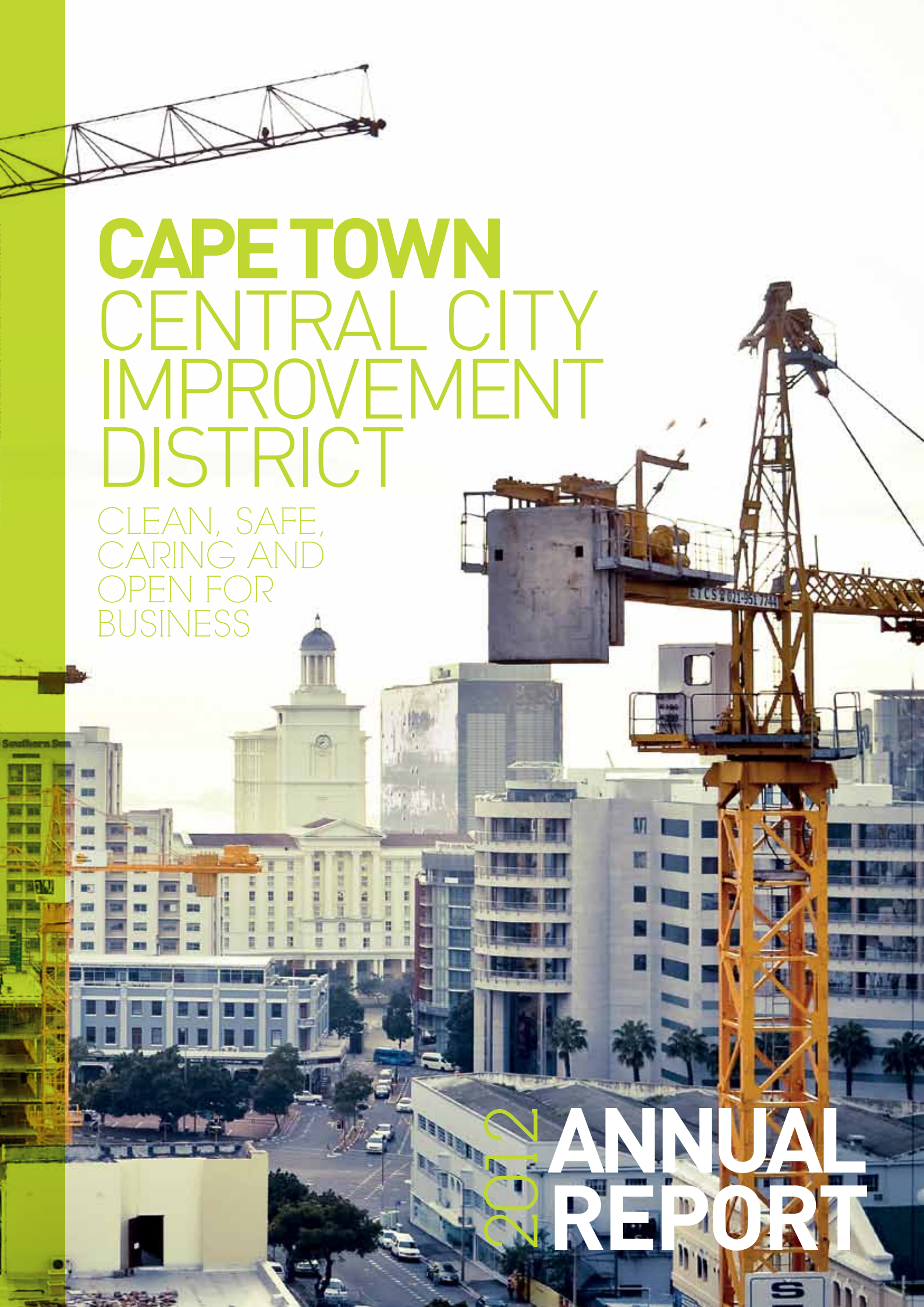




CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT

CLEAN, SAFE,
CARING AND
OPEN FOR
BUSINESS

2012 ANNUAL
REPORT

MISSION

A public-private partnership, the Cape Town Central City Improvement District (CCID) was established in November 2000 by local property owners with a vision for the area to become a safe, clean and caring urban environment.

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 top-up services are provided. A non-profit company, the CCID's mission therefore is to provide these top-up services effectively, working in partnership with various departments within the City of Cape Town and SAPS.

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

The Central City is considered to be South Africa's most vibrant and safest CBD. Having achieved its original mandate to establish itself as a successful work, live and play destination where it is business as usual for all its stakeholders, it is now also turning its sights towards showing the world beyond its boundaries that it is open for business.



CAPE TOWN CENTRAL CITY
IMPROVEMENT DISTRICT

ANNUAL REPORT 2012

FOR THE YEAR
ENDED
30 JUNE 2012

CONTENTS	Chairperson's Review	2	Chief Operations Officer's Message	6	Chapter 1: Safety and Security	12
	Chapter 2: Urban Management	18	Chapter 3: Social Development	24	Chapter 4: Communications and Marketing	30
	Chapter 5: Looking Ahead	34	Chapter 6: Annual Financial Statements	42	Directors' Responsibility Statement	43
	Directors' Report	44	Independent Auditor's Report	45	Statement of Comprehensive Income	46
	Statement of Financial Position	47	Statement of Changes in Reserves	48	Statement of Cash Flows	49
	Notes to the Financial Statements	50	Detailed Income Statement	60	The CCID in 2012	62
	Acknowledgements and Thanks	64				

In the PUBLIC EYE

While it's the work that goes on behind the scenes that really makes for a successful City Improvement District such as the CCID, it's the physical presence of its teams on the streets that gives stakeholders the confidence that we are 'on the job'.

The Central City Improvement District (CCID) has been in the public eye since 2000 when Cape Town became the first city in South Africa to implement a fully constituted, legally bound City Improvement District and ever since then other cities have watched us closely. Reinforcing its success, today the CID model has been rolled out in 26 areas across the Western Cape alone.

It will always be part of our mandate to get the basics right and to ensure that our Central City is at all times safe, clean and caring; but with 12 successful years behind us we have now also set our sights across the next decade towards raising the profile of our CBD as a leading business hub in South Africa and beyond.

We've shown we are up for the challenge – not only in the CCID's work on the ground and in the spaces between our buildings, but in our own corporate governance: the CCID has now enjoyed unqualified financial reports for the past 12 years of its existence.

So, in spite of a tough economy and a rocky road to global recovery ahead of us, we are ready to show the world that the Cape Town CBD is open for business and offers a solid, long-term foundation for economic investors of all types and sizes – from a compact, street-level operation to big corporate business and from those establishing new endeavours to those looking towards redevelopment.

LOOKING TOWARDS THE FUTURE PERFECT

Over the past two decades, we've watched a large number of city centres experience the result of urban sprawl as downtowns are vacated for the highly coordinated suburban mall experience.

However, Cape Town's Central City has resisted this trend, instead offering corporates and entrepreneurs alike an eclectic mix of business, entertainment, arts and events. Moving forward, we now look towards more sustainable development and densification to combat the strain on our natural resources and our own pockets. The concept of a vibrant, 24/7 downtown reignites the possibilities that such a centre can bring to these future concepts.

To quote Councillor JP Smith (Member of Safety and Security on the Cape Town Mayoral Committee), in a recent interview on ABN Digital's *Eye on the Western Cape*: "CIDs have become valuable coordinators of a collective business community who often are not able to do so among themselves."

This is the coordination role that the CCID now aims to step up. Over the years, we've established excellence in urban management, and looking ahead, our vision now is to position the Central City as a place where the CCID's own enterprises and those of our stakeholders can be as profitable, efficient and sustainable as possible.

The Cape Town Central City is open for business, says **Rob Kane**, chairperson of the CCID.

"The Central City is a vibrant environment for business. It has a supportive government, a collaborative ecosystem, and a vibrant and creative consumer market that's open to innovation."

VUYISA QABAKA

Entrepreneur and Founder of the South African Black Entrepreneurs Forum. City Views, August 2012

In order to achieve this we have upped the ante on all sides – in service delivery on the ground, in the way we interact with all our partners, and in the way we communicate with our target markets.

Thus, with the basics firmly in place, the CCID has widened its focus from mere area management to area promotion. Against the background of a protracted recession and decentralisation trends, we have identified the 'Open for Business' concept as the most critical communication we need to deliver, through powerful messaging and stakeholder engagements, on a national and international basis, aimed at safeguarding, enhancing and growing the reputation of the CCID as the place for businesses (as well as their employees) to be located.

To this end we have produced our very first *State of the Cape Town Central City Report*. To be produced annually, the report is based on examples published by other vibrant, international downtowns, and aims to provide those looking in from the outside with facts, figures and narratives of the Central City's most exciting developments and the potential that the area has towards inclusive and sustainable economic growth.

The first report comes at an opportune

time: two years after the 2010 FIFA World Cup™ when the world witnessed a highly successful event in the Mother City, and with two years to go before Cape Town once again enjoys the international spotlight as the **World Design Capital (WDC) 2014**.

The significance of winning WDC 2014 from a CCID perspective is that the title positions Cape Town as a creative city, appealing to a new market of 'urban travellers' who do not go on holiday to escape a city, but rather to experience and embrace it. Hence there is an opportunity to raise awareness of all offerings in the CBD and increase footfall over the next two years and beyond. The title will see a full year of design-led events hosted in Cape Town, many of which will be located in the Central City.

To further enhance our 'Open for Business' strategy, 2012 has also seen the CCID become a member of the newly launched **Economic Development Partnership (EDP)**, an independent NPO mandated by the Western Cape Government to drive a partnership-building process towards an inclusive, sustainable and resilient economy in the Western Cape. In its *OneCape 2040 Strategy*, the EDP has identified four global mega-shifts that will determine whether an area such as the Central City will be a leader or a laggard in the economies of the future. These four mega-shifts are:

- **The Geo-Economic Shift:** the rise of countries such as China, India and the BRICS alliance will see massive new markets in terms of the demand for raw materials, consumables and services.

- **The Socio-Digital Transition:** wherein technology becomes a key driver of economic globalisation, and knowledge-intensive sectors become the mainstay of developed economies.

- **Natural Limits to Growth:** during the past decade it has become clear that the extraction and consumption of non-



A Central City with a vibrant mix. The contemporary exterior of the **CTICC** in the financial district of the Foreshore complements heritage buildings (left) in **The Fringe**.

renewable resources, especially energy, is unsustainable.

- **An Era of Systemic Risk:** facing the uncertainty due to climate change.

In many ways the Central City is already embracing these shifts: the establishment of **The Fringe**, which focuses on creating a hub in the East City precinct for the creative industries and the knowledge economy, relates directly to **Socio-Digital Transition**. The occupants of The Fringe would also do well to take the **Geo-Economic Shift** into account, and look towards providing products and services to the newly emerging economies.

In fact, the establishment of The Fringe is already seeing the upgrading of infrastructure and buildings as well as a decline in vacancies. According to an economic impact report prepared by Barry Standish, Antony Boting and Brian Swing of Economics Information Services, the establishment of The Fringe could significantly accelerate growth in the creative economy of the Western Cape, with a potential to create and sustain over 3 500 jobs by 2031.

Taking on the **Natural Limits to Growth** to ensure we become a sustainable CBD, the owners of

buildings that are not yet energy efficient will need to consider retrofitting, just as the design of all new builds will need to be 'green', with sustainable habitats and energy efficient landscaping, particularly those whose outdoor spaces could become green corridors throughout the CBD. One of the most innovative of these (soon to begin construction) is phase two of the **Cape Town International Convention Centre**.

However there are other mega-shifts which we will now need to address in earnest – one of which deals with the residential densification of the greater Central City and the incorporation, for example, of affordable housing and rental stock that will enable the area to be more inclusive in terms of community. Plus there are the issues of homelessness which continue without resolution and the need to create more job opportunities for those suffering most in the current economic situation.

To this end, an important step in the right direction has come with the City of Cape Town's recent decision to fast-track the rollout of the MyCiTi bus rapid transit route between the Central City and the Metro Southeast corridor to Mitchells Plain and Khayelitsha.

This is perhaps one of the most important drivers both towards sustainability in the Central City, and to bridge economic and social divides.

As a Central City, we stand therefore in the public eye, fully aware of the work that still needs to be done. But it's work we could not even contemplate without the passion and dedication of the CCID's Chief Operations Officer Tasso Evangelinos, his Urban Management, Safety and Security, and Social Development teams, as well as the service providers that support them all. To this end we also offer our sincere thanks to the City of Cape Town and the many partners we have within it.

We owe our final thanks to a CCID Board that is truly committed to our vision, and the Cape Town Partnership that guides us with outstanding leadership and management. We look forward to seeing in the future together.

ROB KANE

Chairperson
Cape Town Central City
Improvement District



The popular Thursday Earth Fair Food Market in **St George's Mall** creates new retail opportunities and brings the public out onto the streets.

SEEING to the DETAIL

It is imperative for us, as the CCID, not only that we see what needs to be done, but that we are aware of how others see us – most importantly, how we are seen by our local stakeholders and by the world beyond our boundaries.

Tasso Evangelinos,
Chief Operations
Officer, CCID

LOOKING GLOBALLY

Every year I am privileged to attend the conference of the **International Downtown Association (IDA)**. The 2011 event in September (to which I was accompanied by the Managing Director of the Cape Town Partnership, Bulelwa Makalima-Ngewana) was held in Charlotte, North Carolina in the USA. The insights gained during this conference as well as during our stopover in New York City, where we met with the city's two largest BIDs, were invaluable not only in being able to see how other downtowns operate, but also to realise how accomplished we are in terms of the work we do.

South African CIDs, in general, deliver standards that far exceed those of other global cities, and in terms of

the Cape Town Central City, I have come to realise just how well we attend, in particular, to the 'detail'. The cherry on the top was to see the CCID and Cape Town Partnership be awarded two **Merit Awards** in August by the IDA, in recognition of our monthly publication *City Views* and the CCID/CTP Urban Development Model.

It was also during our visit to New York City that we met Tim Tompkins, the President of the **Times Square Alliance (TSA)**, and extended an invitation to him to visit Cape Town so that he could share the lessons his team had learnt in the rejuvenation of an iconic public space (see pg 39) – important lessons for us back home.

In May, I attended **ISSA/INTERCLEAN** in Amsterdam, the largest trade fair in the world for industrial cleaning, maintenance and building services. Together with the CCID's Security Manager, Muneeb Hendricks, and Louis Rademeyer of the CCID's service provider, Iliso Protection Services, we also attended **IFSEC International** (the world's largest security event), held this year in Birmingham in the UK.

FOCUSING LOCALLY

International opportunities such as these enable us to plan how we will up our game to become more technology-focused (and cost-effective) along with the rest of the world. At the same time they also challenge us to see how we can adapt new trends to our unique South African situation and make sense both in terms of budget and job creation.

In other words, there is much to be considered for the future of the CCID, particularly as we reflect back on what



A CCID public safety kiosk on Pier Place.

has indeed been a challenging year in the face of a depressed economy.

But it is often in the face of the most challenging of tasks that one finds new opportunities and establishes new priorities. For the CCID, it will become particularly important in the year ahead to tackle our area's social and job creation challenges. However, for both short- and longer-term sustainable solutions, the time has come for enduring constructive engagement and a workable plan of action, developed jointly between ourselves, the City, Province, NGOs and all other stakeholders as a matter of extreme urgency. We will need to work closely together to make a real difference.

IN THE LINE OF SIGHT

As the CCID, we are at the forefront of the development of the Central City as Cape Town's place of choice. Stakeholders now prefer to contact us as their first port of call, knowing that, at the very least, they have an ear that listens to them, even if we cannot resolve all of their issues.

It also indicates to us that most concerns have now gone beyond crime and grime.



The Central City is a vibrant home to stakeholders ranging from office staff to students.

This by no means says that we can rest: our core basic services to provide a safe, clean and caring Central City must continued to be maintained at the highest level in support of our business-as-usual approach. But what we now need are new and innovative ways in which to add even more value, and to show both our current stakeholders and prospective newcomers that we are indeed open for business.

In support of this, we'd like to reveal more of the detail around a few of the projects that have most recently formed part of our portfolio.

CCID STRATEGIC PROJECTS

• **Strategic maintenance of CBD entrance and exits:** This project deals with the ever-present yet extremely complex issue of the influx of homeless people looking for shelter, jobs or other opportunities, who set themselves up on the periphery of the CBD often in 'no man's land'. The City's law enforcement agencies and social unit, together with the CCID, have implemented a Central City-wide social and security intervention that interacts specifically in key entrance and exit points to and from the CBD, including Table Bay Boulevard, Culemborg, Mill Street, Hope Street and Western Boulevard.

The CCID in particular took on the Table Bay Boulevard/Foreshore area, maximising the working relationships between our own in-house divisions to tackle the problem systematically.

First to go in was our **Social Development** team, who assessed the extent of the situation and attempted to provide alternatives. Next was our **Safety and Security** team, who patrolled the land once it had been vacated to halt a reoccurrence. This then enabled our **Urban Management** team to clean and restore the area. At the time of writing, the project is ongoing and continues to be a success.

• Social Development Field

Research and Mapping: As outlined above, the CBD remains a high attraction for the homeless. However, although social services are strained, we remain very committed to finding solutions. One of these has seen us conduct a **research project** over a number of months which has enabled our Social Development team to compile and consolidate data on the current situation as it exists across the CBD. Including information on all social service providers, the project has enabled mapping to take place, which will make it far easier to understand the complexities and dynamics of this sector. This is another first for the CCID, and information will be updated on a six-month basis.

• **Cigarette Bins:** Following the successful rollout of a pilot programme that saw 100 cigarette bins sponsored by the CCID placed in strategic public places across the Central City, we have now ordered an additional 200 bins. The new four-sided bins have been redesigned to be more robust and the CCID has also negotiated a first-time contract with the City that will enable the bins to carry sponsorship in order to generate revenue.

"Cape Town is one of those places in the world – you'll never find another locale with so much flavour. There's an energy you can't find anywhere else."

THOKI TAFENI

Fashion designer and winner of the 2011 FASTRACK competition by Foschini and African Fashion International. *City Views*, March 2012



Above: The **Street Names and Numbering Project** along Bree Street. Right: The portable **Smart Smokers' Pouch**.

• Portable Smart Smokers' Pouch:

A portable 'smart pouch' for smokers has also been developed. Essentially a small pouch with a fireproof lining that acts as an ashtray, it locks in odour when closed and fits easily into a pocket or handbag until the contents can be disposed of properly. An initial order of 35 000, each of which carry CCID Security's 24-hour number, has been placed for distribution throughout the Central City.

• **Lighting Strategy:** As part of its undertaking to improve public lighting, the CCID has embarked on a **Tree-lighting Project**, the first phase of which will soon commence in Greenmarket Square. A second phase is planned for St George's Mall. This will see decorative but highly effective lights placed into the trees in these areas, managed and maintained in full by the CCID. The project will enable these

areas to be well-lit from 18h00 until 01h00 year round.

• Motorcycle and Disabled Bays

Project: The CCID is working closely with the City's road engineers to establish an acceptable level of dedicated parking spaces for motorcycles and disabled drivers. A full report compiled by the CCID has been submitted to the City, establishing that over 140 new motorcycle bays and over 42 disabled bays can be created without taking away any existing parking bays.

• Street Names and Numbering

Project: This is a way-finding project initiated by the CCID that follows best international practice and will enable people travelling through the Central City to be guided by more informative street signs containing names and street numbers. With research undertaken by the CCID, the first phase has been approved by the City, and



Members of
**Straatwerk's Road
Maintenance** team
repair a pavement.

implementation has begun across 17 intersections along Bree Street. The next phase will see implementation along Loop and Long Streets.

• **The State of the Cape Town Central City Report:** After years of studying what other cities do to promote themselves towards economic development, the CCID has published its own downtown report. Along with the services of a specialist researcher/writer, the CCID also commissioned Sentinel Consulting to conduct two surveys. The first was conducted on the street among 1 500 Central City users (including night-time users), while the second was an online survey focusing on the opinions of over 280 senior management/decision makers based within businesses in the CBD.

With both surveys showing high levels of pride and confidence in the future of the CBD, the quality and volume of research collected will not

only frame the structure for future reports but will also be available for integration with other projects. It therefore contributes enormously to the vast amount of research that the CCID has actively pursued over the past few years towards promoting placemaking in the Central City.

• **Safety Awareness Campaign:** Earlier this year, CCID Security launched a safety awareness campaign specifically targeting schools within, and in close proximity to, the CBD. Conducted together with SAPS, the initiative has been very well received and was recently extended to include a number of tertiary institutions and training centres.

• **"Stash it, don't flash it" campaign:** This arose out of a need to raise public awareness about not leaving valuables in plain sight in vehicles. It is the CCID's intention to roll out the pilot project across the Central City.

• **Illegal dumping and the CCID Recycling Project:** Together with the City of Cape Town, the CCID is finally winning the war against waste, particularly in terms of illegal dumping

"Having clients understand that town is clean and safe makes selling easier. In fact we wouldn't be in business if the CBD wasn't as well managed as it is."

RICHARD BOXFORD

Managing Director for property agency Life Residential. *City Views*, April 2012

whereby the raising of awareness and an increase in the number of fines issued to offenders has resulted in a considerable reduction in the problem.

A further initiative has seen the reduction in the amount of waste collected each day by CCID service providers that goes to landfill. As a result of a new contract set up with a recycling company, monthly landfill waste has been reduced by an average of 76%, thereby also resulting in a massive reduction in landfill costs.

BUSINESS AS USUAL? BUSINESS UNUSUAL

Many of the CCID's strategic projects are the result of a challenging economy, in which otherwise dormant issues are brought into focus, meaning that one must go beyond the usual to deal effectively with these.

For this reason, the CCID has stepped up its service delivery on all levels and has become an integral part of the day-to-day existence of all our stakeholders on so many levels.

In turn, our service providers, such as **J&M Cleaning** and **Iliso Security Services**, also rose stalwartly to challenges with additional services, good advice and the willingness to work together with us to resolve the issues. Our relationship with **Straatwerk** – not only as an essential service provider but as the vital link in our job creation programme – has produced a team of 300-strong 'Spartans', and we are constantly amazed at what they are capable of achieving.

Our **Give Responsibly** campaign also remains an ongoing strategic project for the CCID, but likewise in the face of tough economic times, it became evident that it needed a revamp. This, together with our ongoing successes with our publications *City Views* and the *Best of the Cape Town Central City Guide*, will be elaborated on further in this report.

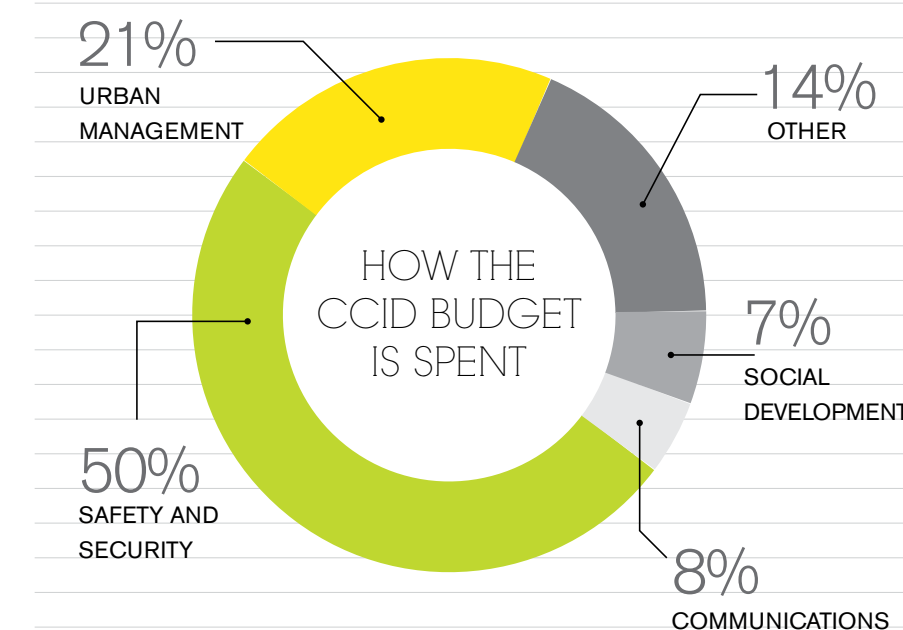
Moving forward into a new financial year, we can see the road ahead of us clearly: it is one which will hopefully see a **noise management strategy** be developed by the City of Cape Town and all its stakeholders, to the advantage of everyone who lives, works and plays in the CBD – residents and businesses alike. It will also be a year that sees us working closer with the **events and film industries**, which have helped enormously to place Cape Town on the global map, but that still need to operate in a 24/7 region where disruption to daily life must be minimal. And of course, we need to develop a sustainable city where all public spaces are well managed and nurtured rather than neglected, and where **public transport** will eventually become the method of choice for all who pass through our Central City.

TASSO EVANGELINOS

Chief Operations Officer
Cape Town Central City
Improvement District



The streets of
the Central
City are shared
by businesses,
residents and
visitors alike.



To see **AND** **BE SEEN**

01

CHAPTER ONE: SAFETY AND SECURITY

The presence of the CCID Security team on the streets of the Central City has become an integral part of the CBD's character, assuring both Capetonians and visitors alike that they are watched over and in safe hands.

EYES ON THE GROUND

Many cities abroad have dealt with crime in such a way that the presence of an actual security force on the street has become a novelty, relying instead on high-tech 'eyes in the sky' – CCTV and the like – to become the eyes of the city.

There is no question that, together with the SAPS and our law enforcement partners, the CCID security team has done much over the years to secure the streets of the CBD. Indeed we have our own state-of-the-art eye in the sky, our **Cyclops Unit** (see pg 15), but it is still in the South African psyche that we need to see our bobbies physically on the beat with highly visible patrolling. Therefore, because we are in the public eye all the time, we are always striving to ensure that what our stakeholders see and experience gives them true peace of mind.

PUBLIC PERCEPTION

How the public feels about us was reiterated in the *Central City Users' Survey* conducted in April by Sentinel Consulting, in which 79.3% of

respondents rated "visible security and/or policing" as the factor that most made them feel safer in the CBD. A feather in the CCID's cap is that, when the same respondents were asked to compare Cape Town to other CBDs in South Africa, an overwhelming majority (86.3%) indicated that the Central City was a place where they felt quite safe.

Welcome evidence of our successes is also regularly reflected in the media, in which we have received particular praise this year for our strategic interventions, the cleaning up of Senator Park (and now the ongoing monitoring of all buildings that may pose a problem), and apprehension of ATM fraud suspects.

AT STREET LEVEL

While most of this success can be attributed to the dedication of our teams and the partners with whom we work, a great deal can also be attributed to the ongoing upgrades to our own security delivery. For example, **Iliso Protection Services** have just completed their first year having taken over the CCID security contract, previously shared with

Alexa Security Solutions, in its entirety, and on-going rigorous training has become central to success.

Training is also crucial for morale as it both equips and empowers the CCID's public safety officers in managing certain situations appropriately, for example, when apprehending suspects and handing these over to their **SAPS and Law Enforcement** counterparts when arrests are required.

The training which these public safety officers receive is shared among the CCID's Safety and Security Department, SAPS and Law Enforcement, and covers topics such as search and seizure procedures, training on bylaws and "A" crimes (serious contact crimes), statement compliance, public relations, self defence, crime scene management and DNA recovery.

This latter category was introduced due to the fact that, 90% of the time, public safety officers are the first responders to a crime scene and if it is not properly secured, vital evidence is either lost or the scene considered contaminated.

Part of the CCID's **bicycle brigade**, a public safety supervisor patrols The Company's Garden.

MAPPING OUR FOOTPRINT

Within the CCID control room itself, the installation of the latest high-tech **Incident Mapping System** has delivered remarkable results.

This system helps to manage incidents, produce automated statistics, provide anytime-access to CCID security management via the web, and track the performance of every officer. Via the statistics it produces in real time it can also be used to identify the character of a specific precinct.

For example, certain areas within the CBD may experience more vehicle accidents than other areas, but may have fewer recorded crime complaints on their streets. Information such as this enables CCID Security to pinpoint concerns per area as they unfold and set specific countermeasures on the street.

In turn, the CCID is often made aware of incidents that may occur inside buildings on private property – areas in which no law agencies may be deployed. In cases such as these, the CCID Security Manager may be able to **advise businesses on strategies to combat these crimes** and prevent them from occurring within their domains. These could range from suggestions on how buildings could improve their access control systems, install CCTV, train in-house security, and even allow the



Implementing the **Hero of the Month** project.

CCID to conduct presentations on safety to building staff.

WELL PRESENTED

Our outward appearances have also been spruced up with the distribution of **new uniforms** and gear. Security vehicles have been **rebranded** with the changing of our byline from 'Crime Prevention' to the more user-friendly message of 'Public Safety'. CCID Security has also started a **Recognition Programme** for officers who provide exceptional service to the public. The presence of the **CCID bicycle squad** on the streets has proved to be so successful in mobilising security supervisors quickly to the scene

of an incident, that the fleet now has 12 members on CCID-branded and colour-coded bicycles.

Recognising the important role that the public plays in ensuring a safe Central City, the CCID started a **Hero of the Month** project, where members of the public are recognised for their contributions towards making the CBD safer.

"It was one of the best decisions I ever made. I often go down to the café at night to buy a chocolate and don't think twice about doing so – a big feather in the CCID's cap."

LAUREEN ROSSOUW

Central City resident and editor of *Elle Decoration* on why she loves living in the CBD. *City Views*, February 2012



One of the CCID's newly branded vehicles with its Public Safety message.



Ensuring a safe and secure Central City

Richard Bosman, Executive Director of Safety and Security, City of Cape Town

RICHARD BOSMAN IS THE EXECUTIVE DIRECTOR OF SAFETY AND SECURITY, CITY OF CAPE TOWN. WORKING CLOSELY WITH CIDS THROUGHOUT THE CITY, HE WAS INSTRUMENTAL IN ROLLING OUT THE HIGHLY EFFECTIVE PRIVATISATION OF THE CITY'S LAW ENFORCEMENT OFFICERS, LAUNCHED ORIGINALLY IN 2009 IN THE CBD. TODAY THERE ARE ALREADY 28 PERMANENT RENT-A-COPS ACROSS THE CITY, WITH EIGHT EMPLOYED FULLTIME BY THE CCID.

How does this system work?

When we began we looked at other international models to find best practice, because the Rent-a-Cop system was an unknown concept for the City. The idea is that the CIDs fund the salaries and the City provides the officers and everything that goes with them. As a result, we are able to put more law enforcement officers on the street who assist the CIDs, particularly with enforcing bylaws and affecting arrests.

What have been the highlights?

We've seen better control over informal

trading, and better management of safety and security in general, as well as events over the festive season. In the Central City, this is due to huge collaboration between the CCID and ourselves. The CCID will never ask, "How will you make this better?" but rather, "How do we make it better together?"

How do we further improve safety and security in the Central City?

Now that we have the basics in place, we need to look at upgrading the daytime service to a 24-hour one as the CBD grows into a 24/7 destination. Our law enforcement officers do undertake special operations at night as required, together with the CCID, but generally we only deploy them during the day when the CBD is at its busiest. Also, as the night-time economy expands, so too do some of the issues that go along with it, such as noise. We now need to cultivate a responsible attitude among night-time venues to strike a balance between what's acceptable for their businesses as well as what's acceptable to the surrounding residents, hotels and places such as hospitals.

AN EAGLE-EYE VIEW

Run by the City of Cape Town, the eye in the sky that never sleeps is Cyclops, the name given to the Strategic Surveillance Unit (SSU) manned predominantly by Metro Police Specialised Services (pictured above.)

Cyclops plays a pivotal role in the safety and security of the Central City, with all incidents viewed being immediately relayed to CCID response units for action. It is also able to deliver direct access to other City services such as traffic, the fire department and EMS. Plus, it provides real-time taped reviews for emergency situations, access to information on wanted suspects, vehicle registration checks, and access to modus operandi undertaken by criminals.

Explains Richard Bosman: "The big thing about Cyclops is that while it acts primarily as a crime prevention tool, it also picks up on service delivery issues, from traffic lights that may be out of order and litter that hasn't been collected to the location of a burst mains water pipe. It serves a number of purposes."

SEEING TO OUR PARTNERS

The CCID also ensures that its partners are seen in the best possible light. Throughout the year, for example, the CCID assisted with the transport of **SAPS's new trailer** (a mini mobile station) to highly visible locations throughout the CBD.

The CCID also embarked on a **Know Your SAPS Member** campaign via its own monthly publication *City Views*. In addition, the CCID's **Schools Safety Campaign** is run in conjunction with its SAPS Sector colleagues in the Central City.

Working together, the CCID and SAPS have intensified their **joint operations**, partnering almost on a shift-to-shift basis to deal with drug offences, patrol hot spots on foot, and conduct cordons and searches as necessary.

To ensure better working relations on duty, the CCID therefore also regularly organises off-duty **teambuilding opportunities**: a paintball event with police colleagues prior to the festive season cemented a spirit of collaboration during one of the Central City's most active periods.

Metro Police and the CCID's own contracted **Law Enforcement Officers** are also important partners, the former collaborating with the CCID particularly during the CBD's many large events, and the latter assisting with the issuing of fines and arrests.

The **Company's Garden Safety Task Team** is an excellent example of the CCID reacting to new challenges. When a number of robberies were reported in quick succession in The Company's Garden, the CCID drew together this team by not only calling on its usual law enforcement partners, but also stakeholders in the area to establish an effective operation. In this regard, we would like to thank SAPS, Law Enforcement, City Parks and Forests, the City's Cyclops Unit, Parliament

CASTING A SPOTLIGHT ON PUBLIC SAFETY

Over the past year, the CCID Security Team (together with its law enforcement partners in the Central City), has been involved in over 105 000 interventions from trespassing and bylaw offences to serious crimes and public assistance. The following are just some of the measurables of the service delivered.



Police, Iziko Museums, The Jewish Centre, UCT Hiddingh Hall campus, as well as colleagues from the CCID Social Development team.

With The Company's Garden team meeting twice weekly, all partners have committed to the process by allocating resources to assist in crime prevention, including physical manpower, response units and CCTV. In addition, two joint agency crime prevention operations are conducted daily to prevent crimes from occurring. These have been so successful that, since inception, no further crimes have been reported.

Another example of the CCID reacting to a situation is the establishment of its **"Stash it, don't flash it" campaign**, aimed at all motorists who park in the CBD to discourage them from leaving valuables in sight inside their vehicles.



There are more than **230 CCID public safety officers** deployed across the Central City.



At the public's service

Louis Rademeyer,
MD of Iliso
Protection Services

THE CCID'S SERVICE PROVIDERS REPRESENT THE CCID IN EVERY CORNER OF THE CENTRAL CITY, WHICH IS WHY SERVICE EXCELLENCE AND NOT JUST DELIVERY MUST BE AT THE HEART OF EVERYTHING A SERVICE PROVIDER DOES, SAYS **LOUIS RADEMEYER**, MD OF ILISO PROTECTION SERVICES, WHICH PROVIDES THE CCID WITH PUBLIC SAFETY OFFICERS.

You've seen a number of changes in the delivery of security services over the years.

I've been involved with the CCID almost from day one, when the company I was with took over from the original Community Police Officers, with a task force of just four private security officers and a horse unit to start. Later the CCID switched entirely to private suppliers and, for a while (as Iliso Protection Services), we shared the contract with another operation. Since 2011, under the ownership of the dynamic Thuli Sanqela, Iliso now manages the entire CCID contract. But it's not a job: it's a passion.

How important are working relationships with your CCID partner?

It's critical. And I like the word "partner" as opposed to "service provider". The CCID treats us as so much more than just a contractor and that's what drives us. We always feel we share jointly in the CCID's success because we are all prepared to be at the coal face together.

What are some of the challenges facing the Central City over the next year?

We have to find a way to continue to do even better, but with the same number of public safety officers. The Central City is becoming busier, particularly at night, but the budgets available from the City from CCID levies only increase marginally from year to year. For example, in the East City eight years ago, there was nothing except the police station. The Townhouse and Parliament hotels would batten down the hatches at nightfall to keep their guests safely inside! Now you've got additional hotels, residential complexes, student accommodation, food establishments, revitalised events

at the City Hall, clubs and offices such as Woolworths that have staff in them throughout the night. And yet there are the same number of people securing the Central City. Therefore, since every ounce of manpower is already used to its capacity, we are now at a stage where we just have to work smarter, which means upscaling our technology. Our new incident mapping system is an excellent example of this.

EYES EVERYWHERE

Throughout the Central City, around the clock, the CCID deploys:

- More than 230 public safety officers linked by radio to the CCID's own central control room and the City's CCTV camera network;
- Five branded response vehicles equipped with emergency supplies for traffic incidents, apprehensions and medical callouts;
- A bicycle patrol squad of 12 officers;
- An average response time of under five minutes; and
- Five security kiosks strategically placed across the CCID area.

02

CHAPTER TWO:
URBAN MANAGEMENT

Say the word “downtown” and images of high-rise buildings spring to mind. But it’s the spaces between the buildings that give a downtown its soul, and the management of those spaces that give it heart.

Of these spaces in-between, there are approximately 120 000m² of public squares and open areas within the CCID. Over 350 000 commuters enter the Central City daily for business, many of whom will be pedestrians crossing these spaces and using the sidewalks during the course of the day. And this is before we take into account the hundreds of thousands of visitors – business and leisure – who enter the area each year.

In other words, there are many eyes cast on the Central City every single day, and the CCID’s **Urban Management** team is the entity that ensures everyone enjoys the view.

However, what the public sees only really scratches the surface: the operations that go into making the Central City clean and orderly go many layers deeper.

FROM CCID TO CITY

As with all of the CCID divisions, the Urban Management team also works closely with a number of partners within the **City of Cape Town** to ensure the upkeep of the Central City.

It was, for example, the **Roads Department** to whom we turned with our **Street Names and Numbering Project**, which will see way-finding rolled out in a far more efficient way as street numbers are incorporated into street signage.

Our two Precinct Managers and Head of Urban Management work closely on a regular basis with the **Department of Electricity**, with our team conducting the **audits of public lights** that are out of order and the City dealing with the replacement of these. It’s also the City to whom we turn when contractors working on public tenders leave roads and sidewalks in a less than desirable condition: we report it and the City immediately calls back the contractors to repair the site properly.

When it comes to managing **events**, our team works closely with numerous City departments. A few of the usual and particularly large events held annually on Central City streets and public spaces are the turning on of the Festive Lights, the Community Jazz Festival on Greenmarket Square

CREATING BEAUTY

in the eyes of all

BEHOLDERS

A member of Straatwerk’s
Maintenance team at work in
the Central City.

(a precursor to the Cape Town International Jazz Festival), and the Pick 'n Pay *Cape Argus* Cycle tour. 2012 even saw auditions for 2 000 of MNet's *SA Masterchef* hopefuls happening on North Wharf, the public square that connects the Holiday Inn and Cullinan hotels on the Foreshore.

FACING THE CHALLENGES

The CBD is, of course, not without its issues, among these the management of the City's public spaces as well as the upgrading of kiosks owned by the City along St George's Mall.

An excellent example of what could be achieved sits on the pedestrianised St George's Mall (close to where it intersects with Riebeeck Street) where the GoGo food kiosk has been completely revamped – albeit at the expense of the lessee. It is hoped that this kiosk will set a precedent for others in the future: business at the kiosk is reported to be booming as a result of the facelift.

Also encountered by our CCID Safety and Security team are the challenges faced by our Precinct Managers in respect of noise pollution (for instance, emanating from clubs at night, but also as a result of construction during the day), and the numerous film shoots that now occur regularly throughout the area. It is envisaged that discussions with the City around these topics in the new year will result in solutions for all stakeholders across the board.

INNOVATION IN THE WORKS

The Urban Management team would like to acknowledge the work done by its two main partners: **J&M Cleaning** and the NGO **Straatwerk**.

Just as we are aware that our own CCID staff are in full view of the public, so too do we encourage our partners to be aware of how their staff and services are seen, and to constantly tweak and upgrade the efficiency and effectiveness of their delivery.

For J&M Cleaning Services, this has been achieved in a year which saw a turbulent time for the company when its own cleaning staff went on strike in sympathy with a national strike, and during which it was forced to use 60 casual sweepers throughout the night. This often took place in the face of the threat of violence by the strikers against the casual workers and even the public.

Nevertheless, in spite of the challenges, the year under review witnessed sterling efforts in upgraded service delivery.

The CCID, together with J&M, have introduced dedicated zones throughout the CBD, dividing the Central City into specifically allocated cleaning areas. These correspond with bib numbers placed onto the distinctive yellow overalls of J&M employees, and enable better identification and performance of duties. Each cleaner is now also connected by 24-hr radio for more efficient, quick-response communications and quality control.

A WORKABLE SITUATION

An initiative which the CCID is looking to expand is the **Job Creation Programme** – the result of its relationship with Straatwerk and which each year results in over 300 employment opportunities and skills development for otherwise destitute individuals. The challenge, as always, is finding the space in which to enable the expansion.

The project involves three layers of job creation:

- **Entry-level workers:** the largest section who provide basic services such as sweeping and cleaning, and who – once they have proven themselves through the level of their work and their willingness towards rehabilitation – are afforded the opportunity to move to the next level.
- **Technical-level workers:** who receive skills development enabling them to do more complicated work, including graffiti removal and rodent baiting. Candidates from here move onto the final level.
- **The Maintenance teams:** in which candidates are offered employment for six months to a year, full time. The Straatwerk Roads Maintenance team, for example, attends to defects including repairs to potholes, curb stones, paving and bollards, maintenance of road signs, street poles and the repainting of road markings, and the maintenance, repair and cleaning of storm water drains.

Straatwerk teams are also in place to assist in the beautification of the Central City through, for example, gardening services, which include irrigation, weeding, tree well cleaning, the planting of flowers and general upkeep.



Councillor Taki Amira, Chairperson of the Good Hope Subcouncil (16)

COUNCILLOR **TAKI AMIRA** IS THE CITY OF CAPE TOWN'S CHAIRPERSON OF THE GOOD HOPE SUBCOUNCIL (16), UNDER WHICH THE CITY BOWL, ATLANTIC SEABOARD AND HOUT BAY FALL. HE IS ALSO THE CITY-APPOINTED REPRESENTATIVE ON THE CCID BOARD.

What role do you play in the Central City?

I'm the link between the City and the CCID Board, but as the Subcouncil Chair I also work with the CCID in improving service delivery. The CCID handles top-up services and the City handles its basic responsibilities to the ratepayers.

What are your highlights since you came to this position?

The team work I experience with the CCID and the fact that we now have a safer and cleaner Central City. This is due largely to the extra effort from the CCID security and cleaning teams. I know people who live in the Northern Suburbs

that haven't been here for ten years and I encourage them to come in on a Saturday to see for themselves how safe and clean the Central City is and to enjoy what it now has to offer.

Where can we improve?

In how to better manage the informal traders. For one, we want to see more variety, which we believe would benefit the traders as well as their customers. We'd still have a vibrant African economy, but one that works for everyone. We are now working hard with the City's Portfolio Committee to try to improve the issuing of permits. I also believe that an informal trader is someone who should be given an opportunity for six to 10 months, during which time he is upskilled in business and marketing and then moves on to something better and more stable.

You're often seen out and about on the CBD's streets.

I don't believe I can fulfill my function behind a desk. The only way is to walk around and see things for yourself.

Management and maintenance of your environment is key, and the detail to which this is attended to in the Central City can only be attained by an organization such as the CCID with Tasso at the helm. If we didn't have this, we wouldn't have the CBD we now have.

What are our biggest challenges?

The biggest challenge is the homeless. With the limited services on offer, the CCID often finds it can do no more than play catch-up, but I applaud what they still manage to achieve.

We also urgently need to develop a public space plan for the future but it all comes down to money and limited resources, so funds go to the must-haves instead of the nice-to-haves, irrespective of how important public space is to urban life. We have to find a way to get a bigger slice of the pie and make sure that we can show off well-utilised grand old ladies such as Greenmarket Square, the Grand Parade and the adjacent City Hall to their best advantage.

IN ONE YEAR

The following are just some of the examples of work undertaken by Straatwerk within the past 12-month period.



1 860

Road repairs



1 519

Incidents of graffiti removed



928

Municipal drains cleaned per month, amounting to 10.92 tons of debris



757

Storm water drains on average are cleaned twice a year, amounting to more than 18.39 tons of waste removed



10

Tons of waste collected through the provision of gardening services

Another innovation about to be implemented is the introduction of a performance-based recognition system for J&M staff. In fact, this recognition system is one which the CCID will be implementing across all its service providers.

WINNING THE WASTE WAR

The Central City seems finally to be winning the battle against illegal dumping, largely due to more effective awareness initiatives, and measures having been implemented to monitor and fine errant retailers and businesses. Particularly effective in assisting with this has been the staggering of shifts for J&M's cleaners from 8am to 5pm and again at night from 8pm to 5am.

The year under review also saw certain changes made to the cleaning contract that exists between the CCID and J&M Cleaning.

To better manage waste disposal throughout the Central City, one of these changes was for the CCID itself to manage and control the waste dumping process of the waste collected by J&M. As a result, Luk4Junk was appointed as the CCID's recycling

service provider, with all waste collected by J&M now first being taken to a recycling site for sorting, and only that which cannot be recycled is then removed to a landfill site.

The contract has seen an average of 76% (even up to 85% in some months) of the waste that was previously taken at great expense to landfill being recycled instead. The project has been deemed a great success and a big step in the direction of making the Central City a green and sustainable downtown.

"The recycling industry doesn't create wealth in isolation. It's labour intensive and creates jobs."

GAVIN GROSCH

Luk4Junk in *City Views*, March 2012



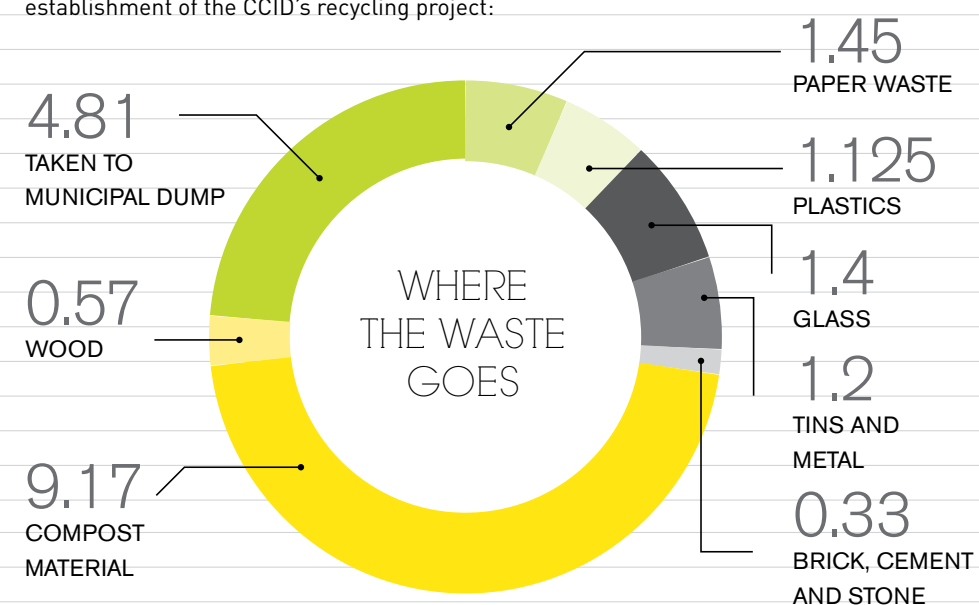
A maintenance team member attends to the Central City's landscape.



J&M Cleaning ensures the Central City is user friendly. The company has 53 staff on duty in the area.

WHERE THE WASTE GOES

Average waste now recycled per month (in tons) since the establishment of the CCID's recycling project:



TOTAL WASTE COLLECTED
(average tons per month)

20.055

Of this, the average tons of waste recycled (per month)

15.245

Therefore, the total average % of waste that is recycled each month is:

76%

03

CHAPTER THREE:
SOCIAL DEVELOPMENT

The time has come for all Central City partners to work together to embrace the challenges around social development and turn our attention towards finding viable, long-term solutions for the homeless.

CREATING A COMMON VISION

Like so many other countries across the globe, South Africa has been affected by the decline in the world economy. Add to this the fact that our country also has the highest number of asylum seekers in the world, and it's no wonder that we have seen an increased number of people coming to the CBD to look for employment and other opportunities.

This problem is even more complex in a metropole that has major economic and social challenges with high levels of unemployment, a lack of affordable housing, a breakdown in family structures, substance abuse and often inadequate and under-resourced social services to cope with these circumstances.

Fundamental to any attempt to alleviate the situation would be a strategic, integrated approach between all roleplayers – City, Province, CIDs, ratepayers and NGOs – in which each takes a stand, has a specific function, and forms part of a comprehensive plan that can be implemented under strong leadership.

FACE TO FACE INTERACTION

The CCID's fieldworkers are very often the initial point of contact with people living on the street: each fieldworker is able to build relationships of trust and assess a client's current situation, but more often than not are unable to find an appropriate social service for the client – an extremely frustrating situation for the fieldworker.

It is therefore imperative that we soon have additional programmes to fill the gaps. These would be programmes that would enable people to be thoroughly assessed and assisted in moving off the streets, and making positive changes in their lives through the establishment of individual development plans (IDP).

The necessary social services that need to be provided to achieve this would be ones that effectively deal with addictions, physical and mental health, temporary shelter requirements and skills development. In turn, job preparation accompanied by entry-level work opportunities will successfully move us towards establishing both a successful short- and long-term plan.



**BRINGING
SOCIAL
ISSUES
into FOCUS**

A participant in the
CCID's Makeover
Project smiles for
his portrait shot.

While the current situation often leads to frustration for our CCID fieldworkers, amazingly it does not deter them in continuing to find innovative and alternative ways of assisting their clients, often together with the support of our NGO partners to whom we owe huge gratitude.

USING OUR INITIATIVE

Social Development's **Field Research and Mapping** project is one such initiative, resulting in data that not only shows the most common locations for the homeless (and a shift in patterns), but also helps to establish the average number of homeless people in the CBD. This research has enabled the establishment of a 'flashpoint' map that equips our department to:

- **Observe** what is happening just outside the CCID/CBD region so that we can interact with those individuals in an attempt to provide them with assistance;

- **Map** all service providers for street people in the CBD; and
- **Engage** with security staff around specific hotspots where criminality might occur.

Our **Give Responsibly** campaign has been running for four years now (see box below), and has received great coverage in the media across print, online and radio.

The campaign was also very active at the first **International Homeless Day** event on 10 October 2011 on the Grand Parade. The Cape Town event was hosted by Provincial Social Development in partnership with the City and other stakeholders. Apart from running a stall on the day along with other NGOs, the Give Responsibly campaign supported the event by publicising it through the distribution of 500 pole posters throughout the CBD. With 600 participants on the day, the event aimed to show goodwill and build

relationships, but it was also an excellent opportunity for the homeless themselves to grasp the message of the Give Responsibly campaign – one that discourages begging and instead encourages those who care to give to relevant NGOs in order to support them rather than giving direct handouts to people on the street.

FACING THE CHALLENGES

However, in spite of all our efforts, there are still physically and mentally challenged individuals (along with those who are drug-dependent) who demonstrate aggressive begging and anti-social behaviour, and who are just not interested in social intervention.

The CCID's Social Development and Security teams, together with the National Prosecuting Authority (NPA), are currently looking at suitable diversion programmes such as rehabilitation centres, to deal with these situations.



A vendor distributes **Give Responsibly** brochures and buttons.

REVITALISING THE GIVE RESPONSIBLY MESSAGE

Our **Give Responsibly** campaign has experienced great success since its commencement in December 2008, and this year has seen an intensive new distribution strategy. With the campaign now being recognised across the Central City, distribution of information at traffic lights at all entrances and exits of the CBD sees motorists being more prepared to open their windows. We've also seen more enthusiasm from most retailers, food outlets, bars, clubs, hotels and B&Bs approached to act as vendors for Give Responsibly collateral. In all this year, over 35 000 brochures and 25 000 buttons were distributed, 500 pole posters erected and 100 posters placed in store windows. The campaign also now has a Facebook page – an important social media tool with which to spread our message and create awareness.



Seeing the bigger picture

Trudy Vlok,
Managing Director
of *The Big Issue*

TRUDY VLOK IS THE MANAGING DIRECTOR OF *THE BIG ISSUE*. MUCH MORE THAN JUST THE JOB CREATION PROGRAMME THAT IS THE MAGAZINE, THE NPO ALSO HAS A FULL SOCIAL PROGRAMME IN PLACE THAT ASSISTS VENDORS WITH PERSONAL DEVELOPMENT, SKILLS TRAINING AND WORK PLACEMENT, AND OFFERS ONGOING ASSISTANCE WITH EVERYTHING FROM HEALTH AND EARLY CHILD DEVELOPMENT TO GENDER ISSUES AND DOMESTIC ABUSE.

How do the CCID and *The Big Issue* work together?

Our vendors are allowed to sell their magazines publicly as the result of an agreement with the City of Cape Town, and within the Central City the CCID helps us manage our programme on the streets. For example, the CCID officers will alert us immediately to illegal or unbibbed vendors and generally look out for our vendors. The CCID also supports us annually with advertising and the

distribution of the *Best of the Cape Town Central City* guide that gets packaged during the festive season with our own magazine and really adds value for us.

What do you feel are the major challenges facing social development?

If you restrict the destitute in trying to derive an income (by begging or vending) then you must have genuine, workable alternatives from which they can derive an income. Same with sleeping on the streets: if you want to stop this, then you have to have enough shelters. The attitude of "we don't want this in our area" has to be coupled with processes that can stop behavior, but no feasible alternatives are yet in place, or the ones that exist do not address the real issues that keep people on the street.

The Big Issue is currently facing its own challenges as well.

We need to look at *The Big Issue* in the same light as all NPOs. For example, because of the economy, there is less

liquidity, so sales and advertising are dropping. The money that comes to us from CSI programmes comes from corporate profits, so less profit means less spend towards worthy causes.

Then there are the international donors who are now looking at South Africa and no longer see us as a nation 'in need' in relation to other African countries, but one that is mismanaging its finances and that by now should be in a position to take care of 'our own'. So the aid that used to come in is now going to places like Darfur and the Sudan, where the need is socio-economic and cannot be rectified from within those countries.

Therefore our appeal is to the Cape Town business community – particularly the medium and small businesses who want to be involved with CSI but have not yet established their own programmes – to involve themselves with us regularly, just as the CCID does. In other words, to take advantage of the brand association value of an entity with a very good cause, a track record of delivery and one that is really making a difference.

Another operation undertaken by the Social Development team is the **Retail Survey follow-up**, during which retailers who had complained about homeless people during the CCID's annual retail survey are visited. Accompanied by the CCID's Precinct Managers, our team explains what programmes the CCID has in place and what actions retailers can take.

This has been a very positive public relations exercise: even when we are not able to offer permanent solutions, the very act of communicating in person with retailers and being given the opportunity to discuss the social challenges in the City (as well as our own strategies), leads to improved relationships and better understanding. These occasions are also used to further promote the Give Responsibly campaign.

A CENTRAL CITY THAT CARES

Over the months of December and May, our team once again distributed **2 000 Care Bags** containing basic toiletries to NGOs and Community Health Clinics that render services to people living on the streets. These are received with gratitude, as they assist

organisations that often struggle to provide sufficient toiletries to meet the needs of all their clients. Our own fieldworkers also use the Care Bags as an incentive to try to persuade clients to go to a shelter, even if only to make use of the ablution facilities and thereby improve their self-esteem and general cleanliness.

In addition, we provided our partner, **Straatwerk**, with **250 mini Care Bags**, distributed to all recruits on CCID projects.

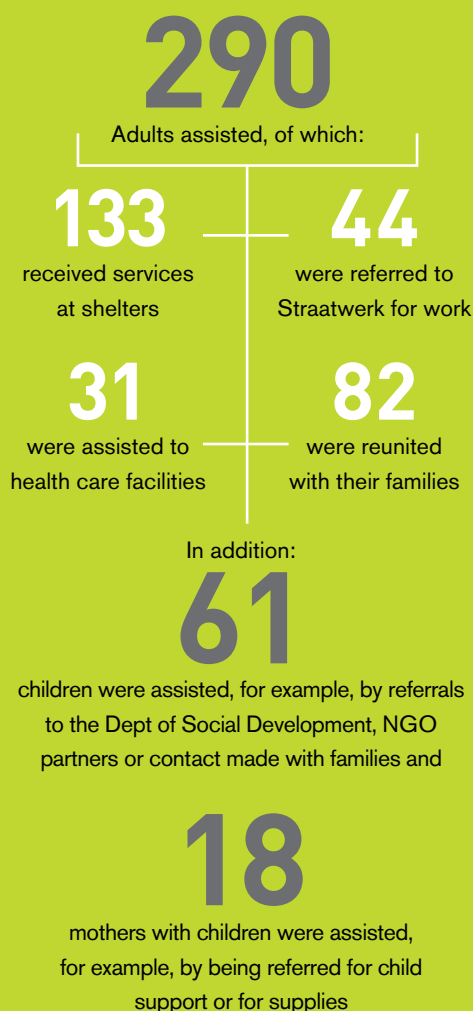
In addition, **500 pairs of shoes** were distributed during the winter programme.

The year once again saw CCID staff, together with their Cape Town Partnership colleagues, volunteering on two projects. The first, a **Makeover Project** with 60 street people, was conducted together with the **Carpenter's Shop**. The focus of the project was about restoring dignity and offering a glimmer of hope as to what life could be like if people were prepared to move away from life on the streets.

Each participant underwent a makeover during which showers were taken, new T-shirts handed out and

LENDING A HELPING HAND

Over the year, CCID fieldworkers carried out the following among the CBD's homeless.



"I've lived in a few different places, but I love CapeTown best because it's a place where everyone who wants to work can find something to do, and we're all one family, regardless of our colour."

LEONARD ETHELBERT (94)

lives in Woodstock and works at Straatwerk washing the bibs and gloves worn by Straatwerk members on CCID contract.
City Views, August 2012



Straatwerk team members receive **Care Bags** and shoes.



As with all Social projects, the **Makeover Project** is aimed at restoring dignity and hope.

hair was cut (by a hairdresser who had herself previously lived on the streets.) The men were each given a facial shave and the ladies pampered with makeup and nail polishing. Four volunteers from the foot clinic at the **Salt River Community Health Centre** also offered neck and foot massages. Portrait photographs were taken and, for many participants, this was one of their first-ever personal photographs. The day was topped off with lunch at the Scalabrini Centre.

The second project involved **Mandela Day**, during which CCID and Cape Town Partnership staff again joined forces to collect stationery and other school supplies for **Salesians Institute's Learn to Live** project. This project provides basic literacy and numeracy to street children as a bridging programme towards getting them back into mainstream school. The event was also sponsored in part by the Southern Sun Group.

UP CLOSE AND PERSONAL

Dedication to their jobs, a commitment to helping others, and coping not only with whatever they encounter but the understandable disappointment and frustration that often comes with the job, are part and parcel of the day-to-day lives of those dedicated CCID team members who work in Social Development.

Statistics have showed that the sooner fieldworkers can make contact with people coming on to the streets, the greater the chances of them accepting the offered intervention and assistance. It is heartening to know that our own CCID fieldworkers have had quite a number of successes in this regard, but they are most motivated by those who are considered chronically homeless – in other words, who have been living on the streets for many years – and who finally agree to change their lives.

However, there are also heartbreaking experiences for our team. One incident occurred in December when a particular street child well-known for begging in Long Street passed away at the tender age of 16 due to HIV/AIDS. Our fieldworkers had continued to support his family when the child eventually moved back to his father in Delft, and arranged

the necessary counselling, treatment and support for the child himself. The child's passing was a particularly emotional experience for all the CCID's fieldworkers as they had been involved with him over a long period. Debriefing and support is essential in dealing with these emotionally demanding cases.

But there are also positive stories, such as that of the young female child who had been living on the streets since 2008. Having for years been referred by the CCID to the Department of Social Development and then in turn to shelters such as **Place of Safety** and **Huis Vredelus**, she returned time and again to the streets. This was exacerbated by the fact that her mother and three older siblings were also living there. Drugs and prostitution eventually became her way of life, but nevertheless our staff continued to motivate her to look at other options.

Towards the end of 2011, however, we noticed she was no longer around. It was a few months later that one of our fieldworkers finally spotted her at a church service in Mitchells Plain. At long last, she had been inspired to leave the streets, move in with a more stable, older sister and when last seen had enrolled for Grade 8 at a local high school.

04

CHAPTER FOUR:

COMMUNICATIONS AND MARKETING

Effective communication is what ensures that the CCID's messages of "business as usual" and "open for business" reach the widest possible audience locally and further afield.

Ensuring WE ARE SEEN

CREATING A CLEAR PICTURE

A great deal of development over the past year has led to an integrated communications strategy for the CCID, including an implementation plan that will ensure regular and effective monitoring, accountability and delivery of its messages.

To accommodate the new strategy, the staff complement of the Cape Town Partnership's Communications Department, which also services the CCID, has grown significantly:

- An online coordinator and staff writer was appointed to focus on updating key CCID information on the website and launching a Facebook page for the Give Responsibly campaign.
- The appointment of a researcher/writer has provided valuable information on which to base editorial pieces and press releases, add value to the Annual Report, and compile the first *The State of the Cape Town Central City Report*.
- A pictures editor was appointed to organise and catalogue the CCID and Cape Town Partnership

pictures library, and provide in-house photography and design services. This person has also trained all CCID operations staff in basic photography skills. In conjunction with this, a monthly competition was run to encourage CCID teams to practice their newfound skills and better record their on-the-ground work.

SHARPENING OUR FOCUS

One of the most exciting projects has been the CCID's first annual downtown report, *The State of the Cape Town Central City Report*. Preparations for this publication included the commissioning of specialist aerial and street photography that resulted in a comprehensive image library for the CCID that can be used for multiple communications beyond the report.

Surveys conducted by Sentinel Consulting, both for the downtown report and to complement the CCID's growing research base, showed high levels of pride and confidence in the future of the CBD amongst users and businesses, and the quality and quantity of research collected now frames the

structure for future reports, as well as for integration with other research projects.

THE VIEW ACROSS THE CBD

Our free monthly publication, *City Views*, continues to flourish under a more strategic approach that focuses on featuring the voices of Central City ambassadors. With 50 000 copies printed monthly, the growing readership is now more inclusive, from parking guards to parliamentarians. Requests for copies have come from as far afield as Somerset West and Paris, France, and as close as the Department of Justice.

A new merchandising process has also seen an additional 22 vendors identified, and distribution now stands at 300 CBD retail and business operations. Plans are also afoot to apply for certification with the Audit Bureau of Circulation to classify *City Views* as an official publication, and to register it with Print Media SA so that it can be entered into national awards. Along with the IDA Merit Award it received for Marketing and Communications, it also received awards in five different categories from the South African Publisher's Forum.

City Views
in production.

City Views's online readership is also growing with an average of between 500 and 800 views per month, and connected Facebook and Twitter accounts are now beginning to show respectable growth.

SHOWING A CITY AT ITS BEST

Walking tours continue to be an important communication tool for both Capetonians and visitors alike. During **Creative Week** in September 2011, for example, walking tours included an open design studio tour entitled "Meet the Makers". Creative Week also saw the launch of the new **City Hall Sessions**, a series of musical events aimed at raising the public profile of the City Hall as an events venue. The initiative is driven by **Creative Cape Town** (a programme of the Cape Town Partnership) and funded by the National Lottery Distribution Fund.

IN THE PRESS

The CCID continues to receive a great deal of media coverage. One example was a press release produced by the Communications team on the CCID's **Street Names and Numbering pilot project**, which received strong uptake, indicating the media's appetite for stories that highlight practical solutions that make life easier for all those who use the Central City. Another example was the launch of *The State of the Cape Town Central City Report*, which alone generated R2 million in media exposure.

In October 2011, with the focus shifting to **Social Development**, the Communications team rolled out an intensive awareness drive for the **Give Responsibly** campaign. An opinion editorial piece crafted on the issue of homelessness overall was published in the *Cape Argus* (11 October) while a targeted Give Responsibly release yielded excellent print and radio coverage. The team also acted swiftly when necessary to articles on the CBD,



The **Give Responsibly** campaign is an important marketing tool for CCID's Social Development messaging.

especially those that could have had impact on business confidence.

Upscaling of the Give Responsibly campaign will continue in the new year, expanding it year round and including the possibility of establishing a Give Responsibly Foundation with an SMS number for mobile donations.

Since inception in 2008, the campaign has focused on what *not* to do (with the message being: "don't encourage begging".) The time has now come to create convenient, alternative mechanisms to enable the public to actively engage in giving responsibly.

It is interesting to note that the **City of Cape Town** has now formally adopted the Give Responsibly label (which the CCID has always treated as an open source campaign to encourage buy-in from NGOs and government), and is extending it throughout the city.

GUIDING LOCALS AND VISITORS ALIKE

The *2011/12 Time Out Best of Cape Town Central City Guide* was produced with a more visually enticing format and inclusive approach. A distribution strategy was crafted to ensure that the



CREATING PUBLIC AWARENESS

The following is the accumulated public relations value of the dedicated media coverage which the CCID is now receiving on average each month:

ONLINE:

R629 098

BROADCAST:

R45 198

PRINT:

R123 172

TOTAL:

R797 468

guides reached the right target audiences to drive footfall and spend in the CBD.

With a total of 80 000 copies printed, the publication was freely distributed via 166 outlets with an average of 5 500 copies per month. A total of 20 500 copies were packaged together with the year-end edition of *The Big Issue*, and over 10 000 copies (together with other CCID collateral) were placed into goody bags for the Pick 'n Pay *Cape Argus* Cycle tour. The 2013 guide will be the first to be published without the association of the Time Out label. However, as it has become a strong brand in its own right, there is no doubt the guide will continue to be a great success.

ON LINE ALIGNMENT

Key website content towards the launch of a new CCID website is currently being developed. Assisting the process are monthly Google Analytics reports, undertaken to provide accurate information on web traffic trends in order to guide the integration and optimisation strategy for the site.

ADDING VALUE

The Communications department has also worked with **CCID Security** on a number of campaigns. The "**Stash it, don't flash it**" campaign has been developed to deal with vehicle break-ins. Support has also been provided for the **Schools Safety Campaign** rolled out in the CBD by CCID Security and SAPS.

Assisting **Urban Management** with its messaging, the Communications team has engaged with the CCID's commitment to a sustainable and green CBD. The key behind this is to maintain the reputation of the CBD as clean, safe and caring by raising awareness on the negative consequences of illegal dumping. The messaging targets retailers and corporate businesses and aims to heighten the level of environmental awareness amongst all stakeholders.

Along the same theme, it has also assisted Urban Management with the rollout of an improved strategy for its 200 new **Cigarette Bins**. The ultimate objective of this project is not only to reduce litter, but again to heighten the level of environmental awareness within the Central City through an accompanying campaign that targets retailers and corporates. Experience has shown that keeping the litter-prevention message constantly in the public eye is essential to addressing environmental pollution in a proactive manner.

LOOKING AHEAD

Over the past 13 years, the CCID and the Cape Town Partnership have collectively accumulated a stakeholder database of more than 9 000 contacts. A decision was thus taken late in 2011 to invest in a leading-edge **customer relationship management (CRM)** system. As a result, new processes have been developed that will allow for more flexible and effective communications throughout our rapidly growing constituent base.

Finally, while there is a strong commitment to the principle of integrated communications between the Cape Town Partnership and the CCID at a strategic level, the need has also arisen on an operational level for the CCID to take on dedicated resources to champion the "Open for Business" message as well as aspects of CCID-specific marketing and branding. **FTI Consulting** has therefore been appointed to drive the external communications for the CCID.

The company's role is two-fold: to consistently promote the work of the CCID and its contribution towards making the Central City a premier business location in which it is "Business as Usual" and to consistently promote the CBD – locally, nationally and internationally – as a place that is open for business and investment.

HERE, NOW and into the FUTURE

05

CHAPTER FIVE: LOOKING AHEAD

As the CCID enters its 13th year of business, it looks around at the Cape Town Central City of 2012 and speculates what the future holds for the CBD.

SURVEYING THE LANDSCAPE

For any city improvement district in the world, no matter how diligently the work is undertaken, at the end of the day it's often what the public perceives that counts most in assessing whether a CID's job has been well done.

To rate its own performance in the eyes of its public, and to complement previous surveys undertaken over the years, in 2011 the CCID contracted research and strategic planning company Sentinel Consulting to conduct two surveys – the first conducted among day and night-time users of the CBD, and the second among the CBD's business community. These surveys (see pgs 40–41) were commissioned primarily to provide new information for the CCID's first *The State of the Cape Town Central City Report*, but also to enrich the vast database of research which the CCID has accumulated over the years.

Key findings of the survey revealed that the Central City is well-managed and maintained, and sets the standard for other CBDs in South Africa. It is also safe, clean and inclusive, with the CCID being recognised as a brand among the business sector and its services rated positively.

Likewise the surveys also reflected those areas where it was felt there was room for improvement, including more visible policing, addressing begging, improved public parking, better public transport and upscaling the continued marketing of the CBD as a prime business and entertainment destination.

While the CCID welcomes the praise and acknowledgement, it's the challenges to which it now turns its focus in earnest as it heads toward 2013.

MOVING TOWARDS A SMARTER CENTRAL CITY

As far as public transport goes, the Central City has seen enormous strides in the past year, with the establishment of the new MyCiTi bus rapid transit system and in particular its heightened presence within the CBD.

Says Cllr Brett Herron, Member of the Mayoral Committee for Transport, Roads and Stormwater (see box on pg 37): "In October 2011 we passed our one-millionth passenger journey to and from the Central City and earlier this year we were already at three million. By the time this report is published we'll probably have hit four million. The uptake has been phenomenal."

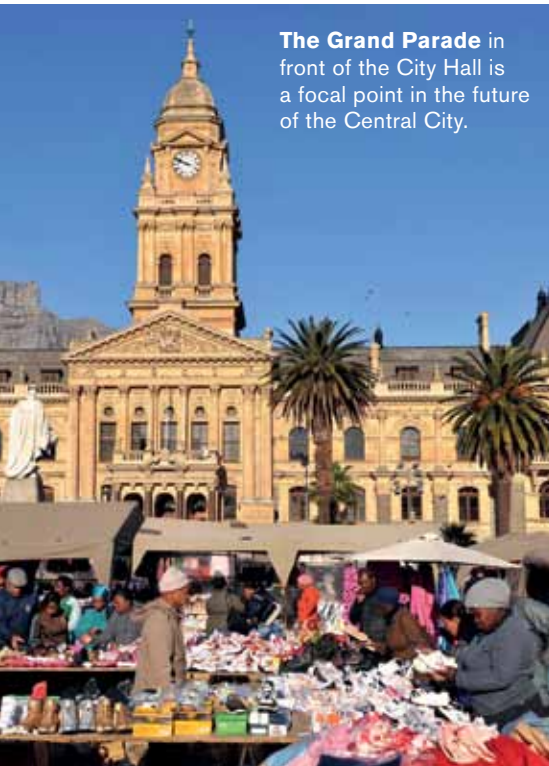
With new feeder routes soon to be in operation around the City Bowl, and to Woodstock, Hout Bay and Sea Point along the Atlantic Seaboard, MyCiTi's footprint will bring this innovative new form of public transport within the doorstep of all Central City users.

"We are changing how people access the CBD, offering a comprehensive solution," says Brett. "This is one of the reasons the airport route has not yet been as busy as we would like: it's the uptake that's been a problem. Now we will have a feeder system that can take people to where they need to go to (or come from) throughout the CBD."

The City has also introduced a TravelSmart pilot programme, in which it is participating along with a number of other large employers based in the CBD, to encourage the use of alternative transport options – in particular to that of single occupancy vehicles (SOVs).

Explains Brett: "Our focus to date has been on the 'pull' factor of a desirable public transport system – one that allows users to make the choice above using their own cars. But there will come a time when we have to look at the 'push' factor and, at that stage, legislation and bylaws may be required

The ever-evolving face
of the Central City.



The Grand Parade in front of the City Hall is a focal point in the future of the Central City.

to force vehicle drivers – particularly SOVs – to make a change. This is not yet on our planning table, but we have to say that it is on the radar.”

PUBLIC SPACE IN THE PUBLIC EYE

Another challenge which faces the CBD is the maintenance, management and use of prominent public spaces, in particular Greenmarket Square, Church Square and the most challenging of them all, the Grand Parade.

It is encouraging to know that the City of Cape Town has now placed the Grand Parade under the new directorate of Tourism, Events and Marketing, headed up by Executive Director Anton Groenewald, who has pledged to be “more of a facilitator

and less of a bureaucrat” when dealing with issues such as the transformation of public space. The CCID looks forward to working together with the City wherever it can to help find solutions to the management of public space throughout the Central City. While these spaces may fall outside the CCID’s area of responsibility, they nevertheless have a direct impact on the CCID and particularly its stakeholders in the immediate surrounds.

The CCID also hopes to be seen as a strategic partner to the City as it enters a new era of parking management, again an area feeling the pressure of the current recessionary climate.

However, notes CCID COO Tasso Evangelinos: “With recessions also come opportunities, and over the past



Councillor Brett Herron, Member of the Mayoral Committee for Transport, Roads & Stormwater

Public transport making inroads into the future

THE FOLLOWING STATISTICS WERE PRODUCED AS A RESULT OF SENTINEL CONSULTING’S USER SURVEY CONDUCTED RANDOMLY EARLIER THIS YEAR AMONG 1 500 PEOPLE.

IT OUTLINES WHERE DAILY COMMUTERS INTO THE CENTRAL CITY COME FROM.

THE PRIMARY REASONS FOR BEING HERE

61.8% are here to work 12.1% are here to study 8.7% live here 5.4% are here for leisure

17.2%

FROM OUTSIDE THE METRO: Paarl, Stellenbosch, Worcester and beyond.

9.8%

FROM THE CITY BOWL: including Camps Bay and Clifton for the purposes of the survey.

38.4%

FROM THE SOUTH: Athlone, Bonteheuwel, Claremont, Fish Hoek, Grassy Park, Gugulethu, Hanover Park, Hout Bay, Langa, Lavender Hill, Maitland, Mitchells Plain, Muizenberg, Philippi, Pinelands, Rondebosch, Simon’s Town, Strandfontein, Wynberg.

34.6%

FROM THE NORTH: Atlantis, Bellville, Bloubergstrand, Blue Downs, Bothasig, Brackenfell, Delft, Durbanville, Edgemoed, Elsiesrivier, Gordon’s Bay, Kenridge, Khayelitsha, Kraaifontein, Kuilsrivier, Macassar, Melkbosstrand, Milnerton, Parklands, Parow, Scottsden, Somerset West, Strand, Table View.



COUNCILLOR **BRETT HERRON**, CITY OF CAPE TOWN’S MEMBER OF THE MAYORAL COMMITTEE FOR TRANSPORT, ROADS & STORMWATER OUTLINES THE INTEGRATED FUTURE OF PUBLIC TRANSPORT IN THE CBD AND BEYOND.

You’ve said that: “MyCiTi will bridge the divides.” What does this mean?

Bridging the economic and social divides – the legacy of our past that places the poor at the outskirts often excluded from social and economic opportunities, and spending 40% of their disposable income just on transportation. MyCiTi is about overcoming these and introducing affordable, efficient, convenient and safe public transport that will reduce travel time, costs and make journeys more direct in order to bridge the divide between where people live and economic opportunities.

How does public transport go beyond MyCiTi?

A really successful public transport

system needs an integrated network, of which MyCiTi is just one of the mass transport modes. The bigger picture is for each existing mode to play a role in bringing about solutions and access to all areas of Cape Town more efficiently. We want to get people to and from areas of work (and play) quickly and to deliver public transport to within 500m of every Capetonian’s doorstep.

The next big milestone on the cards is the Cape Town Transport Authority that will see the City becoming the ultimate contracting authority that integrates all modes of public transport – MyCiTi, Metrorail, Golden Arrow, and even the licensing of minibus taxis. So MyCiTi will service trunk routes, Metrorail will be a mass transit entity and Golden Arrow will become a feeder into the network.

Some CBD businesses have complained that they have lost loading zones and parking bays to the MyCiTi stations.

Just as you would find anywhere else in the world, introduce a good public transport system and business improves

because it brings foot traffic. You may lose the occasional bay, but in its place you have a bus carrying 50 people. We are rolling out a service for everyone and we are doing it for the sustainability, liveability and overall desirability of the City. Without this, mass decentralisation will ultimately destroy the CBD.

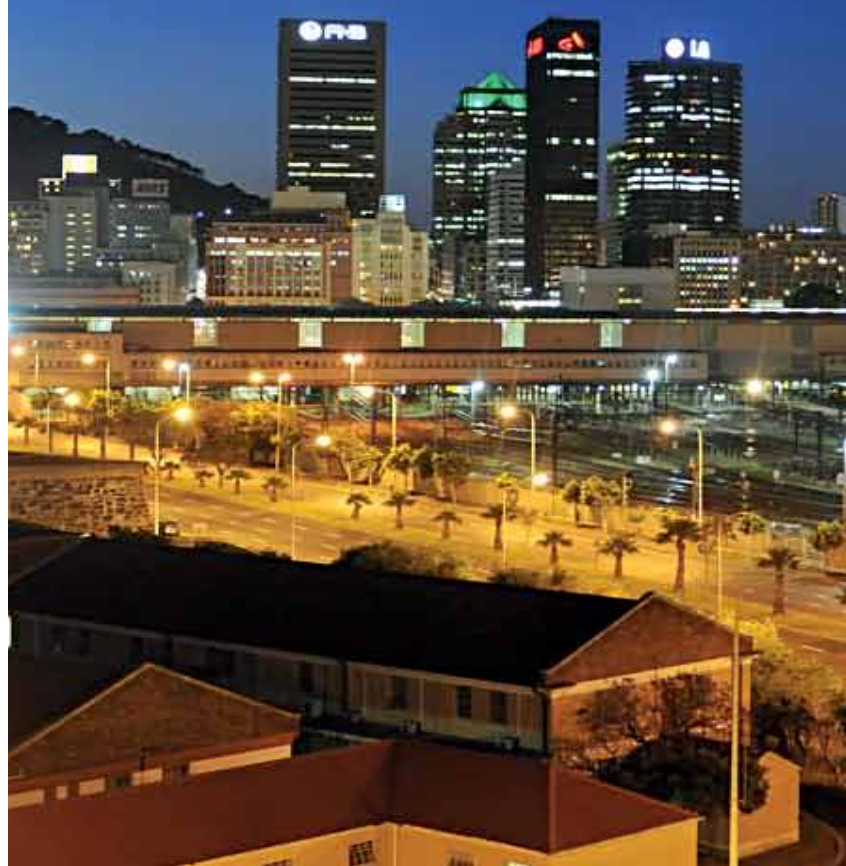
What’s next on the cards for connecting the Central City to other areas?

Soon to be up and running will be the routes around the City Bowl to Woodstock and Hout Bay via Sea Point and Camps Bay. The next connector to the CBD will be Metro Southeast via Mitchells Plain and Khayelitsha. This is a top up service that has been identified, given the severe capacity problems with Metrorail, and we’ve fast-tracked this significantly, bringing it forward by four years. We hope to have 43 buses running along these routes by December 2013. From there the other Metros will follow – the completion of the West Coast, the Southern Suburbs and the Northern Suburbs routes.

A CENTRAL CITY ON THE RISE

R4.6 billion has been invested in the Central City in the last three years. Commercial developments that have come on line (and are currently under construction or in planning) include:

- Atlantic Centre: R160m, Ingenuity Property Investments Ltd
- CTICC expansion: R690m, City of Cape Town
- Newspaper House: R150m, Ingenuity Property Investments Ltd
- Portside: R1.6bn, FirstRand and Old Mutual Properties
- The Modern: R650m, Ingenuity Property Investments Ltd
- Touchstone House: R80m, Berk Enterprises
- 22 Bree: R360m, Abland



year we've looked very carefully at the way we do business, and in particular how to be more efficient to not only maintain but increase our service delivery. This means we've had to find innovative ways to better equip our teams on the ground while at the same time rationalising our costs.

"In fact, the entire operational focus of the CCID will be changing over the next year and beyond to introduce a whole new range of ideas, products and value-added services to up our game. We will be more specific, detailed and targeted across all departments."

SETTING BEST PRACTICE INTERNATIONALLY

Just as it has done in the past, the CCID received welcome recognition from international organisations throughout the year, including Scotland Yard, the City of Westminster, and the Canadian Mounted Police. Closer to home, various government sectors also continue to include the CCID in their discussions and fact-finding missions.

Liaison with overseas enterprises also saw new ideas brought to Cape Town, such as during the visit of Tim Tompkins, President of New York's Time Square Alliance, the group responsible for turning around one of the world's most iconic public spaces (see box on pg 39.)

With the four-day visit focusing on public space management and utilisation, a number of high-profile forums and presentations (including a session with all the Cape Town CIDs as well as a few from Johannesburg) were held. The visit culminated in a collaborative action-focused meeting attended by the CCID, CTP and City representatives, in which the Public Space Think Tank was formed to look at the effective and proactive management of quality urban spaces in the CBD – hopefully the catalyst needed to take this important challenge forward.

Lessons from Times Square

Tim Tompkins
(second from left) speaks to delegates on a Central City walking tour.

IN JULY 2012, **TIM TOMPKINS**, PRESIDENT OF THE TIMES SQUARE ALLIANCE IN MANHATTAN, NEW YORK (USA) VISITED CAPE TOWN TO EMBARK ON A FOUR-DAY JOURNEY TOWARDS HELPING THE CENTRAL CITY FIND WORKABLE SOLUTIONS TO ITS PUBLIC SPACE CHALLENGES.

During his visit, Tim Tompkins lauded the work of the CCID for its on-the-ground approach as "the foundation of positive change" towards ensuring the ultimate success of public space transformation.

Tim's own Alliance is a business improvement district (BID) whose sole purpose is to improve Times Square and cultivate the creativity, energy and edge that have made the area an icon of entertainment, culture and urban life.

Similar to Central City landmarks such as the Grand Parade today, Tim reflected on Manhattan's Times Square in the late 1980s as being "dirty, dangerous and terrifying" – unwelcoming for the majority

of local residents. However, by 2003 it had become safe, clean and fun, if somewhat congested. By 2009 it had also become a pedestrian-friendly and dynamic space. Said Tim: "We now like to say that (Times Square) is the second best show on Broadway: the life of the city itself."

Quoting Jane Jacobs, author of *The Death and Life of Great American Cities*, Tim noted: "Conventionally, neighbourhood parks or park-like spaces are considered boons conferred on the deprived populations of cities. Let us turn this thought around, and consider city parks deprived places that need the boon of life and appreciation conferred on them."

How does Times Square do it?

With the Alliance committing to the concept that public spaces are created for the use and enjoyment of the public, both as ever-changing theatre sets for exhibiting creativity, and as usable

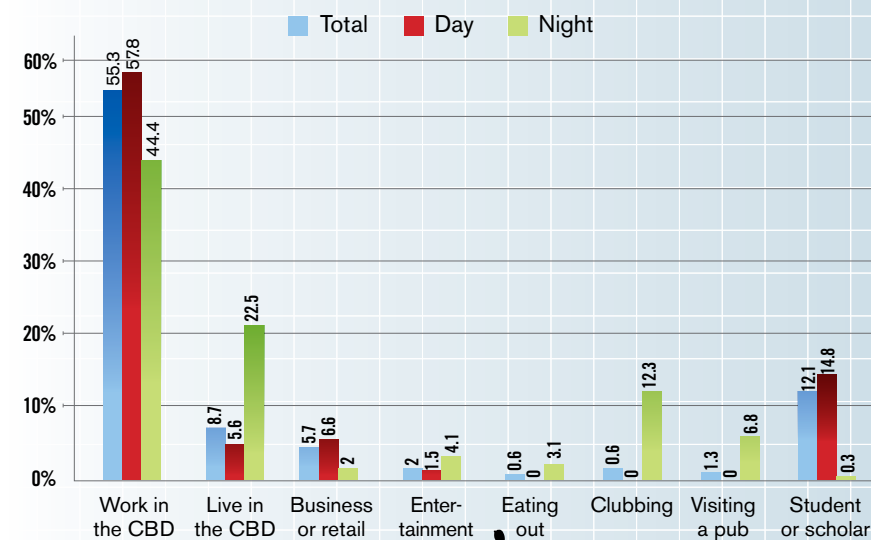
spaces for pedestrians, its initial goal was to ensure that Times Square was "safe, clean and fun." Thus the Times Square BID was created. Today, in addition to providing security and sanitation with 50 Public Safety Officers and 50 associations, the Alliance, under the theme of "Creating Partnerships, Changing Perceptions":

- Promotes local businesses in and around Times Square;
- Co-ordinates numerous major events in the Square such as New Year's Eve;
- Manages a Times Square Visitor Centre;
- Advocates on behalf of all its constituents with respect to a host of public policy, planning and quality of life issues.
- Works with its partner Common Ground to address homelessness in new, creative and compassionate ways to transform not only the streets of Times Square, but also lives.

Results of the CCID user survey

In order to find out what people think about the Central City, the CCID conducted a survey of people walking through the area. Applying a time/random intercept methodology, 1 274 daytime users and 293 night-time users were interviewed on why they came to the Central City. Fieldwork ran for seven consecutive days, starting at 08h00 in the morning and ending at 02h00 the next morning. A snapshot of the results follows.

WHAT BROUGHT PEOPLE INTO THE CENTRAL CITY?



HOW CLEAN DID THEY FIND THE CENTRAL CITY (I.E. HOW WELL WERE THE URBAN MANAGEMENT PROGRAMMES WORKING?)

79.3% The Central City is looking clean and orderly
20.7% Cleaning could do with a bit of improvement



In a recent survey, people in the Central City revealed why they thought it was the best city centre in the country – their top five reasons being:

52.1%
It has a multi-cultural mix of people

51.5%
It is a popular tourist destination

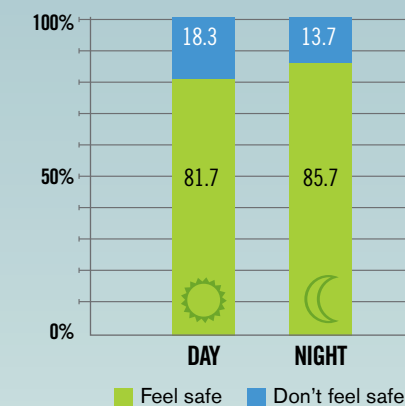
39.3%
It has a rich architectural and cultural heritage

32.5%
It is a popular business and investment destination

27.4%
There is a variety of entertainment facilities and activities

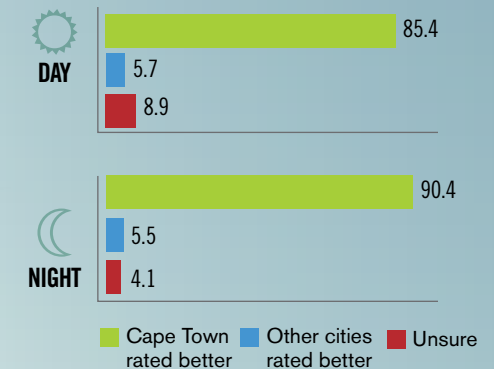
REASSURINGLY, PEOPLE IN THE CENTRAL CITY FEEL VERY SAFE ON THE STREETS

82.6% FEEL SAFE | **17.4%** DON'T FEEL SAFE

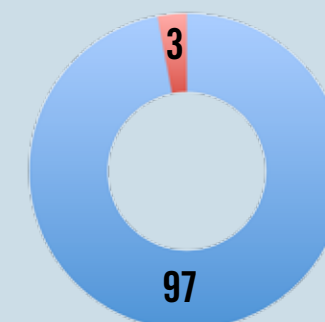


PEOPLE FEEL THAT CAPE TOWN HAS ONE OF THE SAFEST CBDs IN THE COUNTRY

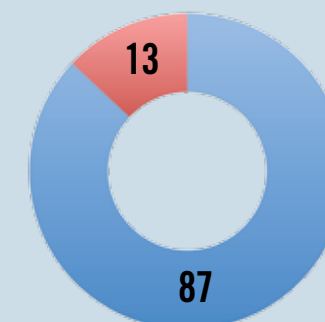
86.3% CAPE TOWN RATED BETTER | **5.6%** OTHER CITIES RATED BETTER | **8%** UNSURE



97% OF BUSINESSES SEE CAPE TOWN AS A SUCCESSFUL HOST OF WORLD-CLASS EVENTS

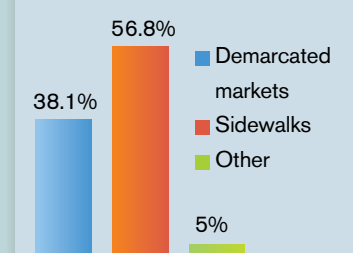


87% OF BUSINESSES ARE HAPPY WITH THE CCID'S CLEAN-UP OPERATIONS AFTER BIG EVENTS



81% OF BUSINESS OWNERS SAY THAT THEY ARE SATISFIED WITH BEING IN THE CENTRAL CITY¹.

OUTDOOR SHOPPING



90%

of businesses are satisfied with the overall services of the CCID.



THE NIGHTLIFE IS VIBRANT AND INCLUSIVE

51.8% AGREE THAT IT IS FAIRLY EASY TO FIND PARKING
21.8% DISAGREE

75.9% WOULD HOST AN EVENT AT NIGHT IN THE CBD
2.8% WOULD NOT

80.7% BELIEVE THAT NIGHTLIFE IS INCLUSIVE
9.7% DISAGREE



CAPE TOWN'S CENTRAL CITY IS ONE OF THE CLEANEST IN THE COUNTRY

88.3% CAPE TOWN RATED BETTER

4.3% OTHER CITIES RATED BETTER

7.5% UNSURE

¹ Sentinel Consulting. Business Survey 2012: Perceptions of the business community in the CBD of Cape Town, March 2012.

ANNUAL
FINANCIAL
STATEMENTS(ASSOCIATION INCORPORATED
UNDER SECTION 21)

(REG NO: 1999/009132/08)

FOR THE YEAR ENDED
30 JUNE 2012
AUDITED

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 NPC, comprising the statement of financial position at 30 June 2012, and the statements 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, in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa. In addition, the directors are responsible for preparing the directors' report.

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 28 August 2012 and 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 2012, 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)

DIRECTORS' REPORT
FOR THE YEAR ENDED 30 JUNE 2012

The directors have pleasure in presenting their report for the year ended 30 June 2012.

Business activities

The Company provides additional security, cleaning, 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 held office during the accounting period and/or at the date of this report:

Director	Date Appointed	Date Resigned
F Jacobs		
D Stoll		
R Kane (Chairperson)		
CEP Keefer		
RN Harris		
NK Ramasar		
HC Truter		
JM Rippon		
MN Flax		28 August 2012
RT Yach		
JD Leibman		
R van Wyk		
T Capstick-Dale	24 February 2011	
H van Wyk	24 February 2011	28 February 2012
I Ho-Yee	28 February 2012	

Secretary

Webber Wentzel

Business address:

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

Postal address:

PO Box 3667
Cape Town 8000

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT NPC

We have audited the annual financial statements of Cape Town Central City Improvement District NPC, which comprise the statement of financial position at 30 June 2012, 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, as set out on pages 46 to 61.

Directors' Responsibility for the Financial Statements

The Company's directors are responsible for the preparation and fair presentation of these financials in accordance with International Financial Reporting Standards and the requirements of 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 NPC, as at 30 June 2012 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa.

Other matters

Without qualifying our opinion, we draw attention to the fact that supplementary information set out on pages 60 to 61 does not form part of the annual financial statements and is presented as additional information. We have not audited these schedules and accordingly we do not express an opinion on them.

Other Reports Required by the Companies Act

As part of our audit of the financial statements for the year ended 30 June 2012 we have read the Directors' report for the purpose of identifying whether there are material inconsistencies between this report and the audited financial statements. This report is the responsibility of the directors. Based on reading this report we have not identified material inconsistencies between this report and the audited financial statements. However, we have not audited this report and accordingly do not express an opinion thereon.

KPMG Inc.



Per: BR Heuvel

Chartered Accountant (SA) | Registered Auditor | Director
28 August 2012

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012 R	2011 R
Revenue		35 499 308	32 247 046
Other income	2	125 643	208 681
Expenditure		(35 517 952)	(32 336 446)
Surplus from operations	3	106 999	119 281
Finance income	4	189 236	224 633
Net surplus for the year		296 235	343 914
Other comprehensive income for the year		–	–
Total comprehensive income for the year		296 235	343 914

STATEMENT OF FINANCIAL POSITION

AT 30 JUNE 2012

	Note	2012 R	2011 R
Assets			
Non-current assets			
Plant and equipment	6	585 573	424 366
Current assets			
Trade and other receivables	7	918 583	398 985
Cash and cash equivalents		4 050 262	3 978 466
Total assets		5 554 418	4 801 817
Reserves and liabilities			
Reserves			
Accumulated surplus		4 886 815	4 590 580
Current liabilities			
Trade and other payables	8	667 603	211 237
Total reserves and liabilities		5 554 418	4 801 817

STATEMENT OF CHANGES IN RESERVES

FOR THE YEAR ENDED 30 JUNE 2012

	Accumulated surplus R
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>
Balance at 1 July 2011	4 590 580
Total comprehensive income for the year	296 235
Balance at 30 June 2012	<u>4 886 815</u>

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012 R	2011 R
Cash flows from operating activities			
Cash generated/(utilised) by operations	11.1	282 849	(694 947)
Interest received		189 236	224 633
Net cash inflow/(outflow) from operating activities		<u>472 085</u>	<u>(470 314)</u>
Cash flows from investing activities			
Additions to plant and equipment		(400 289)	(345 201)
Net cash outflow from investing activities		<u>(400 289)</u>	<u>(345 201)</u>
Net increase/(decrease) in cash and cash equivalents		71 796	(815 515)
Cash and cash equivalents at beginning of year		3 978 466	4 793 981
Cash and cash equivalents at end of year		<u>4 050 262</u>	<u>3 978 466</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2012

1. Reporting entity

Cape Town Central City Improvement District NPC (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 have been prepared in accordance with International Financial Reporting Standards (IFRS) and the interpretations adopted by the International Accounting Standards Board (IASB) and the requirements of the Companies Act of South Africa.

This is the first financial statements where IFRS has been applied. In principal, this framework has been applied retrospectively. No significant adjustments were required as a result of the adoption of IFRS 1 First Time Adoption of International Financial Reporting Standards.

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 Plant and equipment

1.2.1 Owned assets

Plant and equipment are stated historical cost less accumulated depreciation and accumulated impairment losses.

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

1.2.2 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 profit or loss as an expense when incurred.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2012

1.2 Plant and equipment (continued)

1.2.4 Depreciation

Depreciation is charged to profit or loss on a straight line basis over the estimated useful lives of each part of an item of plant and equipment.

The useful lives used are:

Motor vehicle	5 years
Furniture	6 years
Fittings	3 years
Office equipment	6 years
Computer hardware	3 years
Computer software	2 years

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.

1.3.1 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.

1.3.2 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.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

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 any directly attributable transaction costs. 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. Financial liabilities are derecognised if the Company's obligations specified in the contract expire or are discharged or cancelled.

Non-derivative financial instruments are measured at amortised cost using the effective interest rate method, less any impairment losses. 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 allowance for doubtful debts.

Cash and cash equivalents

Cash and cash equivalents are measured at fair value.

Trade and other payables

Trade and other payables are recognised at amortised cost.

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. Interest income is recognised as it accrues, using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

1.7 Other income

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

Project income consists of various dedicated projects funded externally.

Sundry income includes allowances for non-delivery of services.

2. Other income

	2012 R	2011 R
Project income	35 209	5 416
Sundry income	90 434	203 265
	<u>125 643</u>	<u>208 681</u>

3. Surplus from operations

is arrived at after taking into account:

Auditor's remuneration– current year	73 500	68 700
Depreciation	239 082	192 058
Operating lease charges– property and equipment	477 378	532 021
Management fees and operation costs – Cape Town Central City Partnership	<u>1 110 990</u>	<u>1 028 694</u>

4. Finance income

Interest received on bank balance	<u>189 236</u>	<u>224 633</u>
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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.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

6. Plant and equipment

Owned assets	Cost R	Accumulated depreciation R	Carrying amount R
2012			
Motor vehicles	919 726	(415 965)	503 761
Furniture	149 070	(141 766)	7 304
Fittings	87 213	(48 508)	38 705
Office equipment	29 724	(18 612)	11 112
Computer hardware	491 325	(466 634)	24 691
Computer software	61 972	(61 972)	-
	1 739 030	(1 153 457)	585 573
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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

6. Plant and equipment (continued)

	Carrying amount at beginning of year R	Additions R	Depreciation R	Carrying amount at end of year R
2012				
Motor vehicles	236 740	391 642	(124 621)	503 761
Furniture	10 415	-	(3 111)	7 304
Fittings	62 516	-	(23 811)	38 705
Office equipment	15 524	-	(4 412)	11 112
Computer hardware	98 449	8 647	(82 405)	24 691
Computer software	722	-	(722)	-
	424 366	400 289	(239 082)	585 573
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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

7. Trade and other receivables

	2012 R	2011 R
Cape Town Central City Partnership NPC	918 583	398 985
Levy income retained by the City of Cape Town included in accounts receivable	10 748 654	7 932 022
Provision for bad debts	(10 748 654)	(7 932 022)
	<u>918 583</u>	<u>398 985</u>

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 retains a reserve of 3% of all payments due to the CID. This reserve covers any short fall which 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. Trade and other payables

Accruals	561 575	14 902
VAT payable	106 028	196 335
	<u>667 603</u>	<u>211 237</u>

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.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

9. Financial risk management (continued)

Credit risk

Credit risk is the risk of financial loss to the Company if a counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's trade and other receivables and cash and cash equivalents.

An allowance for impairment is established based on management's 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 2012 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.

9.1 Credit risk

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.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

9. Financial risk management (continued)

9.1 Credit risk (continued)

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

	2012 R	2011 R
Trade and other receivables	918 583	398 985
Cash and cash equivalents	4 050 262	3 978 466
	<u>4 968 845</u>	<u>4 377 451</u>

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

Local debtors	<u>918 583</u>	<u>398 985</u>
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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	Contractual cash flows	6 months or less	6 - 12 months	2 - 5 years	More than 5 years
30 June 2012						
Non-derivative financial liabilities						
Trade and other payables	(667 603)	(667 603)	(667 603)	-	-	-

30 June 2011

Non-derivative financial liabilities

Trade and other payables	(211 237)	(211 237)	(211 237)	-	-	-
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2012

10. Related parties

10.1 Identity of related parties

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

The directors are listed in the directors' report.

Cape Town Central City Partnership NPC.

10.2 Material related party transactions

Levy income received from the City of Cape Town – R35 499 308 (2011: R32 247 046)

Trade receivable from Cape Town Central City Partnership NPC – Note 7

11. Note to the statement of cash flows

11.1 Cash utilised by operations

	2012 R	2011 R
Surplus from operations	106 999	119 281
Adjustment for:		
Depreciation of plant and equipment	<u>239 082</u>	<u>192 058</u>
Cash generated by operations before working capital changes	346 081	311 339
Increase in trade and other receivables	(519 598)	(103 284)
Increase/(decrease) in trade and other payables	456 366	(903 002)
	<u>282 849</u>	<u>(694 947)</u>

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 2012

	2012 R	2011 R
Revenue	35 499 308	32 247 046
Other sundry income	314 879	433 314
Interest received	189 236	224 633
Other income	125 643	208 681
	35 814 187	32 680 360
Expenditure	(35 517 952)	(32 336 446)
Auditor's remuneration	73 500	68 700
Bad debts	183 000	–
Bank charges	1 135	1 622
Cell phone costs	233 412	216 355
Cleaning	6 384 903	6 906 319
Depreciation	239 082	192 058
Electricity and water	5 920	4 775
Entertainment	79 547	81 641
Insurance	45 342	48 456
Kiosk expenses	–	904
Management fees and salaries – Cape Town Partnership NPC	6 674 844	5 896 252
Marketing	2 534 565	1 886 529
Office expenses	101 438	194 227
Postage	21 681	15 884
Printing and stationery	155 549	136 411

Professional fees	97 988	53 662
Rent expense	477 378	532 021
Security expense	17 216 288	15 560 515
Social expense	425 986	330 728
Sundry expense	–	69 199
Telephone and fax	42 645	46 869
Travel – local	144 795	–
Urban management fees	330 994	80 959
Website costs	47 960	12 360
Net surplus for the year	296 235	343 914

The CCID Board in 2012



Rob Kane (Chairperson)



David Stoll



Faieda Jacobs



Grant Elliot



Gary Fisher



Henry Truter



Imran Ho-Yee



Julian Leibman



Martin Rippon



Nawal Ramasar



Riaan van Wyk



Richard Harris



Charles Keefer



Tamra Veley



Theodore Yach



STAFF

The CCID in 2012

FROM LEFT TO RIGHT: Muneeb Hendricks, Pat Eddy, Tasso Evangelinos, Richard Beesley, Arnold Smith, Mmiselo Ntsime (back), Kerry Harwin, Alec van de Rheede (seated), Sarel Strydom, Dean Ramjoomia (back), Headman Siralarala. Missing: Mark Williams

The Cape Town Partnership's shared services

TOP ROW, LEFT TO RIGHT

Communications & Marketing: Alan Cameron, Lisa Burnell, Judith Browne, Ambre Nicholson, Andrew Fleming, Caroline Jordan, Hilary Alexander; **HR:** Ayiesha Solomon;

Finance: Nazeer Rawoot, Iptishaam Bridgens, Stacey Augustine. **BOTTOM ROW Events:**

Terri Carter, Sue Martin. **MD, Cape Town Partnership:** Bulelwa Makalima-Ngewana.

COO CCID: Tasso Evangelinos. **Cape Town Partnership Support:** Bulelwa Mani, Shafieka Hendricks. **Missing:** Aziza Patandin, Nandi Miti



WHERE TO FIND US:

CCID, The Terraces, 10th Floor,
34 Bree Street, Cape Town 8001
Tel: +27 21 419 1881
www.capetowncid.co.za

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EDITOR Carola Koblitiz

ART DIRECTOR Julia van Schalkwyk

PORTRAIT PHOTOGRAPHER

Jan Ras, Shavan Rahim

CREATIVE DIRECTOR (Portraits)

Ian Martin

PHOTOGRAPHIC CONTRIBUTIONS

Anita van Zyl, Bruce Sutherland

(courtesy of the City of Cape Town),

Ed Suter, Greg Beadle, Jacques Marais,

Johan Dempers (Aerial), Justin Patrick,

Lisa Burnell, Sydelle Willow Smith

DATA AND SURVEYS

Gene Lohrentz (Geocentric

Information Systems), Anneke Greyling

(Sentinel Consulting)

CONTENT DIRECTOR

Anelde Greeff

ACCOUNT DIRECTOR

Claire Buchanan

PROOFREADER Linda Scarborough

PRODUCTION COORDINATOR

(CCID) Aziza Patandin

PRODUCTION Nadiema Eid

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Lucrezia Wolfaardt

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WITH OUR THANKS

There is much that we accomplish each year within the CCID, and it is due to the dedication and passion which each of our many partners and team members demonstrate. I would like to take a moment to thank them.

I must begin with the colleagues that form the core of the CCID and include the dynamic individuals within our three divisions – Safety and Security, Urban Management, and Social Development – many of whom have now been with us for a number of years. However, just as our lives within the Central City are constantly evolving, so too is there change amongst ourselves, and this year we said goodbye to night manager Reuben Thomas, and precinct manager Rushdi Toefy, but welcomed Arnold Smith as our new night manager, and Kerry Harwin as my personal assistant.

So too does our board evolve, as it takes on both the challenges of a vibrant CBD as well as the opportunities that present themselves. The board's guidance is invaluable, and it is always sad to say goodbye to board members – this past year to Hannes van Wyk and Mike Flax. But we welcome Grant Elliot, Imraan Ho-Yee and Gary Fisher as new board members, who also include our Chairperson Rob Kane, Theodore Yach, Faieda Jacobs, Richard Harris, Nawal Ramasar, Tamra Velej, Charles Keefer, Julian Leibman, Martin Rippon, David Stoll, Henry Truter and Riaan van Wyk. We also thank Cllr Taki Amira and Paul Williamson of the City of Cape Town who are seconded on to the board.

Our partners in service provision

are the people who represent us on the streets, and it is the extra mile that they go each year for which we are particularly grateful. These include Managing Director Sharon Fortune and her team at J&M Cleaning Services, Hannes van der Merwe who heads up our NGO partner Straatwerk, and Louis Rademeyer who, through Iliso Protection Services, keeps our public safe and secure. The many men and women who form part of each of those operations at ground level also receive our heartfelt thanks.

Communicating our messages are the team at Design Infestation, our newly appointed communications partner FTL, and New Media Publishing, but we would also like to thank the members of the media – hardcopy, online and broadcast – who keep us in the public eye and report equally on the challenges we face as well as our triumphs. We value our relationships with you all and look forward to growing it in the year ahead.

Our endeavours towards social development are a collaboration with many different entities. These include our NGOS such as The Homestead, Ons Plek, Salesians Institute, Western Cape Street Children's Forum, The Carpenter's Shop, the Scalabrini Centre, the Haven Shelter, the Cape Town Drug Counselling Centre, St Anne's, ACVV, the Booth Memorial Hospital, the Robbie Nurock and Chapel Street Community Day Hospitals and The Ark. We also thank the departments of Social Development at the City and Province for their work in trying to find solutions to the critical issues around homelessness.

Indeed, the City of Cape Town deserves a special mention as our most crucial partner, and there are a number of teams and individuals to thank personally. These include Johan de Beer and the Roads Department; Richard Bosman and his law enforcement team; Dr Ivan Bromfield and Bettie Leedo of Health and Environmental Affairs; Dave Curren of Parks and Forests; Claire McKinnon of the Cleaning Department; Paul Williamson of the Business Area Management Department; Dr Les le Contrie of Electricity; Emlyn Hammond and the Events team; Gail Sampson of Sports, Recreation and Amenities; and Eddie Scott, Joepie Joubert and Runan Rossouw of the CID Department.

There are also numerous other partners who keep our CBD safe. In this regard we would like to thank Brigadier Colin Govender and his SAPS team who are amongst our greatest supporters. So too do we thank 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 City Traffic Department.

In conclusion, I would also like to thank the partners that hold our own vision for the Central City closest to their hearts – the Cape Town Partnership under the leadership of CE Andrew Boraine and MD Bulelwa Makalima-Ngewana, and the numerous divisions within that organisation – from Communications and Marketing to Finance, the management of events and projects, and support services – that assist us each and every day.

But to all of those who live, work and play within the Central City, the CCID owes you enormous gratitude. It's the public that make a remarkable downtown, and the clearest vision we can have of ourselves and our path forward is through your eyes.

TASSO EVANGELINOS



"Cities have the capability of providing something for everybody, only because and only when they are created by everybody."

"Dull, inert cities, it is true, do contain the seeds of their own destruction and little else. But lively, diverse, intense cities contain the seeds of their own regeneration, with energy enough to carry over for problems and needs outside themselves."

Jane Jones, *The Death and Life of Great American Cities*

