workplace in The Fringe connects his multidisciplinary team to an inspiring space. Here experimentation and collaboration between companies can flourish.

"We moved here a few months ago to align ourselves with the collaborations between design and IT companies that have been made possible by The Fringe, and to feel closer to the melting pot that

is Cape Town Central City.

With more companies joining together in one space, the perception of Cape Town as a design and innovation hub will be boosted. In fact, these benefits were clear during the compiling of the World Design Capital bid. People here feel part of a place that has the potential to grow into a unique science, innovation and design district. It is not an isolated enclave we work in. We are confronted every day with the essential needs that exist out there – just what reminds designers when they design solutions to life's problems.

When I came to the city nine years ago,

I found multimedia and IT design were strong disciplines in Cape Town, but we still need to develop and train people with the right skills for our work. The Cape Peninsula University of Technology is conveniently close, and we now have interns in interactive design working for us as part of their post-graduate studies.

There is a real sense that the campaign for this area is growing. Beneficial infrastructure is being planned with improved internet connectivity and better public-transport access. We just need more players with stamina to join us, so that we can keep the vision moving forward."

CHAPTER THREE

WATCH THIS SPACE

The past year has seen Cape Town's CBD strengthen its position as a pre-eminent place in South Africa in which to do business. Even in the current uncertain economic climate there are many plans that fill the CCID with confidence and anticipation.



The CTICC is due to double in size by 2014.

Through the consistency of our social initiatives, urban-upgrading efforts and seamless security, we have demonstrated clearly, not only to the public but also to industry, that now is the time to come to the CBD. As an organisation we will continue to help build Cape Town's reputation as one of the safest and cleanest urban environments in the country, and to assist businesses and tenants with the right support so that doing business is effortless here.

Plans to boost Cape Town's city

brand – by highlighting its urban assets and business offering, in addition to the historic offering of scenic beauty and leisure tourism – can only be good for the CBD, and we must capitalise on this. Our aim is to promote the Cape Town CBD as a productive, creative business and leisure hub, in a unique urban setting, with dynamic, inclusive and multicultural public spaces.

We greatly anticipate the launch of the newly-created, cross-sector partnership of the Economic Development Partnership (EDP) in

March 2012. Charged with leading, coordinating and driving regional economic growth, development and inclusion, the EDP recognises the importance and potential of the Central City towards economic growth, job creation and social integration.

A GROWING DESIRABILITY

Developments in the pipeline:

- The new Portside development broke ground recently. A joint investment



R1.6-billion

The amount of money that will be invested in the new Portside development, which will offer office space for 3 000 people over 32 floors.

Portside will be the city's tallest building in 2014.

between FirstRand Bank and Old Mutual Properties, it will be the city's tallest building. To house more than 52 000m² of office and retail space, it will centralise FNB's Western Cape operations, which currently operate out of 19 offices across the province.

- The City of Cape Town and the Provincial Government of the Western Cape have plans for an ambitious Urban Regeneration Project. This R4.5-billion expansion along the Foreshore, integrate a number of underdeveloped city areas into productive precincts. It shows great confidence in the city's potential.
- As part of the Urban Regeneration Project, the Cape Town Convention Centre is planning a large-scale expansion, which will add more than 10 000m² of retail space and a hospital to the Foreshore. The CTICC aims to become the world's number one long-haul convention destination by 2020. This will foster a profitable increase in international visitors to the CBD, as well as investment in the economic growth of the city through sustainable job creation and structural expansion. The new facilities will form a link between the CTICC, the Civic Centre and Artscape, creating a 'convention precinct' to connect these urban spaces, and with it new opportunities

for economic, cultural and social production.

- While these regeneration projects will structurally connect various parts of the city, the expansion of the Integrated Rapid Transit system into nine separate city-based feeder lines will make moving about the city easier, safer and more fun. The new MyCiTi buses will further complement the city's new bike lanes and pedestrian walkways, making the city more accessible by other modes of transport than cars. The airport shuttle and intra-city routes help people move easily between offices, restaurants, historic sites, entertainment venues and beyond.
- The development of commercial buildings in Cape Town remains vigorous. The August issue of *Property Magazine* recently reported that the Three Cities Group will be investing R10-million to upgrade two of its CBD properties: Hotel on St George's and Inn on the Square. The opening of the Freeworld Design Centre in Waterkant Street on the Fan Walk – and their A-grade renovation of the original building – has spearheaded a host of new developments in that area. The Provincial Government of the Western Cape has invested in The

“The EDP will promote better economic and market intelligence, an enhanced business and investment climate and a more coherent regional business brand. This will provide a better operating environment for business and event nodes, such as the Cape Town Central City.”

Andrew Boraine
CEO, Cape Town Partnership

CITY VIEWS

"I love the buzz, the energy and the convenience of living in the Central City and enjoy having easy access to everything. I enjoy the live performances, the nightlife and the fantastic restaurants."

Mzi Mbane

Loft resident, Bree Street



Fringe as a Cape Catalyst Project. This will see the development of this area of the Central City into a science-park environment and creative hub. The recent refurbishment of the Green Market Square hotel represents an investment of around R30-million. The upgrade of the Intersite and Metrorail development along lower Strand Street and the welcome planned refurbishment of Senator Park, once a notorious hub of criminal activity, will lift the urban landscape.

A 24-HOUR DESTINATION

Better public transport is one way to transform the city into a 24-hour destination. Already, safe and regular transport to and from entertainment venues, and the effective presence of street marshals and crime-prevention strategies, allow more Capetonians to stay in the city centre well into the evening to enjoy the growing number of night-time entertainment options.

MORE ENTREPRENEURS, MORE GROWTH

We also look forward to the EDP providing greater support for the many

entrepreneurs and SMEs (small and medium enterprises) that call this city home. By encouraging entrepreneurial activity, it is hoped that city-wide growth and vital professional links between sectors will flourish. The promotion of The Fringe should draw new and innovative businesses and entrepreneurs, particularly in the IT and creative industries, to the city centre. The aim of the district is to promote organic economic development by providing the urban spaces that entrepreneurs need for business creation and integration. Knowledge sharing between companies in The Fringe, and its easy access to businesses in the city, will increase the possibilities for economic growth.

OPEN FOR BUSINESS: FORWARD THINKING

These positive and dynamic trends in the CBD will receive active support in our operational planning. We want to develop our organisational structure in order to expand on our four key mandates.

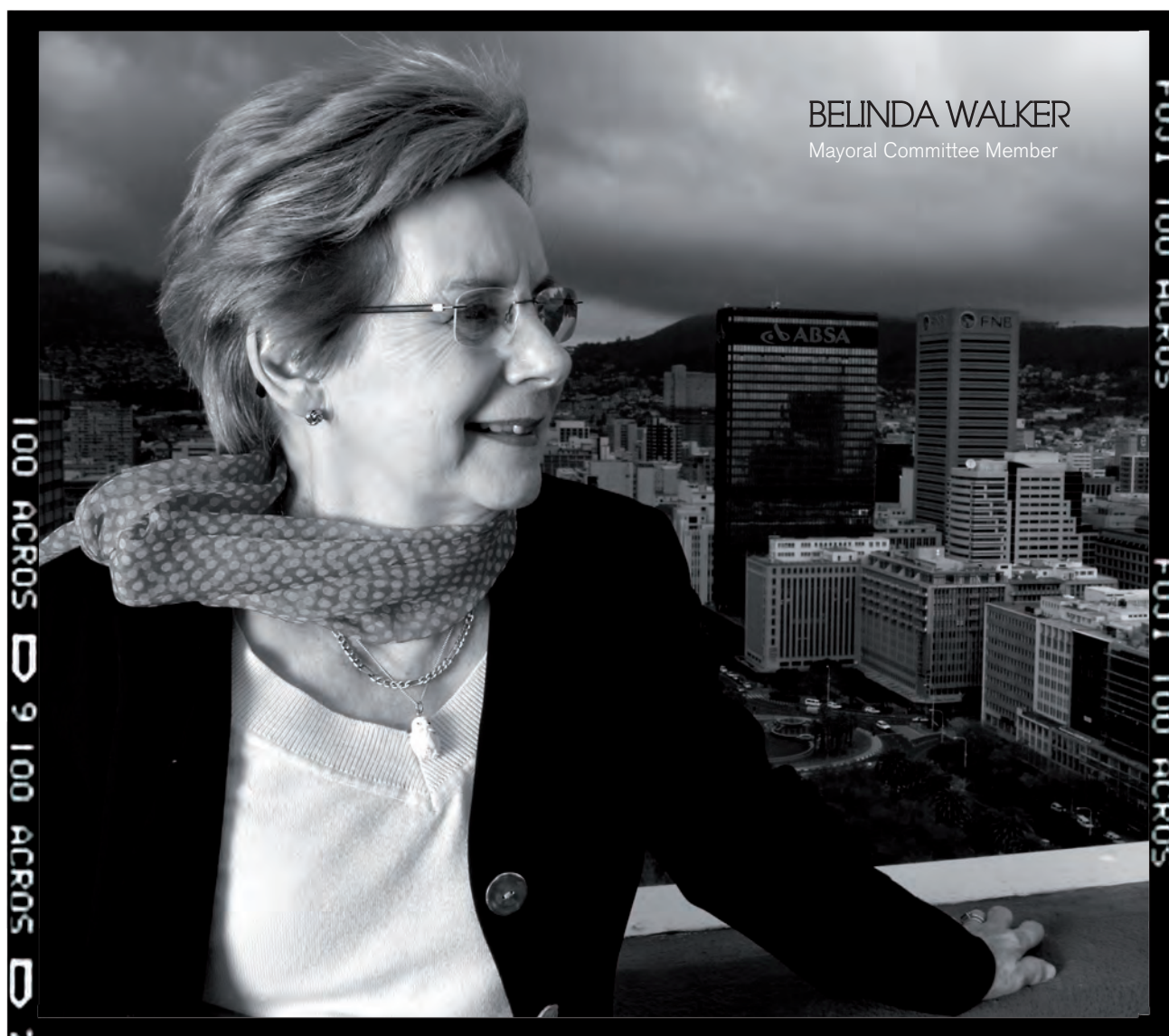
Marketing and communications

We aim to strengthen the functions of our marketing and communications teams in the next couple of years. An integrated communications strategy has been drafted and presented to a core team of CCID board members for input and discussion. The next step will be ratification by the full CCID Board.

We are committed to being a vital and reliable conduit for information-sharing between stakeholders in the area. We have plans to develop further collateral promoting the many options for exploring our city, and we have commercialisation plans for our monthly newspaper, *City Views*.

The need for an internal research analyst was identified in our quest to deliver effective marketing communication based on accurate





BELINDA WALKER

Mayoral Committee Member

OUR PLACE IN THE WORLD

Cape Town has the potential to be more internationally competitive by catering to the needs of growth industries. Alderman Belinda Walker, Mayoral Committee Member for Economic, Environmental and Spatial Planning, feels the city is well on its way to recognising where it fits into the world and identifying its competitors by way of the Economic Development Partnership.

"At present we are a city with dispersed economic sectors, and we need to present a coherent city as a strategic business destination. We

need to identify our focus industries and then link them to areas where we actively support these growth industries.

The CBD has retained its appeal and value, and here the focus is on creative industries in areas like The Fringe. Cape Town has the potential to be the knowledge and innovation gateway to the continent, and it attracts highly skilled talent. In the same way, we are billing Atlantis as the green-industries hub, creating employment in manufacturing here, and Philippi as the centre of an agro-processing node that can absorb unemployment on all skills levels.

People choose where they want to live before they choose where to work. The Central City, which has been well loved and cared for, has been good for the overall brand of the city and more people are living here. The boundaries between work and home spaces are blurring. Our city will become more alive at all hours as business is being done at odd hours, late at night and across time zones. As the City, we need to make sure the infrastructure is right to sustain this trend and, with partnerships such as the CCID, keeping it clean and safe has to continue."

No handouts on the streets. Give Responsibly is a campaign that asks the public to rather support NGO's and other public and private sector stakeholders.



R5.1-billion

The expansion of the CTICC will boost the annual contribution of the centre to the nation's economy to R5.1-billion per annum.

Artisan food suppliers now regularly offer their wares at an open-air market in St George's Mall, one of our premier public spaces.



trends and figures, and a position was created and filled. We are embarking on more strategic research to become the most comprehensive information portal on the CBD. The availability of reliable data and trend analysis will allow us to do much more. An annual report on the state of our CBD and its contribution to the city economy is planned for 2012, and will go a long way towards offering new investors credible information on which to base their decisions.

Social development

This is a complex issue that needs a more integrated approach from the provincial government, City and other parties. It is not only a CCID challenge, but one that can best be addressed through a partnership with NGOs and other public- and private-sector stakeholders. Our mandate remains to create jobs as a service to the marginalised, and in this way we will continue to ensure that Cape Town becomes a more caring and inclusive city.

Security

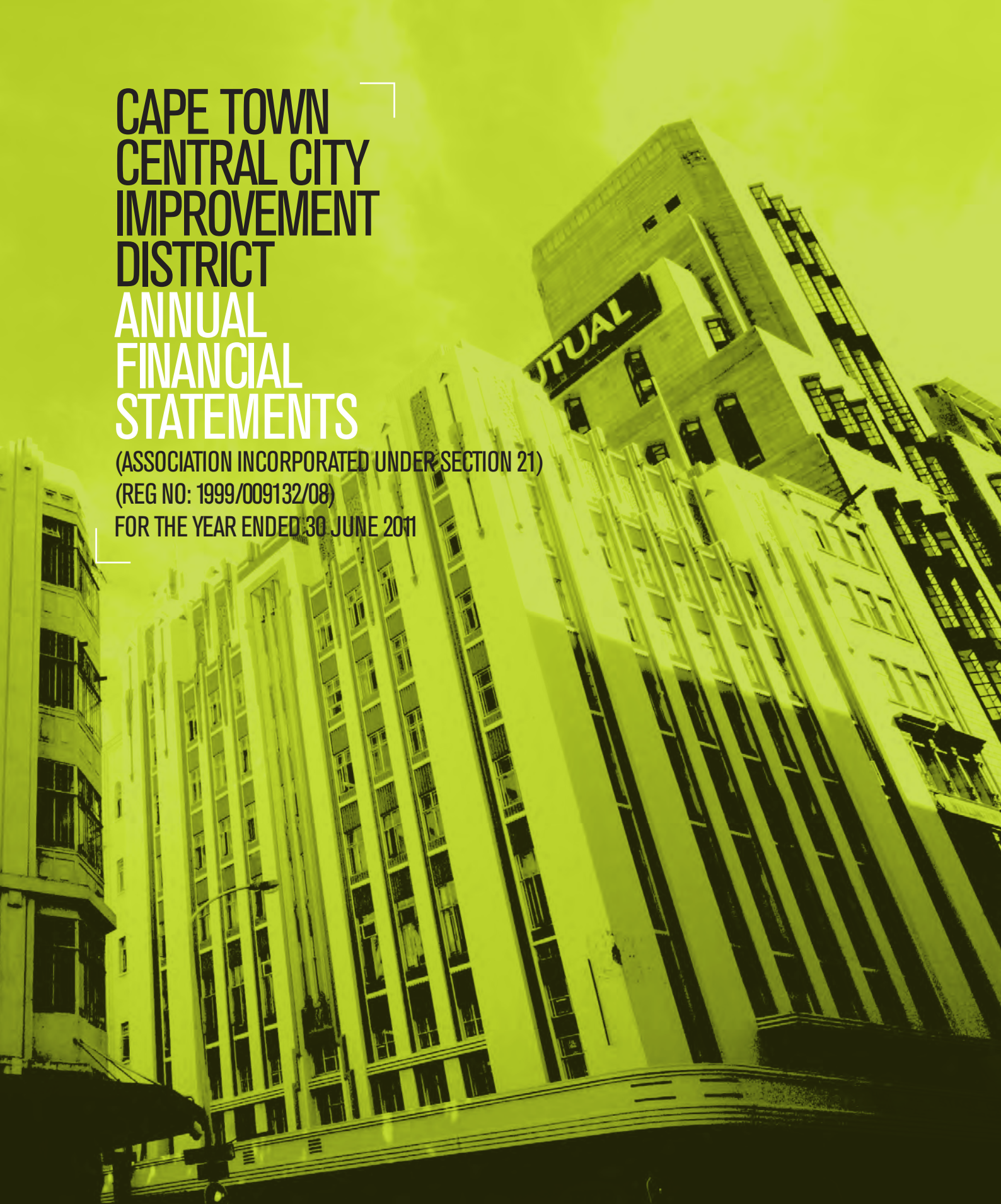
We are committed to resolving underlying security and crime issues wherever possible through our proactive approach and pioneering work, and to fulfilling our public-protector role through continued crime prevention efforts, 24/7.

Urban management

We will continue to improve signage and find better ways of informing and guiding visitors to the CBD through, for instance, the production of more specific maps. We also intend to spend more time and resources on the beautification and greening of the Central City, and on improved lighting to enhance and encourage night time activities.

By safeguarding the achievements of the present and looking with excitement towards the future, we believe that we can play a vital role in ensuring the success and growth of the Central City. We need to expand our retail offering to include large chains alongside our many unique retail establishments. We must further utilise our urban and public spaces by attracting and hosting more regular events for all. Public transport is a new growth opportunity, and our CBD – its businesses, events, restaurants, and cultural and retail outlets – will benefit from the public embracing it.

We will continue to play our part in making the Cape Town Central City's streets safe, usable and enjoyable for all citizens. We will do more to facilitate economic growth and expansion in the Central City by raising the profile of the CBD as a business and commercial hub. As a partner in the promotion of this city on the rise, the CCID is watching this space!



CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT ANNUAL FINANCIAL STATEMENTS

(ASSOCIATION INCORPORATED UNDER SECTION 21)

(REG NO: 1999/009132/08)

FOR THE YEAR ENDED 30 JUNE 2011

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DIRECTORS' RESPONSIBILITY STATEMENT

The directors are responsible for the preparation and fair presentation of the annual financial statements of Cape Town Central City Improvement District, comprising the statement of financial position at 30 June 2011, and the statement of comprehensive income, changes in reserves and cash flows for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, and the directors' report, in accordance with South African Statements of Generally Accepted Accounting Practice and in a manner required by the Companies Act of South Africa.

The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and for maintaining adequate accounting records and an effective system of risk management, as well as the preparation of the supplementary schedules included in these financial statements.

The directors have made an assessment of the company's ability to continue as a going concern and have no reason to believe the business will not be a going concern in the year ahead.

The auditor is responsible for reporting on whether the annual financial statements are fairly presented in accordance with the applicable financial reporting framework.

Approval of the annual financial statements

The annual financial statements of Cape Town Central City Improvement District, as identified in the first paragraph, were approved by the board of directors on 23 August 2011 and are signed on its behalf by:



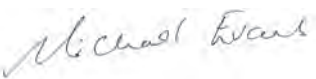
R Kane
(Chairperson)



JM Rippon
(Director)

Declaration by Company Secretary

In my capacity as Company Secretary, I hereby confirm, in terms of the Companies Act, 2008, that for the year ended 30 June 2011, the Company has lodged with the Registrar of Companies all such returns as are required of a company in terms of this Act and that all such returns are true, correct and up to date.



Webber Wentzel
(Company Secretary)

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT (ASSOCIATION INCORPORATED UNDER SECTION 21)

We have audited the annual financial statements of Cape Town Central City Improvement District, which comprise the statement of financial position at 30 June 2011, and the statements of comprehensive income, changes in reserves and of cash flows for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, and the directors' report as set out on pages 44 to 59.

Directors' Responsibility for the Financial Statements

The company's directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and in the manner required by the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Cape Town Central City Improvement District at 30 June 2011, and its financial performance and cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice and the requirements of the Companies Act of South Africa.

Other matters

The supplementary schedules set out on pages 60 to 61 do not form part of the annual financial statements and is presented as additional information. We have not audited these schedules and accordingly do not express an opinion on them.

KPMG Inc.



Per: BR Heuvel, Chartered Accountant (SA) Registered Auditor, Director. Date: 23 August 2011

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2011

The directors have pleasure in presenting their report for the year ended 30 June 2011.

Business activities

The company provides additional security, cleansing, maintenance services, marketing and social development in the Cape Town City area.

General review of operations

The business and operations of the company during the year under review continued as in the past year and we have nothing further to report thereon.

The financial statements adequately reflect the results of the operations of the company for the year under review and no further explanations are considered necessary.

Share capital

The company does not have share capital.

Events subsequent to the reporting date

There are no posts reporting events that need to be reported.

Directors

The following directors who held office during the accounting period and/or at the date of this report:

Director	Date appointed	Date resigned
F Jacobs	26 February 2008	
D Stoll	26 August 2008	
R Kane (<i>Chairperson</i>)	03 January 2007	
JM Hall	28 November 2006	09 November 2010
CEP Keefer	24 October 2006	
PA Pienaar	23 October 2006	04 May 2010
L Matya	25 October 2005	24 August 2010
MG Kearns	28 October 2004	24 February 2011
MM du Toit	31 October 2003	24 August 2010
RN Harris	21 October 2003	
NK Ramasar	21 October 2003	
HC Truter	21 October 2003	
JM Rippon	14 November 2000	
MN Flax	20 February 2001	
RT Yach	10 October 2000	
JD Leibman	10 October 2000	
R van Wyk	04 May 2010	
T Capstick-Dale	24 February 2011	
H van Wyk	24 February 2011	

Secretary

Webber Wentzel

Business address:

15th Floor, Convention Tower
Heerengracht
Foreshore, Cape Town 8001

Postal address:

PO Box 3667
Cape Town 8000

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2011

	<i>Note</i>	2011 R	2010 R
Revenue		32 247 046	28 975 133
Other income	2	208 681	598 757
Expenditure		(32 336 446)	(30 726 430)
Surplus/(deficit) from operations	3	119 281	(1 152 540)
Finance income	4	224 633	368 138
Net surplus/(deficit) for the year		343 914	(784 402)
Other comprehensive income for the year		-	-
Total comprehensive income/(loss) for the year		343 914	(784 402)

STATEMENT OF FINANCIAL POSITION

AT 30 JUNE 2011

	<i>Note</i>	2011 R	2010 R
Assets			
Non-current assets			
Property, plant and equipment	6	424 366	271 223
Current assets		4 377 451	5 089 682
Trade and other receivables	7	398 985	295 701
Cash and cash equivalents	8	3 978 466	4 793 981
Total assets		4 801 817	5 360 905
Reserves and liabilities			
Reserves			
Accumulated surplus		4 590 580	4 246 666
Current liabilities			
Trade and other payables		211 237	1 114 239
Total reserves and liabilities		4 801 817	5 360 905

STATEMENT OF CHANGES IN RESERVES

FOR THE YEAR ENDED 30 JUNE 2011

	Accumulated surplus R
Balance at 1 July 2009	5 031 068
Total comprehensive loss for the year	(784 402)
Balance at 30 June 2010	<u>4 246 666</u>
Balance at 1 July 2010	4 246 666
Total comprehensive income for the year	343 914
Balance at 30 June 2011	<u>4 590 580</u>

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2011

	<i>Note</i>	2011 R	2010 R
Cash flows from operating activities			
Cash utilised by operations	11.1	(694 947)	(12 233)
Interest received		224 633	368 138
Net cash inflow from operating activities		(470 314)	355 905
Cash flows from investing activities			
Additions to property, plant and equipment		(345 201)	(258 736)
Net cash outflow from investing activities		(345 201)	(258 736)
Net (decrease)/increase in cash and cash equivalents		(815 515)	97 169
Cash and cash equivalents at beginning of year		4 793 981	4 696 812
Cash and cash equivalents at end of year		3 978 466	4 793 981

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011

1. Reporting entity

Cape Town Central City Improvement District (Association incorporated under Section 21) (the “Company”) is a company domiciled in South Africa. The address of the Company’s registered office is 10th Floor, The Terraces, 34 Bree Street, Cape Town.

1.1 Basis of preparation

1.1.1 Statement of compliance

The financial statements are prepared in accordance with South African Statements of Generally Accepted Accounting Practice and the requirements of the South African Companies Act.

1.1.2 Basis of measurement

The financial statements are prepared on the historical-cost basis, except for financial instruments that are carried at fair value. These financial statements are prepared on the going-concern basis. The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

1.1.3 Use of estimates and judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

1.2 Property, plant and equipment

Owned assets

Property, plant and equipment are stated historical cost less accumulated depreciation and accumulated impairment losses.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Leased assets

Leases in terms of which the company assumes substantially all the risks and rewards of ownership are classified as finance leases.

Subsequent costs

The company recognises in the carrying amount of an item of plant and equipment the cost of replacing part of such an item when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to the company and the cost of the item can be measured reliably. All other costs are recognised in the statement of comprehensive income as an expense when incurred.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011 (CONTINUED)

Depreciation

Depreciation is charged to the statement of comprehensive income on a straight-line basis over the estimated useful lives of each part of an item of plant and equipment.

The rates used are:

Motor vehicle	20%
Furniture	16.67%
Fittings	33.33%
Office equipment	16.67%
Computer hardware	33.33%
Computer software	50%

Residual values, if significant, are reassessed annually.

1.3 Impairment

The carrying amounts of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to cash-generating units (group of units) and then, to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

Calculation of recoverable amount

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairments

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

1.4 Financial instruments

Measurement

Non-derivative financial instruments

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents, and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through comprehensive income, any directly attributable transaction costs, except as described below. Subsequent to initial recognition, non-derivative financial instruments are measured as described below.

A financial instrument is recognised if the Company becomes party to the contractual provisions of the instrument. Financial assets are derecognised if the Company's contractual rights to the cash flows from the financial assets expire or if the Company transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e., the date that the Company commits itself to purchase or sell the asset. Financial liabilities are derecognised if the Company's obligations specified in the contract expire or are discharged or cancelled.

Accounting for finance income is discussed in note 1.6.

Non-derivative financial instruments are measured at amortised cost using the effective interest rate method, less any impairment losses. Financial instruments are initially measured at cost, which includes transaction costs. Subsequent to initial recognition, these instruments are measured as set out below.

Trade and other receivables

Trade and other receivables originated by the company are stated at cost less provision for doubtful debts.

Cash and cash equivalents

Cash and cash equivalents are measured at fair value.

Financial liabilities

Financial liabilities are recognised at cost, comprising original debt less payments.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011 (CONTINUED)

1.5 Revenue

Revenue comprises levy income from ratepayers, excluding VAT which is collected from the City of Cape Town.

1.6 Finance income

Finance income comprises interest income on funds invested, gains on the disposal of available for sale financial assets, changes in the fair value of financial assets at fair value through comprehensive income and foreign-currency gains. Interest income is recognised as it accrues, using the effective-interest method.

1.7 Other income

Other income includes project income, management-fee income and sundry income.

Project income consists of various dedicated projects funded externally. In previous years, project income and expenditure were set off against each other whilst in the current year the project income and expenditure have been separately disclosed under project income and operating expenses respectively.

Sundry income consists of credit for non-delivery of services.

2. Other income

	2011 R	2010 R
Project income	5 416	345 031
Sundry income	203 265	253 726
	208 681	598 757

3. Surplus from operations

is arrived at after taking into account:

	2011 R	2010 R
Auditor's remuneration – current year	68 700	58 050
Operating lease charges – property and equipment	532 021	299 815
Management fees and operation costs – CTCCP*	1 028 694	952 494

*Cape Town Central City Partnership

4. Finance income

	2011 R	2010 R
Interest received on bank balance	224 633	368 138

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011 (CONTINUED)

5. Income tax expense

Provision has not been made for current taxation or deferred taxation as the company is an approved Public Benefit Organisation in terms of Section 30 of the Income Tax Act and is exempt from income tax in terms of section 10(1)(cN) of the Income Tax Act.

6. Property, plant and equipment

Owned assets	Cost R	Accumulated depreciation R	Carrying amount R
2011			
Motor vehicles	528 083	(291 343)	236 740
Furniture	149 070	(138 655)	10 415
Fittings	87 213	(24 697)	62 516
Office equipment	29 724	(14 200)	15 524
Computer hardware	482 677	(384 228)	98 449
Computer software	61 972	(61 250)	722
	1 338 739	(914 373)	424 366
2010			
Motor vehicles	245 451	(221 218)	24 233
Furniture	146 871	(134 390)	12 481
Fittings	29 898	(16 535)	13 363
Office equipment	26 669	(10 128)	16 541
Computer hardware	482 677	(289 993)	192 684
Computer software	61 972	(50 051)	11 921
	993 538	(722 315)	271 223

6. Property, plant and equipment (continued)

	Carrying amount at beginning of year R	Additions R	Depreciation R	Carrying amount at end of year R
2011				
Motor vehicles	24 233	282 632	(70 125)	236 740
Furniture	12 481	2 199	(4 265)	10 415
Fittings	13 363	57 315	(8 162)	62 516
Office equipment	16 541	3 055	(4 072)	15 524
Computer hardware	192 684	-	(94 235)	98 449
Computer software	11 921	-	(11 199)	722
	271 223	345 201	(192 058)	424 366
2010				
Motor vehicles	93 623	-	(69 390)	24 233
Furniture	10 591	7 841	(5 951)	12 481
Fittings	-	14 118	(755)	13 363
Office equipment	20 592	-	(4 051)	16 541
Computer hardware	49 435	228 657	(85 408)	192 684
Computer software	20 921	8 120	(17 120)	11 921
	195 162	258 736	(182 675)	271 223

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011 (CONTINUED)

7. Trade and other receivables

	2011 R	2010 R
Local debtors	398 985	295 701
Levy income retained by the City of Cape Town included in accounts receivable	7 932 022	6 554 105
Provision for bad debts	(7 932 022)	(6 554 105)
	398 985	295 201

The company receives levy income from the City of Cape Town ("the City"), which the latter collects from ratepayers. In terms of the agreement, the City of Cape Town retain a reserve of 3% of all payments due to the CID. This reserve covers any shortfall that may be suffered by the City of Cape Town as a result of non-payment or short payment of the CID levy by property owners.

8. Cash and cash equivalents

	2011 R	2010 R
Current account	310 677	320 813
Call account	3 666 289	4 471 668
Other	1 500	1 500
	3 978 466	4 793 981

9. Financial risk management

The company has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk, and the Company's management of capital. Further quantitative disclosures are included throughout these financial statements.

The directors have overall responsibility for the establishment and monitoring of the company's risk-management policies and procedures which have been established to identify and analyse the risks faced by the company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk-management policies and procedures are reviewed regularly to reflect changes in market conditions and the company's activities.

Credit risk

Credit risk is the risk of financial loss to the Company if a customer or a counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers and investment securities.

The majority of the company's customers have been transacting with the company for a number of years, and losses have occurred infrequently. Trade and other receivables relate mainly to wholesale customers.

An allowance for impairment is established based on managements' estimate of identified incurred losses in respect of specific trade and other receivables. Bad debts identified are written off as they occur.

Reputable financial institutions are used for investing and cash-handling purposes.

Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

Fair value of financial instruments

The Company's financial instruments consist mainly of cash at the bank and cash equivalents, trade and other receivables and trade and other payables.

The estimated net fair value at which financial instruments are carried on the statement of financial position at 30 June 2011 have been determined using available market information and appropriate valuation methodologies, but are not necessarily indicative of the amounts that the company could realise in the normal course of business.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2011 (CONTINUED)

9.1 Credit risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis.

At reporting date there were no significant concentrations of credit risk.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

The maximum exposure to credit risk at the reporting date is:

	2011 R	2010 R
Trade and other receivables	398 985	295 701
Cash and cash equivalents	3 978 466	4 793 981
	4 377 451	5 089 682

The maximum exposure to credit risk for trade receivables at the reporting date by type of customer is:

Local debtors	398 985	295 701
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No trade receivables have been impaired in the current year.

9.2 Liquidity risk

The following are contractual maturities of financial liabilities, including interest payments and excluding the impact of netting agreements:

	Carrying amount R	Contractual cash flows R	6 months or less R	6-12 months R	2-5 years R	More than 5 years R
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30 June 2011

Non-derivative financial liabilities

Trade and other payables	211 237	(211 237)	(211 237)	-	-	-
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30 June 2010

Non-derivative financial liabilities

Trade and other payables	1 114 239	(1 114 239)	(1 114 239)	-	-	-
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10. Related parties

10.1 Identity of related parties

The entity's income is received in the form of levy income paid to the entity by the City of Cape Town on behalf of the rate payers.

The directors are listed in the directors' report.

10.2 Material related party transactions

	2011 R	2010 R
Levy income received from the City of Cape Town	R32 247 046	R28 975 133

11. Note to the statement of cash flows

11.1 Cash utilised by operations

	2011 R	2010 R
Operating income/(loss)	119 281	(1 152 540)
Adjustment for:		
Depreciation of property, plant and equipment	192 058	182 675
Operating income/(loss) before working capital changes	311 339	(969 865)
(Increase)/decrease in trade and other receivables	(103 284)	190 996
(Decrease)/increase in trade and other payables	(903 002)	766 636
	(694 947)	(12 233)

12. Standards and Interpretations not yet effective

There are Standards and Interpretations in issue that are not yet effective. The directors have considered all of these Standards and Interpretations, and found none to be applicable to the business of the company and therefore expect none to have a significant impact on future financial statements.

DETAILED INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2011

	2011 R	2010 R
Revenue	32 247 046	28 975 133
Other income	433 314	966 895
Interest received	224 633	368 138
Sundry income	208 681	598 757
Expenditure (refer to page 61)	32 680 360 (32 336 446)	29 942 028 (30 726 430)
Net surplus/(deficit) for the year	343 914	(784 402)

	2011 R	2010 R
Expenditure	(32 336 446)	(30 726 430)
Auditor's remuneration	68 700	58 050
Bank charges	1 622	1 647
Cellphone costs	216 355	175 549
Cleaning	6 906 319	6 118 038
Depreciation	192 058	182 675
Electricity and water	4 775	4 222
Entertainment	81 641	20 178
Insurance	48 456	24 158
Kiosk expenses	904	3 325
Management fees and salaries – Cape Town Partnership	5 896 252	5 802 564
Marketing	1 886 529	1 930 355
Office expenses	194 227	96 867
Postage	15 884	9 719
Printing and stationery	136 411	135 907
Professional fees	53 662	118 535
Rent	532 021	299 815
Security	15 560 515	15 015 906
Social	330 728	366 815
Sundry	69 199	92 282
Telephone and fax	46 869	28 265
Travel - local	-	44 473
Urban-management fees	80 959	154 316
Website costs	12 360	42 769

NOTICE OF ANNUAL GENERAL MEETING

CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT ("THE COMPANY")
(AN ASSOCIATION INCORPORATED UNDER SECTION 21)
REGISTRATION NUMBER 1999/009132 /08

Notice is hereby given in accordance with the Companies Act of South Africa, as to the Annual General Meeting of the members of the Company to be held on 16 November 2011 at 17h00 at the Cape Sun Hotel, Strand Street, Cape Town, for the following purposes:

AGENDA

1. Welcome

2. Report by the Chairperson

3. Election of Directors

The election of directors who have retired by rotation are available for re-election. Any other nominations must reach the Chairperson and the Company Secretary at least 48 hours prior to the meeting.

4. To receive and consider the Annual Financial Statements for the year ended 30 June 2011, including the Directors' Report and the Auditor's Report thereon.

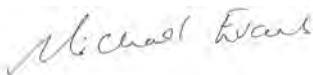
5. To consider the appointment and remuneration of the auditors.

6. To transact any such other business that may be transacted at an Annual General Meeting.

6.1 Mini expansion of CCID

Any member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote. A proxy need not also be a member of the company.

Proxy forms should be forwarded to the Company Secretary at The Terraces, 10th Floor, 34 Bree Street, Cape Town, 8001, marked for the attention of Mr Rawoot, and such proxy forms must reach the Company Secretary not less than 48 hours before the time of holding of the meeting.



Webber Wentzel

(Company Secretary)

FORM OF PROXY

CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT ("THE COMPANY")
(AN ASSOCIATION INCORPORATED UNDER SECTION 21)
REGISTRATION NUMBER 1999/009132 /08

For use by members of the Company at the Annual General Meeting to be held on 16 November 2011 at 17h00.

I, _____ (full name of member),

being a member of the Company, do hereby appoint _____,

or failing him/her _____,

or failing him/her, the Chairperson of the meeting, _____,

as my proxy to act for me and on my behalf at the Annual General Meeting of the Company to be held on 16 November 2011 at 17h00, and at any adjournment thereof.

MATTER	VOTING INSTRUCTION
To elect directors	SPECIFIC INSTRUCTIONS
To adopt the annual financial statements	IN FAVOUR / AGAINST / ABSTAIN
To confirm the appointment and remuneration of the auditors	IN FAVOUR / AGAINST / ABSTAIN

Signed at _____ on this _____ day of _____ 2011

Member _____

NOTE: If this form, duly signed, is lodged without specific instructions as to how the proxy is to vote, the proxy shall be deemed to have authorised to vote as he/she deems fit.

A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend, speak and vote in his/her stead. Such a proxy need not be a member of the Company. Each proxy shall be lodged with the Chairperson or the Company Secretary at least 48 hours prior to the meeting at which the vote is to be exercised.

CCID | The Terraces | 10th floor | 34 Bree Street | Cape Town | 8001
Tel +27-21-419 1881 | www.capetowncid.co.za



THE CCID TEAM IN 2011 Sarel Strydom, Robyn Bester, Richard Beesley, Muneeb Hendricks, Rushdi Toefy, Reuben Thomas, Mmiselo Ntsime, Tasso Evangelinos, Dean Ramjoomia, Alec van de Rheede, Mark Williams, Pat Eddy, Headman Siralarala.

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Published on behalf of Cape Town Partnership by New Media Publishing
New Media House 19 Bree Street Cape Town 8001 www.newmediapub.co.za.
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THANK YOU

In all that we do at the CCID, we rely on our teams' loyalty, enthusiasm and dedication to serving the Central City. And we have not been disappointed in their unwavering commitment.

In the past year, we have welcomed three valuable members of staff. Robyn Bester joined us in May 2011 as my personal assistant. Reuben Thomas signed on in February 2011 as Night Manager, replacing Toerien Laubser, and Rushdi Toefy took the position of precinct manager in the same month.

Our CCID Board of Directors are not shy to roll up their sleeves and get involved in all aspects of our work, and to champion those causes crucial to a lively and thriving Central City. Your support is greatly appreciated. In the past year we welcomed Tamra Velej, Riaan van Wyk and Hannes van Wyk to the Board, and we said goodbye to Martin Kearns, Michelle du Toit, Lindelo Matya, Piet Pienaar and John Hall.

Our partners, as always, make an invaluable contribution to our successes. I would like to thank the management and staff of our cleansing partners: Managing Director Sharon Fortune and her team at J&M Cleaning Services, and Hannes van der Merwe, who heads up our NGO partner, Straatwerk. Our security service providers – Louis Rade-meyer and the team at Iliso Protection Services – never tire of finding better ways of operating to make the Central City a safer place. We thank Alexa Security Solutions for their contribution over the past year, and wish them luck in future endeavours.

Thank you to our marketing and communications partners, including

Hippo Communications, Rabbit in a Hat, Infestation and New Media Publishing, as well as many distribution partners who ensure our messages are noticed and widely spread. The media, too, deserves a special mention. Thank you for reporting on life and business in our CBD, for supporting our endeavours and for questioning and probing topical issues.

Our social-development programme is heavily dependent on the cooperation of the many NGOs that support our work. We thank, as always, The Home-stead, Ons Plek, Salesian Institute, Western Cape Street Children's Forum, The Carpenter's Shop, the Scalabrini Centre, the Haven Shelters, the Cape Town Drug Counselling Centre, St Anne's, ACVV, Booth Memorial Hospital, the Robbie Nurock and Chapel Street Community Day Hospitals and The Ark, for their commitment to caring for the city's less fortunate. Special mention must be made of the support and assistance we have received from Chief Director of Social Development Dave McNamara.

The City of Cape Town is our crucial partner, and there are specific teams and individuals who deserve mention, namely Johan de Beer and the Roads Department, Richard Bosman and his law-enforcement team, Dr Ivan Bromfield and Bettie Leedo of the Department of Health and Environmental Affairs, Dave Curren of Parks and Forests, Claire McKinnon of the Cleansing Department, Paul Williamson of the Business Area Management Department, and Eddie Scott, Joepie Joubert and Runan Rossouw of the CID Department.

I would like to wish Brigadier Dar-

ius van der Ross well in his new role, and thank him and his SAPS team for their contribution over the past year. Thank you also to Chief Rudolf Wiltshire and his team from Law Enforcement, Superintendent Dorothy Carolus and her team at Metro Police, and Pierre Grobbelaar and Herbert Mangale from the traffic department.

I am deeply grateful to the Cape Town Partnership (CTP) team, lead by CE Andrew Boraine and MD Bulelwa Makalima-Ngewana, who make an invaluable contribution to our operational and strategic plans. The link between the CCID and the CTP is undoubtedly one of our greatest assets, serving to support, strengthen and amplify our efforts, guide our strategic thinking and locate our work within a broader context – local, regional, national and global. Though our environment has changed over more than a decade, this link has remained resilient and strong.

The CCID team has to be congratulated for keeping their eyes on the ball in the wake of the 2010 FIFA World Cup, and for using the experience to make us stronger, turning us into an even more effective all-day and all-night operation. I appreciate each contribution.

Thanks to everyone who has believed in the CCID and cared enough to contribute, comment or donate this year. We look forward to forging new territory next year, as we move closer to our ultimate goal of shaping a Central City that is inclusive, liveable and open for business.

Tasso Evangelinos

"In the 50s, suburbs were the future. The city was then seen as a dingy environment. But today it's these urban neighbourhoods that are exciting and diverse and exploding with growth."

Ania Wieckowski Harvard Business Review

