

SAFE | CLEAN | CARING | OPEN FOR BUSINESS



CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT

CREATING RESILIENCE IN
THE CENTRAL CITY

ANNUAL REPORT 2017





VISION & MISSION



STRIVING FOR A CENTRAL CITY DISTRICT THAT IS
SAFE, CLEAN, CARING, OPEN FOR BUSINESS AND A CENTRE FOR ALL.

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 Cape Town CBD to rise from the crime and grime scenario it had fallen into, to once again become a safe, clean and caring urban environment.

The term “city improvement district” (CID) refers to a specific geographical area – approved by the City Council in terms of the municipal Property Rates Act, Section 22

(Special Rates Area [SRA]), and the SRA bylaw – in which complementary top-up services are provided. In the case of the CCID, these top-up services are provided in addition to those rendered by its primary partners in the CBD – the City of Cape Town and the South African Police Service (SAPS).

Operating with its own board of directors, the CCID liaises across both the public and private sectors, working together with each to develop, promote and manage the Cape Town Central City.

The Central City is considered to be South Africa’s most vibrant and safest downtown. With the CCID having achieved its original mandate to establish the area as a successful work, live and play destination where it is “business as usual” for all its stakeholders, it has in the past few years also turned its sights towards showing the world beyond its boundaries that it is “open for business” and further investment.

ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2017

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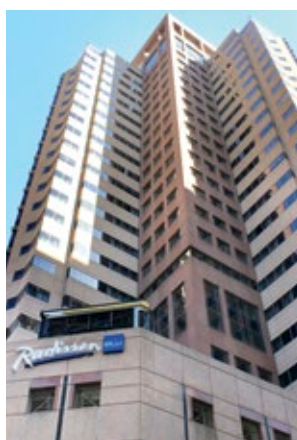
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The Cape Town Central City Improvement District covers an area of 1.6km² and is divided into four precincts for operational purposes.

CHAIRPERSON'S REVIEW: BUILDING BOUNCEBACKABILITY

**RESILIENCE IS FAR MORE THAN A BUZZWORD IN THE CAPE TOWN CBD.
IT'S THE DIRECT RESULT OF SYSTEMS THE CITY OF CAPE TOWN,
THE CCID AND THE PRIVATE SECTOR HAVE PUT IN PLACE.**



In May 2016, the international 100 Resilient Cities (100RC) initiative welcomed Cape Town on board, listing the priorities the city would face in respect of its own resilience challenge. High on this list was the metro's need to tackle an increasing unemployment rate that could lead to further poverty and civil unrest. Also cited were inadequate public transport, crime, and energy shortages and outages, as well as the threat of extreme weather and natural disasters (such as the current drought) due to climate change.

Poverty, crime, and energy insecurity are examples of what 100RC calls chronic stresses. These are phenomena that can weaken the fabric of a city on a daily or cyclical basis. Civil unrest and natural disasters, meanwhile, are acute shocks; ie sudden, sharp events that threaten a city.

Understanding the relationship between stresses and shocks is key to laying the groundwork for a resilient city. By addressing them both, a city becomes more able to respond to adverse events. And it becomes better able to deliver basic functions in both the good times and the bad to all its communities.

This is why 100RC, funded by the Rockefeller Foundation and managed by Rockefeller Philanthropy Advisors, supports the adoption of a view of resilience that includes not only the big shocks but also the pernicious stresses.

As an organisation providing top-up services to those of the City of Cape Town and the South African Police Service (SAPS), the

Cape Town Central City Improvement District (CCID) operates in the sphere of the latter.

The Central City has spent 17 years getting to the level it is today, and is now established as a successful CBD that's escaped urban blight (itself a chronic stress). With international trends showing a reverse in suburbanisation and a return to strong downtowns, ours is steady and poised for further growth.

It has shown resilience and, like many other traditional downtowns worldwide, is experiencing a vote of confidence across economic sectors. Business is booming, from retail and residential development to tourism.

A two-decade journey

There are a few major reasons for the success of the Central City today.

First, in the late 1990s, concerned property owners and civil servants took a decision to stop its decline. They established the CCID to provide additional safety and urban management services to the area. The improvement was immediate and the Central City began to inspire confidence again.

The 2010 FIFA World Cup™ was the second catalyst towards resilience for the Central City in that it provided invaluable exposure to the area. Many Capetonians (and visitors) hadn't been "to town" in years and saw the improvements to date first hand.

Football matches took place in neighbouring Green Point and the City positioned the CBD

as an important link to the festivities. The Cape Town Host City Fan Walk connected Cape Town Stadium with Cape Town railway station and the Civic Centre also became the hub of MyCiTi services. The then-fledgling IRT shuttled fans from the Foreshore to the stadium. Today it is a world-class system that has helped make the CBD more accessible.

Footfall in the Central City has only grown since 2010 and shows no sign of abetting. Initiatives such as First Thursdays ensure this, as has the growth of an increasingly diverse retail sector in recent years.

The third catalyst was the fact that the City has established excellent working models for city improvement districts (CIDs). This includes the Special Rating Area bylaw (2012), which has enabled the establishment of close to 40 CIDs in the metropole. Each is an independent non-profit organisation that the City oversees in terms of the bylaw. And each is an important partner to the City in delivering its own mandate to citizens.

Futureproofing the Central City

The CCID tracks the CBD's growth year on year in its flagship publication, *The State of Cape Town Central City Report*. The latest, *2016: A year in review*, reveals a robust spread of development across various economic categories. Developers have committed R16.232 billion (for completion by 2019) to the CBD since the first report, in 2012.

Of this, over R8bn has been in commercial development, over R6bn in hotel and residential, and a little under R2bn in public infrastructure. This diversity speaks to a resilient downtown that is not straying from the path of success. However, equally important is the need to focus on the Central City's future needs.

The State of Cape Town Central City Report – 2016: A year in review also reveals the recent year-on-year increases in the prices of residential property are beginning to stabilise. Against a year-on-year increase of 15.06% between 2015 and 2016, the first half of this year has shown an escalation of 5.2%, with the average R/m² of R33 921 in December now sitting at R35 700/m². Having come off a very

In 2016-17, the CCID delivered its 17th clean audit in a row. Turn to page 20 to read the CCID's financial statements.



low base to start (between the mid-2000s until early in the current decade) before residential really took off in the CBD, this stabilisation actually bodes well for ensuring residential property in the CBD remains within reasonable levels to ensure a vibrant downtown.

However, even in this regard, the Central City has its own chronic stresses that need addressing. One of these is a lack of affordable accommodation in and around the CBD, particularly for those in the CBD workforce who find themselves as part of the “missing middle”. These are people who do not qualify for government subsidies but who often spend up to 40% of their income on transportation, be they bank clerks, shop assistants, social workers, teachers, call centre staff – in other words, the people who are the heart of the CBD economy.

To this end, the CCID – through its Communications department – has begun to encourage developers to take cognisance of this need by providing research, information and education on best-practice examples in the field and news of other similar developments across the city.

After all, urban resilience is about improving cities in both the short and long term, for all inhabitants. This improves the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow, no matter what kinds of chronic stresses and acute shocks they experience.

The 100RC project started in December 2013 with 32 cities and in 2014, 35 more joined. Cape Town was part of the third and final group.

100RC's judging panel whittled down 1 000 applications to 100 based on the following criteria: A prospective city had to have an innovative mayor, a recent catalyst for change, a history of building partnerships, and an ability to work with a wide range of stakeholders. It was truly a well-deserved honour for Cape Town, and we are proud of the part we've played alongside other CIDs and civic organisations. We certainly look forward to being part of the ongoing progress towards resilience.

And so, thank you to Tasso Evangelinos (who very deservedly moved upwards into the position of the CCID's chief executive officer during the year under review) as well as all the CCID's staff, for their hard work over the past year in driving the Central City forward. And thanks also to my fellow board members for playing their role in achieving the CCID's mandate.

Rob Kane
Chairperson of the CCID

1. Diversity in development bodes well for the Central City; in 2017, the two largest completed developments were the new Netcare Christiaan Barnard Memorial Hospital and the Radisson Blu Hotel & Residence **2.** The monthly First Thursdays initiative has catalysed the Central City nighttime economy **3.** The Cape Town Host City Fan Walk brought thousands of feet to the Central City in 2010.



"ALL THE LITTLE THINGS
WE DO DAILY CONTRIBUTE
TO THE RESILIENCE OF
THE CENTRAL CITY."



Our public space
management project
provided an extra safety
and security presence
on St Georges Mall.

CHIEF EXECUTIVE OFFICER'S MESSAGE: CONSISTENCY IS KEY

FOR US, IT'S NOT AT ALL DEPRESSING TO SAY EVERY DAY IS THE SAME. IN FACT, THAT'S HOW WE LIKE IT. BECAUSE IT'S THROUGH CONSISTENCY IN SERVICE DELIVERY THAT WE GROW TOWARDS GREATER RESILIENCE.



Every day, our Safety & Security department deploys at least 80 public safety officers (PSOs) per shift across the Central City. Every day, our Urban Management department coordinates street sweepers and maintenance teams in all four precincts. Every day, our Social Development fieldworkers interact with people living on the street. Every day, our Communications team deals with media and public queries. And every day, our admin staff processes the paperwork that keeps us going. The year under review was more of the same. We're very proud of this because even in the face of a strained South African economy and the demand on precious resources, we've continued to deliver on and, in fact, beyond our goals. As usual, we clocked up incredible "dashboard" figures, which you can see for each department from page 10. They're really quite something, and sometimes unexpected. Would you have imagined, for example, that Safety & Security assisted at the scene of 737 motor vehicle accidents in 2016-17? Or that Urban Management painted 1 064 road markings? All the little things we do daily contribute to the resilience of the Central City. These initiatives, often taken for granted, are the basis of a thriving CBD, and I am proud of my teams for carrying them out with such efficiency.

Taking our learnings to other areas

The CCID has a mandate to provide top-up services in the "spaces between the buildings" of the Central City. This doesn't usually include designated public squares. However, we have been looking at ways to assist the City in this regard by expanding on our existing offering.

For example, in December, the CCID embarked on a programme to stabilise Greenmarket Square and St Georges Mall. This involved City funding for six months of additional services in those spaces, provided by the CCID's Safety & Security and Urban Management departments, while the CCID contracted Geocentric Information Systems to manage the project.

Though many consider these popular pedestrian thoroughfares to be among the jewels of the CBD, it's been a while since they have had a polish.

The Safety & Security priorities in these spaces were aggressive begging, managing informal trading, traffic issues (such as vehicles parking in St Georges Mall), criminality (such as ATM fraud and pickpocketing), bylaw infringements (such as illegal dumping and littering) and the perception of safety.

To this end, the CCID dedicated 13 public safety officers (PSOs) to Greenmarket Square and St Georges Mall seven days a week to concentrate on preventive measures and incident management, and deployed two City Law Enforcement officers from Mondays to Fridays to deal with bylaw infringements. These personnel worked in conjunction with the South African Police Service (SAPS) and various City departments.

In the time they were active in Greenmarket Square and St Georges Mall, Law Enforcement wrote up a whopping R1 709 800 in fines for traffic and other bylaw offences.

Urban Management concentrated on providing a cleaner, more attractive and risk-reduced space. It deployed cleaners via its partner NGO Straatwerk seven days a week, and a Straatwerk maintenance team five days a week. The latter saw to road and pavement maintenance, drain cleaning, channel cleaning, graffiti and illegal poster removal, cigarette bin

maintenance and gardening. It also identified several easy wins for improvement; for example, painting bollards and replacing missing drain covers. It reported these defects to the City.

This project provided an amazing 3 548 work opportunities and the feedback from stakeholders was positive. For details of what Urban Management achieved, see page 12 (again, the figures are really quite something).

In 2017, we also assisted the City at the Grand Parade bus terminus with cleaning and maintenance. In this two-day task, we achieved:

2 300

illegal posters removed

211

incidents of graffiti removed

Painted road markings

in Plein Street

203kg

of litter and waste removed

161kg

of waste cleared from storm water drains and gullies

This work was part of a bigger discussion around the improvement of the Grand Parade and surrounds, which is something we hope to facilitate in the near future.

Back to basics

As you may know, in 2017, we kitted all our Safety & Security PSOs out with state-of-the-art body-worn video cameras. This was in line with our tradition of seeking out international best practice and adapting new technologies to our own streets. But we have never lost sight of our primary safety and security purpose, to provide a visible presence of "bobbies on the beat".



1

"THE CCID WORKS IN THE REALM OF CHRONIC STRESSES."

GOING FORWARD

The CCID, together with its partner departments at the City of Cape Town, is looking at the following initiatives in the coming year.

A. License plate recognition (LPR) cameras

This technology uses optical character recognition to read licence plates. LPR cameras could become a significant part of our crime prevention arsenal. It allows for predictive policing strategies and intelligence gathering, and could help with recovery of stolen vehicles as well as the identification of wanted criminals.

And with that, I'd like to talk about the fundamentals of the CCID and how they relate to resilience. When we set up shop in 2000, the Central City was on a precipice. A few more years of neglect and it would have gone over the edge like some of the other South African CBDs. But by introducing interventions based on models that had worked well in North American cities, we were able to claw back. Seventeen years later, there is little argument that the Cape Town CBD is the safest and cleanest in South Africa.

We still employ those interventions, only to a greater degree. We still have bobbies on the beat, except now there's a full complement of over 230 PSOs, with at least 80 on duty at any given time, and with upward adjustments made during the busy festive season. In Urban Management, we are still filling up potholes on pavements on a daily basis, and still have a team of dedicated street sweepers.

As our chairperson, Rob Kane, mentioned in his review, the CCID works in the realm of chronic stresses. We aim to mitigate the risk of these stresses so that they don't have a chance to develop into acute shocks.

One of our biggest challenges is, of course, crime – particularly the opportunistic crime that a successful urban area tends to attract. Another is ageing and inadequate infrastructure, both chronic stresses according to 100 Resilient Cities (100RC). The Central City, as the oldest CBD in SA, has a vast network of pipes and channels that date back decades and even centuries. Every year before winter, our Urban Management department does an extensive clean-up of the CBD's storm water drains. If it weren't for this intervention, the

CBD would almost certainly flood, an acute shock, come the winter rains.

Water insecurity is another stress this department deals with. Its gardening team is responsible for much of the beautification in the Central City, maintaining tree wells, hanging baskets and a traffic island garden in Spin Street. Since the drought took hold, Urban Management has implemented water-saving measures. Though we have never used a great deal of water in our projects, we work in the public eye and it is, therefore, important for us to set an example in this regard.

Our Social Development team engages in a variety of stresses, from homelessness and poverty to drug and alcohol abuse. Communications, meanwhile, aims to increase social cohesion (the lack thereof being a stress) by educating the public through all forms of media and campaigns that the CBD is a destination for all.

Turn to page 8 to see how the CCID has developed some of 100RC's qualities of resilient systems.

Tasso Evangelinos
CEO of the CCID

B. A night "mayor"

In last year's annual report, I spoke about my meeting with Amsterdam's inaugural night mayor, Mirik Milan. Since then, the concept has taken off across the world. We are now looking at partnering with the City on a strategy to support our own growing nighttime economy.

2



STAFF NEWS



Muneeb "Mo" Hendricks: Safety & Security manager (above)

A huge congratulations and thank you goes to Mo, who reached a major milestone in 2017. He has now been with us for 15 years!

In 2016-17, the CCID welcomed five new members.

Ederies Majiet: Business manager

Ederies Majiet joined in February in a role involving the management of finance, HR and IT. He took over from Nazeer Rawoot, who serviced the CCID for nearly a decade.

Ederies worked in the financial industry in South Africa for eight years before moving to Australia. After 15 years there – in accounting, finance and related mainly for a multinational engineering company – he

returned to Cape Town, where he joined another multinational for a short-term contract before joining the CCID.

Mary-Ellen Joseph: Finance & HR assistant

Mary attained her bachelor of commerce degree in 2014 and started her career in the microdot industry. After that, she worked for a year at an accounting and auditing firm, and is now studying towards a bachelor of accounting sciences in financial accounting. Mary took over from Shandré Mail.

Christa Maans: Personal assistant to the CEO

Christa started her career in administration and bookkeeping at a five-star boutique hotel and health spa in Tokai. She then moved on to a renowned civil and structural engineering firm in 2003, where she swiftly came through the ranks to become the PA to the managing director of the Cape Town and Port Elizabeth offices. She worked there for 13 years before deciding she needed a change of environment.

Joseph "Joe" Maganga: Fieldworker (social worker)

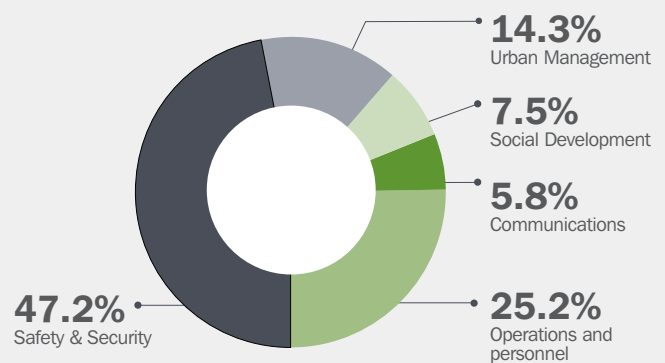
Joe completed his primary and high school education in Zimbabwe. Awarded a bursary to study social work at Fort Hare University, he graduated with a bachelor's degree in

social work, before starting his career in Johannesburg as a residential social worker at the Carl Sithole Social Centre, a Soweto home caring for children. Joe relocated to Cape Town in 2012 to join the child protection field at Cape Town Child Welfare, where he worked for two years. Thereafter, he worked as a developmental social worker for the Cape Town Association for the Physically Disabled, before joining the CCID in September 2016. He is studying towards a postgraduate degree in public health through the University of the Western Cape.

Shanien Stemmet: Fieldworker

Shanien began her work in social development in 2008 as a driver with The Haven Night Shelter in District Six, before moving into fieldwork for the organisation at its Wynberg shelter. In 2011, she moved to The Haven's Retreat shelter, where she became an auxiliary social worker. She left in 2015 to work at the Glen Elgin Community Organisation in its Victim Empowerment Programme, presenting educational and skills programmes for women on the farms of Grabouw. In October 2015, Shanien began working at the Saartjie Baartman Centre for Women and Children as its intake auxiliary social worker. She joined the CCID in October and is also currently studying towards a BA social work degree through Unisa.

The CCID received R51 387 948 via CBD ratepayers in the financial year 2016-17.



C. Supporting the City in its Safe Space for street people project

Earlier this year, Alderman JP Smith – the Mayco member for safety, security and social services – announced the City's intent to establish a transitional shelter for street people in the Culemborg area. This would provide an interim measure to help those living on the streets with a space to sleep at night, ablution facilities and social services, and is something we are supporting.

D. Expanding our daytime traffic warden and nighttime Law Enforcement programmes

See page 10 for details as they currently stand.

1. Our Social Development fieldworkers interact with people living on the street over 5 000 times a year 2. Our road maintenance team have become adept at pothole repairs on sidewalks.

QUALITIES OF RESILIENT SYSTEMS: A COMPANY CULTURE

OVER THE YEARS, THE CCID HAS DEVELOPED A NUMBER OF THE 100 RESILIENT CITIES' QUALITIES OF RESILIENT SYSTEMS. THEY ARE PART OF THE FABRIC OF THE ORGANISATION.

In May 2017, the City of Cape Town invited the CCID to attend its inaugural 100 Resilient Cities (100RC) workshop. Here we learnt the seven qualities of resilient systems. It was interesting for us to relate these to our own work. The CCID is:

1. REFLECTIVE

The ability to learn from experience

The CCID has never been afraid to try new things. If they don't work as well as we had hoped, we learn from the lessons and move on. But if they do work, we rapidly expand on them, an example of which is our body-worn video cameras. We initially rolled these out to our four-person (per shift) Safety & Security impact team. The units were so successful in changing behaviour on the street that we now have one for every officer on duty. Another example is our night managers. We first tested this concept during the 2010 FIFA World Cup™ and now our two night managers are a fixture in the CBD's growing nighttime economy.

2. RESOURCEFUL

The ability to easily recognise alternative ways to use resources

Like being reflective, being resourceful is crucial in learning from the past and acting in times of crisis. An example here would be the CCID's efforts to figure out how best to help the approximately 700 people on the streets in and on our boundaries. This manifested in further investment in the Youth Solutions Africa shelter in Woodstock in 2016-17. The shelter provided an extra 30 bed spaces for CCID clients during winter, allowing CCID fieldworkers to refer clients daily over a three-month period. We feel strongly that in these tough economic times we need to be more compassionate, and share this notion. This is why this year we also handed out sleeping bags to the elderly and chronic homeless. Read more about this on page 14.

3. INCLUSIVE

Placing an emphasis on broad consultation and participation

The CCID has always been highly active in (and often instrumental in forming) broad-based community forums across all its operational divisions. Apart from the crucial liaisons it enjoys with its primary partners at the City and SAPS, it also works closely with NGOs such as Straatwerk and Khulisa Social Solutions to bring people into the fabric of the CBD via job opportunities. The Communications department, for its part, focuses on promoting the CBD to all, from driving a more compassionate message to Central City stakeholders during Social Development's recent Winter Drive campaign (see page 16), to encouraging residential developers to look to best practice international models that can accommodate the "missing middle" in the CBD.

4. INTEGRATED

Enabling systems that work together

Like being inclusive, this relates to good governance and effective leadership that ensure investments and actions are appropriate. An example here is the strong law enforcement partnerships the CCID has forged over the years and the pooling of resources that drive successful on-the-street crime-prevention initiatives. The Safety & Security department is also a key player in the City's Cyclops CCTV network, being the City's number one respondent in the CBD.

5. ROBUST

Limiting failure through well-conceived, constructed, and managed systems

Robustness is evident in the way the CCID deals with the root cause of issues and not just the symptoms. When it comes to illegal dumping, for example, we don't just pick up the mess and move on. Our Urban Management department works with Safety & Security to determine the origin of illegally dumped items so that there can be law enforcement consequences for the perpetrators.

6. REDUNDANT

Creating spare capacity to accommodate disruption

This is something the CCID is particularly good at. Littering peaks in areas such as Long Street over weekends and during the festive season. But, thanks to the collaborate work with our service providers J&M Cleaning and our Straatwerk Dawn Patrol, you would never say this was the case if you moved through the area the next morning.

7. FLEXIBLE

The willingness and ability to adopt alternative strategies in response to changing circumstances

The CCID has become very adaptable when it comes to the deployment of its on-the-ground workers. Our PSOs, for example, are all connected to the Control Centre, which can dispatch them to an area requiring action at a moment's notice. The same is true of our cleaning and maintenance teams, and our social development fieldworkers. Meanwhile, the Communications department keeps a vigilant watch on events that could trigger a media or social media reaction.



SAFETY & SECURITY



THIS DEPARTMENT RENDERS TOP-UP SERVICES TO THOSE OF THE SAPS AND CITY OF CAPE TOWN LAW ENFORCEMENT. IT PROVIDES A VISIBLE UNIFORMED SECURITY PRESENCE ON THE STREETS OF THE CENTRAL CITY, GIVING THE PUBLIC PEACE OF MIND.

2016-17 IN NUMBERS

During the past 12 months,
the Safety & Security department:

Made

1 007

arrests together with the CCID's law enforcement partners



Conducted

10 7225

crime prevention initiatives



Issued

10 981

finest totalling R7 505 500 during the day



Assisted at the scene of

737

motor vehicle accidents



Issued

4 176

finest totalling R2 554 400 at night



Assisted with medical and rescue callouts

648

times



Issued

2 430

finest totalling R1 643 900 during the St Georges Mall public safety campaign



Dealt with

197

illegal trading offences



Issued

38 309

warnings



Rendered public and vehicle assistance

699

times



2016-17 HIGHLIGHTS



Alleviating traffic congestion

A pilot project involving six CCID-funded and six City-funded traffic wardens, all from the City's Traffic Services Department and deployed at major intersections within the CBD, kicked off in April 2017. The six CCID-funded officers have become a fixture on Strand Street at Buitengracht and Adderley Street at afternoon peak, where they intervene if traffic starts to gridlock. Outside of rush hour, the CCID deploys its wardens in other parts of the CBD to enforce non-moving violations such as cars parking on red and yellow lines and blocking loading zones.

Upping the ante on nighttime safety

Earlier this year, Safety & Security increased its allocation of CCID-funded Law Enforcement officers on duty at night to 16 by contracting members from the City's Expanded Public Works Programme (EPWP) team. The CCID dedicated eight of these to Long Street, and deployed the rest to other busy after-hours areas in the CBD such as Bree and Loop streets.

Providing a security presence in The Company's Garden

Last year's annual report contained early details of the Chrysalis Academy ambassadorial programme, a collaboration



Building on the basics

In 2017, Safety & Security equipped all its public safety officers and its two night managers with body-worn video units.



2



3



4

between the City, the Western Cape Government Department of Community Safety (DOCS) and the CCID. It featured two DOCS-funded kiosks in The Company's Garden as well as 25 upskilled students from its Chrysalis Academy. These youth, trained by the CCID, act as ambassadors in the space for nine months at a time, gaining them work experience, while being a deterrent to crime in the renowned public space. An extra win is that the programme managed to place 80% of participants into permanent jobs.

The CCID has since renewed the contract, with DOCs having allocated a larger budget towards the project in the light of its success. The increase in funding went towards equipment for the students and more professional-looking uniforms, as well as an office/break room converted from a shipping container.

Assisting Social Development

The CCID Social Development fieldworkers have been conducting visits with the night managers to try to assist street people. This team has been extremely successful in assisting the after-hours services of both City and Province, and have been able to place a number of adults into shelters and children into places of safety.

Building partnerships

In 2017, Safety & Security initiated a task team with various City departments to improve safety conditions on the Grand Parade. It is also

now part of a task team to find preventative measures to combat ATM fraud, and will use this initiative to develop effective means towards safety in the Central City in particular where tourists are being targeted.

Public space management

(See page 5)

The team

- 4 full-time team members (a manager, an assistant manager and 2 night managers)
- 230 public safety officers (PSOs) in total deployed via Iliso Protection Services (80 patrol during the day, 60 patrol at night, 3 manage the control room, 24 work on the vehicular response team)
- 25 Law Enforcement officers deployed via the City's EPWP
- 7 vehicles
- 9 public safety and information kiosks

Resilience priorities

- 1. Crime
- 2. Drug and alcohol abuse
- 3. Homelessness
- 4. Traffic congestion
- 5. Urban blight

- 1. Our PSOs are always there to assist the public
- 2. The traffic warden project has helped alleviate traffic leaving the CBD during afternoon rush hour
- 3. "Stop" disruption posters on 1.8-metre-tall lollipop stands targeted ATM fraud at hotspots during the "Stash it, don't flash it" campaign
- 4. Safety & Security can deploy its Impact Team to any part of the CBD at a moment's notice.

URBAN MANAGEMENT



THIS DEPARTMENT RENDERS TOP-UP SERVICES TO THOSE OF VARIOUS DEPARTMENTS WITHIN THE CITY OF CAPE TOWN. ITS PRIMARY PURPOSE IS TO CONDUCT CLEANING AND MAINTENANCE IN THE CENTRAL CITY, PROVIDING AN ATTRACTIVE AND RISK-REDUCED ENVIRONMENT FOR ALL TO ENJOY.

2016-17 HIGHLIGHTS



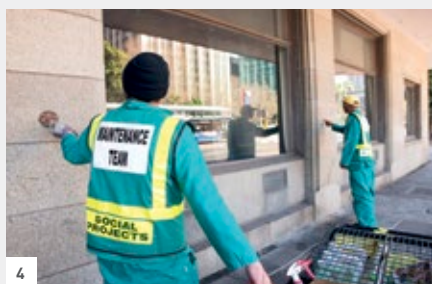
1



2



3



4

1. J&M Cleaning Services carries out the bulk of the CCID's cleaning in the CBD 2. The Spin Street garden project gained positive feedback from the public 3. A mobile ciddle bin that allowed the public to vote with their butt (inspired by UK-based charity Hubbub's "ballot bin") formed part of the popular #KeepItClean campaign 4. The graffiti removing team, part of a Straatwerk special project, removed 3 398 incidents of tagging.

Stabilising St Georges Mall and Greenmarket Square

Urban Management played a huge role in the public space management project mentioned on page 5. There we spoke about the number of work opportunities it provided in cleaning and maintenance. Here's a breakdown of some of what the department achieved in a space that usually doesn't receive CCID services.

Removed **8 007** bags of refuse

Cleaned municipal drains **3 578** times

Cleaned storm water drains and channels **1 569** times

Cleaned benches **4 197** times

Maintained tree wells **5 922** times

Trimmed trees **2 180** times

Removed **166** illegal posters

Revitalising Spin Street

As part of its ongoing beautification efforts on this street's centre island, the CCID started an urban garden in August 2016. Conceptualised by the Urban Management department

and planted by members of partner NGO Straatwerk, the garden has a variety of vegetables, which are free for any member of the public to pick.

Saving water

Since the CCID doesn't have large green spaces to maintain, it hasn't felt the impact of the drought in a big way. Nevertheless, its Urban Management department began to put in place extra water-saving measures in 2016. Adhering to the City's restrictions, it used watering cans and buckets during the prescribed hours (prior to level 4) instead of hosepipes in its garden services, and it has always striven to plant water-wise vegetation, even before the crisis. Urban Management also implemented a drip system for watering the St Georges Mall hanging baskets, when this was still permissible.

The department conducted an audit of leaking water meter drains in the CCID area, reporting its findings to the City's Water and Sanitation Department.

Cleaning before you get to work

Made up of two teams of four (one supervisor and three cleaners in each), the Straatwerk



Building on the basics

The Urban Management department provides its on-the-ground staff with simple but effective equipment to get the job done. This includes trolleys for carting equipment (pictured) and mechanical sweepers (used in St Georges Mall during the public space management project).

Dawn Patrol picks up litter on the streets of the CBD between 03h00 and 07h00 on Fridays to Mondays during the festive season. It began its work on 17 December 2016 and continued till 15 February 2017.

Deployed under the guidance of the CCID's Urban Management department, they tackle nighttime entertainment areas including Long, Bree and lower Loop streets, and surrounds.

The team

3 full-time staff members (a manager and 2 precinct managers)

60 professionally skilled cleaners deployed via J&M Cleaning Services

300 work opportunities provided via Straatwerk

1 vehicle

Resilience priorities

1. Ageing infrastructure
2. Climate change
3. Inadequate infrastructure
4. Inadequate sanitation systems
5. Urban blight
6. Water insecurity

2016-17 IN NUMBERS

During the past 12 months, the Urban Management department:

Cleaned municipal drains

20 704
times



Undertook

955
road maintenance repairs



Cleaned storm water drains and channels

3 189
times and replaced
180 drain covers



Emptied the CCID's **279** cigarette bins of

1 625kg
of cigarette butts



Identified

3 638
illegal posters



Removed

28 840
kg of waste to landfill



Removed

13 178
strings and stickers



Painted

1 064
road markings



Removed

3 398
incidents of graffiti



Maintained tree wells

2 698
times



SOCIAL DEVELOPMENT



THIS DEPARTMENT SUPPORTS THE CENTRAL CITY'S MOST VULNERABLE. ITS FIELDWORKERS DEVELOP CLOSE RELATIONSHIPS WITH THE PEOPLE LIVING ON THE STREETS WHO OFTEN FALL BETWEEN THE CRACKS, AND GUIDE THEM TOWARDS NGOS AND THE SERVICES THEY NEED.

2016-17 IN NUMBERS

During the past 12 months,
the Social Development department:

Engaged with clients
on the streets
5 830
times



Referred
17
adults to Straatwerk for a work
opportunity



Assisted
279
adults to shelters



Assisted
72
youth and children



Assisted
44
people to healthcare facilities



Distributed
2 600
care bags*



Assisted
22
mothers with children



Donated
350
pairs of new shoes**



Transported
104
people home for potential
family reunification



Distributed ±
R50 000
in donations from the previous
year's Give Responsibly***
campaign to six partner NGOs



2016-17 HIGHLIGHTS

Providing lockers for the homeless

People living on the streets often receive offers of casual employment but decline as they cannot take their belongings with them and have nowhere to store them. To tackle this, the CCID purchased and installed lockers at several of its NGO partners' premises:

20 post-box lockers at the ablution facility at The Carpenter's Shop (these are small and suitable for IDs, medication and small personal documents and effects)

36 mesh lockers for Straatwerk participants to store their belongings while they are working

16 mesh lockers for the shower facilities and **20** post-box lockers for the recreational area at the TB/HIV Care drop-in centre

18 steel lockers installed at Youth Solutions Africa to complement the **18** wooden lockers installed at the premises by the CCID last year

Providing ablution facilities for street people

Social Development commenced with a pilot project providing a portable toilet for people participating in the Khulisa Streetscapes garden in Roeland Street.

Expanding the winter readiness programme

Youth Solutions Africa provided an extra 30 bed spaces for CCID clients during winter, bringing the total number of beds available to the CCID to 48. This allowed CCID fieldworkers to refer clients daily over a three-month period. The CCID enabled this project by purchasing 30 mattresses, as well as the necessary bed covers and blankets. As the facility provides a cooked meal every night and breakfast the next morning, the CCID also provided funds for food.



Building on the basics

As of 2017, Social Development has a stronger, more diverse outreach team, which now consists of five full-time staff, including two social workers.

1. The CCID installed lockers at several of its NGO partners' premises to help people living on the street store their belongings **2.** Social Development's fieldworkers collect donations for street people every year during the Winter Drive **3.** The CCID feels strongly that in these tough economic times we need to be more compassionate **4.** The Khulisa Streetscapes garden keeps growing from strength to strength.



Alleviating the plight of street people in winter

This year, Social Development upped the ante on the package it provides day-to-day to people on the street by also providing the following during winter:

Sleeping bags: Social Development liaised with the NPO Street Sleeper to arrange the purchase of 150 billboards upcycled into sleeping bags. These Show You Care-branded bags are durable and waterproof and also versatile enough for the user to store their possessions when not in use for sleeping. The fieldworkers handed these out to their chronic homeless and elderly clients.

Ponchos: Social Development ordered 100 waterproof ponchos, which its fieldworkers distributed to clients during winter. Produced by a local NGO, they form part of a job-creation project.

The CCID also distributed 1 000 sachets of **instant soup** during winter.



Welcoming the TB/HIV Care drop-in centre

Since many of Social Development's clients are drug users, this centre in Rose Street, De Waterkant, is a welcome addition to the area. It is a place where clients can shower, speak to a councillor or a nurse, get clean needle packs, have coffee and access the internet. Those who visit the centre have often subsequently displayed a more cooperative attitude and behaviour.

The team

5 full-time staff members (a qualified social worker manager and 4 fieldworkers, 1 of whom is also a social worker)

2 vehicles

6 primary partners: The Homestead, Ons Plek, Youth Solutions Africa, The Carpenter's Shop, Khulisa Social Solutions and Straatwerk

Resilience priorities

1. Displaced populations
2. Drug and alcohol abuse
3. Economic inequality
4. Food insecurity
5. Homelessness
6. Inadequate sanitation systems
7. Informal housing
8. Poverty
9. Youth disenfranchisement

* Each care bag contains basic toiletries including soap, a facecloth, a toothbrush, toothpaste, deodorant, a razor, tissues, earbuds and lozenges, as well as a beanie and socks. These much-needed packs go a long way towards restoring dignity and assisting with personal hygiene.

** 145 pairs of women's pumps and 205 pairs of men's black leather shoes.

*** The Give Responsibly initiative is now known as Show You Care.

COMMUNICATIONS



THIS DEPARTMENT INFORMS THE PUBLIC ABOUT THE CCID'S WORK AND MANAGES THE ORGANISATION'S REPUTATION. IT ALSO WORKS TO PROMOTE THE CENTRAL CITY AS A "LIVE, WORK, PLAY, STAY AND INVEST" DESTINATION THAT IS INCLUSIVE AND WELCOMING TO ALL.

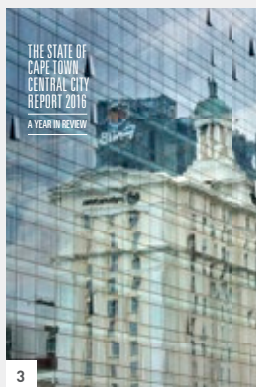
2016-17 HIGHLIGHTS



1



2



3

Conceptualising campaigns

Communications is always reassessing campaigns to ensure they reach the right audience and the messaging is correct. In 2016-17, it rolled out the following.

a. Stash it, don't flash it

Safety & Security's annual campaign to promote public awareness in the Central City focuses on three common crimes in the Central City: pickpocketing, theft out of vehicles and ATM fraud.

Duration: 1 December 2016 – 31 March 2017

Elements:

- "Stash it, don't flash it" streetpole posters
- "Stop" disruption posters on 1.8-metre-tall lollipop stands placed at random intervals at petty-crime hotspots
- Pamphlet and flyer distribution to key venues, motorists at key intersections and the public at large
- Repurposed videos provided by the Safety Lab with CCTV footage showing common scams in the CBD
- Several press releases and various media interviews

b. #KeepItClean

Urban Management's annual campaign highlights the services the department provides in the Central City and calls on the public to do their bit to ensure ours remains the cleanest CBD in SA.

Duration: 1 April – 31 May 2017

Elements:

- A poster campaign focusing on littering, tagging and the posting of illegal posters and stickers
- "Hotspot" posters placed for 24 hours by Straatwerk in areas where illegal dumping occurs
- A mobile ciggie bin that allowed the public to vote with their butt (inspired by UK-based charity Hubbub's "ballot bin")
- An activation showing the amount of street refuse the CCID collects in a day (2 100kg)
- Press releases and various media interviews

c. Show You Care Winter Drive

Social Development's annual campaign highlights the services the department provides to the Central City's street people and makes the public aware of ways they can help.

Duration: 1 June – 30 September 2017

Elements:

- 800 posters across the CBD
- A bumper issue of *City Views* dedicated to the campaign
- Distribution of Show You Care brochures
- Show You Care-branded Street Sleeper bags
- Donation bins at 20 large corporates
- Press releases and various media interviews

Influencing

The CCID has gained a reputation as a source for reliable, accurate and trustworthy facts and info that can impact the minds of decision-makers towards creating and investing in a resilient CBD. Its main tool for this is *The State of Cape Town Central City Report*, produced every year.

Examples of influencing in 2016-17 include making the public more aware of opportunistic crimes and how to keep themselves safe, adapting the public mindset towards a more caring attitude to people on the streets of the CBD, planting the seeds towards the development of more affordable accommodation and identifying gaps in the CBD retail sector.

Rebranding the CCID's assets

In 2016, Communications refreshed all the CCID's on-the-ground contracted staff uniforms. In 2017, it updated the CCID's branding on all the company's vehicles, public safety and info trailers and kiosks, public safety officer break rooms and trolleys used by its cleaners. This was to ensure the CCID's assets reflect the sub brands of its four individual departments, as well as the variety of different services each offers stakeholders.



Building on the basics

Communications made a push towards publishing more online in 2017, achieving 358 online news clips (two more than print). This, coupled with its new e-newsletter, formed part of a strategy to reach a wider audience.

2016-17 IN NUMBERS

During the past 12 months, the Communications department:

The four departments' logos and slogans – "Stay safe" (Safety & Security), "Keep it clean" (Urban Management), "Show you care" (Social Development) and "Making the place" (Communications) – now appear across the board.

Launching an e-newsletter

In September 2016, the CCID began publishing a monthly mailer. This was borne out of a desire to find the best way to stay in touch with all stakeholders, and its success has been evident in both its continuing uptake by new subscribers and the pick up of its stories by the media.

The team

4 full-time team members (a manager, a project coordinator, an online coordinator and a staff writer)

5 service providers: Design Infestation, Bartlett Communications, Alex Jongens (research), Geocentric Information Systems (databases) and Sean Robertson (art direction)

Resilience priorities

1. Investment
2. Crime prevention
3. A diversified economy
4. Affordable housing
5. Social cohesion
6. Homelessness
7. Energy security

Generated a total of

805

clips (vs 694 in the previous year) across broadcast (91), print (356) and online (358)



Produced and distributed

62 300

copies of the CCID's other publications



Achieved total media exposure to the value of

R25 583 953.29

(vs 24 555 445 in the previous year)



Produced and distributed

117 000

items of collateral associated with the CCID's many campaigns



Reached an estimated

587 217 643

readers/viewers across a broad spectrum*



Produced

35 000

Smart Smoker ciggie pouches during the Urban Management #KeepItClean campaign



Produced and distributed

200 000

copies of the CCID's quarterly newspaper, *City Views*



Conceptualised and ran campaigns for each of the CCID's three operational divisions.



4

1. Three of the CCID's publications 2. The #KeepItClean was popular with the public 3. The *State of Cape Town Central City Report* comes out in the first quarter of every year 4. The Social Development vehicles received a branding refresh.

* Business, financial, commercial, community, consumer and custom magazines, entertainment, tourism, current affairs, daily newspapers, local/monthly community newspapers, Saturday and Sunday newspapers, government and industry publications, and public broadcasters.

CCID SURVEYS 2016-17

THE CCID'S VAST DATABASE OF KNOWLEDGE AND INFORMATION IS A VITAL RESOURCE IN BOTH ITS DAY-TO-DAY OPERATIONS AS WELL AS IN PLANNING FOR THE FUTURE RESILIENCE OF THE CBD.

In particular, research conducted speaks to the CCID's ability to be reflective (learn from experience), resourceful (recognise alternative ways to use resources) and flexible (the ability to respond to change circumstances). In the year under review, it undertook the following surveys to add to its knowledge base.

FIRST THURSDAYS SURVEY* (DEC 2016)

To better understand how First Thursdays impact people, businesses, galleries and restaurants in the CBD, the CCID works with the event coordinators to run an annual dipstick survey. The following outlines the responses of 135 participants surveyed in December 2016, and is useful to help drive and improve the CBD's nighttime economy.

How did you get here tonight?

28,36%
walked



42,54%
came by car



3,73%
took the MyCiti bus



5,22%
took the train



1,49%
took a minibus



2,99%
came by bicycle



15,67%
took a sedan taxi/Uber/Taxify



Would you live in the Cape Town CBD if you had the opportunity?

Already live in the CBD: 18,52%
Yes: 60,74%
No: 5,19%

Is this your first time at First Thursdays?

Yes: 42,22%
No: 54,07%
Attend sometimes: 2,96%
Every month: 0,74%

Who are you here with?

Alone: 15,56% came by themselves
Family or friends: 71,85%
Out-of-town visitors: 2,96%
Colleagues: 10,37%

On a scale of 0 to 5 how do you rate First Thursdays? (0 not great and 5 being really great)

5: 40,91%
4: 36,36%
3: 16,67%
2: 2,27%
1: 0,76%
0: 3,03%

Do you plan on eating food/having a drink here tonight? (from a restaurant/food vendor)

Yes: 80%
No: 20%

Have you visited galleries in the CBD before coming to First Thursdays?

Yes: 54,48%
No: 45,52%

Do you buy anything from retailers during First Thursdays? (other than food)

Yes: 35,56%
No: 64,44%

If you don't mind telling us, what age group do you fall into?

Under 18: 4,44%
19-24: 41,48%
25-34: 33,33%
34-44: 3,33%
44 and above: 7,41%

What is your favourite thing about First Thursdays?

62,96%
the vibe on the streets

9,63%
late-night shopping

3,70%
other

29,63%
restaurants and bars

37,78%
visiting galleries after work



RETAIL OPINION SURVEY** (MAY 2016)

The CCID has conducted the biannual Retail Opinion Survey since 2009 with a core group of around 240 businesses. It uses the results to determine the economic climate of retail and whether business owners are happy with being in the CBD. The most recent results revealed the following.

23%

experienced growth in their business

44%

experienced business as usual

33%

experienced a decline in business

How satisfied are you with your decision to have a business in the Central City?

Very satisfied: 49%
Somewhat satisfied: 32%
Neither satisfied nor dissatisfied: 13%
Somewhat disappointed: 3%
Very disappointed: 2%
Not sure: 1%

Will you be in the Central City one year from now?

Yes: 89%
Unsure: 9%
No: 2%

31%

stay open beyond 17h00 on weekdays

30%

stay open over weekends

RESIDENTIAL SURVEY (2016)

To find out more about the CBD's residential community, the CCID ran its annual Online Residential Survey in September 2016. A total of 231 people responded, providing insights into who lives in the area, what they like about it and the things they'd like improved.

How long have you lived in the Central City?

0-6 months: 9,57%
6 months – 1 year: 8,70%
1-2 years: 14,35%
2-3 years: 15,22%
3-5 years: 15,65%
5-10 years: 19,57%
10 or more years: 16,94%

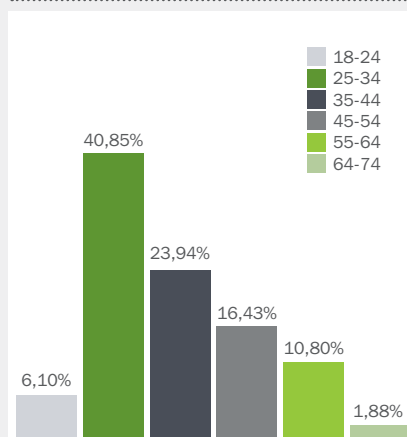
Do you rent or own the place you live?

Rent: 45,45%
Own: 42,86%
Own but rent to tenants: 11,69%

What gender do you identify with?

40,85% said female
58,21% said male
0,94% said other

What is your age?



How happy are you with your choice to move to the Central City?

Not very happy: 4,27%
Indifferent: 5,69%
Pretty happy: 39,34%
Very happy: 50,70%

Top five reasons for living in the Central City

1. Prime work location
2. Entertainment options
3. Quick access to other neighbourhoods
4. I like the idea of a "downtown" lifestyle
5. Great restaurants

12,02%

work in media, marketing, communications, PR, advertising and publishing

10,58%

work in the creative industries (ie arts, animation, it, design, film & TV, fashion, entertainment, sports, performing arts and music)

10,58%

work in ICT

- 34,13% of Central City workers are self-employed or freelancers
- The majority (72,14%) go to Bree Street for entertainment
- 43% drive to work or school and 37,50% walk
- 37,81% dine out one or two times a week and 29,85% do so three to five times a week

ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017 AUDITED
(Registration number: 1999/009132/08)



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 2017, and the statements of comprehensive income, changes in equity 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 annual 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 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 board of directors on 28 August 2017 and signed by:



R Kane
Chairman (Authorised Director)



JM Rippon
Authorised Director

FINANCIALS

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2017

The directors have pleasure in presenting their report for the year ended 30 June 2017.

BUSINESS ACTIVITIES

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

GENERAL REVIEW OF OPERATIONS

During the year under review the company operated independently of any shared services. The main business and operations of the company during the year under review has 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.

DIRECTORS

The following directors held office during the year and at the date of this report:

Name	Name
R Kane (Chairperson)	J van Rooyen
D Stoll	L Robinson
CEP Keefer	G Elliot
RN Harris	JD Leibman
R van Wyk	JM Rippon
T Capstick-Dale	HC Truter
NK Ramasar	F Jacobs (Resigned on 14 November 2016)

BUSINESS ADDRESS:

13th Floor
1 Thibault Square
Cnr Long St & Hans Strijdom Ave
Cape Town
8001

POSTAL ADDRESS:

PO Box 7517
Roggebaai
South Africa
8012

SUBSEQUENT EVENTS

There have been no facts or circumstances of a material nature that have occurred between the accounting date and the date of this report, which would have a material impact on the statement of financial position at the reporting date.

AUDITORS

KPMG Inc. will continue in office in accordance with section 90 of the Companies Act of South Africa.

GOING CONCERN

As at 30 June 2017 and up to the date of signing these financials no events or conditions have occurred that would impact the entity's ability to continue to as a going concern.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT NPC

OPINION

We have audited the financial statements of Cape Town Central City Improvement District NPC, which comprise the statement of financial position at 30 June 2017 and the statements of comprehensive income, changes in equity 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, as set out on pages 24 to 37.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Cape Town Central City Improvement District NPC at 30 June 2017, 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.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the Directors' Report as required by the Companies Act of South Africa, the Directors' Responsibility Statement and the supplementary information as set out on pages 38 and 39. The other information does not include the Financial Statements and our auditor's report thereon.

Our opinion on the Financial Statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The directors are responsible for the preparation and fair presentation of the Financial Statements 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.

In preparing the Financial Statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using

the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

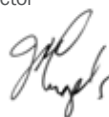
As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG Inc.

Per: Ivan Engels
Chartered Accountant (SA)
Registered Auditor
Director



Date: 28 August 2017

FINANCIALS

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 R	2016 R
Revenue		54 817 527	50 715 242
Other income	2	317 364	27 000
Expenditure		(52 732 659)	(46 663 858)
Surplus from operations	3	2 402 232	4 078 384
Finance income	4	1 320 048	1 020 077
Surplus for the year		3 722 280	5 098 461
Other comprehensive income for the year		-	-
Total comprehensive income for the year		3 722 280	5 098 461

FINANCIALS

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 R	2016 R
ASSETS			
Non-current assets			
Plant and equipment	6	1 619 313	1 739 311
Current assets			
Trade and other receivables	7	319 814	99 744
Cash and cash equivalents	8	20 908 305	17 130 799
Retention	12.2	13 183 165	11 665 965
Projects – existing		2 340 000	780 000
– future		5 385 140	4 684 835
Total assets		22 847 432	18 969 854
RESERVES AND LIABILITIES			
Reserves			
Accumulated surplus		21 177 020	17 454 740
Current liabilities			
Trade and other payables	9	1 552 582	1 400 995
Non-current liabilities			
Operating lease obligation		117 830	114 119
Total reserves and liabilities		22 847 432	18 969 854

FINANCIALS

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2017

	Accumulated surplus R
Balance at 1 July 2015	12 356 279
Total comprehensive income for the year	5 098 461
Balance at 30 June 2016	17 454 740
Balance at 1 July 2016	17 454 740
Total comprehensive income for the year	3 722 280
Balance at 30 June 2017	21 177 020

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 R	2016 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated by operations	10	2 743 474	4 224 574
Finance income	4	1 320 048	1 020 077
Net cash inflow from operating activities		4 063 522	5 244 651
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of plant and equipment	6	(436 016)	(388 558)
Proceeds from disposals of plant and equipment	6	150 000	-
Net cash outflow from investing activities		(286 016)	(388 558)
Net increase in cash and cash equivalents		3 777 506	4 856 093
Cash and cash equivalents at beginning of year	8	17 130 799	12 274 706
Cash and cash equivalents at end of year		20 908 305	17 130 799

FINANCIALS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017

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 1 Thibault Square, cnr Long St & Hans Strijdom Ave, 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 requirements of the Companies Act of South Africa.

1.1.2 Basis of measurement

The financial statements are presented in South African rand, which is the company's functional currency. These financial statements have been prepared on the historical cost basis unless otherwise indicated, and on the going concern principle.

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 SIGNIFICANT ACCOUNTING POLICIES

1.2.1 PLANT AND EQUIPMENT

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.

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 (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

1.2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

1.2.1 PLANT AND EQUIPMENT (CONTINUED)

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 estimated useful lives for the current and comparative periods are as follows:

Motor vehicle	5 years
Furniture	6 years
Fittings	3 years
Office equipment	6 years
Computer hardware	3 years
Computer software	2 years
Leasehold improvements	shorter of lease term and useful life
Residual values, if significant, are reassessed annually.	

1.2.2 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.

(i) 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.

(ii) 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.

FINANCIALS

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

1.2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

1.2.3 FINANCIAL INSTRUMENTS

Measurement*Non-derivative financial instruments*

Non-derivative financial instruments comprise receivables, cash and cash equivalents and 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 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 amortised cost less allowance for doubtful debts.

Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise cash on hand which are available for use by the company unless otherwise stated. Subsequent to initial recognition cash and cash equivalents are measured at amortised cost.

Trade and other payables

Payables are recognised at amortised cost.

1.2.4 REVENUE

Revenue comprises levy income from ratepayers which is collected by the City of Cape Town on the entity's behalf, net of retention levy retained.

1.2.5 FINANCE INCOME

Finance income comprises interest income on funds invested. Interest income is recognised as it accrues, using the effective interest method.

1.2.6 OTHER INCOME

Other income includes management fee income and sundry income. Management fee income consists of various dedicated projects funded externally.

1.2.7 LEASE PAYMENTS

Payments made under operating leases are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

1.2.8 COMPARATIVE FIGURES

Where material, comparative figures are reclassified to conform with the current year presentation.

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

	2017 R	2016 R
2. OTHER INCOME		
Sundry income	167 364	27 000
Profit of sale of asset	150 000	-
	317 364	27 000

3. SURPLUS FROM OPERATIONS

is arrived at after taking into account:

Operating lease payments - equipment	40 104	40 104
Operating lease payments - premises	117 830	114 119
Security expense	24 118 271	22 470 670
Social services	3 992 888	3 614 936
Salaries	10 033 333	8 774 597
Cleaning	6 954 771	6 702 180
Marketing expense	2 451 020	2 525 445
Auditor's remuneration	87 273	80 425
Depreciation	556 014	560 589

3.1 OPERATING LEASE COMMITMENTS

The company leases premises and equipment under operating leases. The lease agreements for the majority of the premises and equipment utilised are for the minimum annual payments under non-cancellable operating leases.

Not later than 1 year	342 620	323 594
Between 1 and 5 years	757 524	991 224
More than 5 years	-	-
	1 100 144	1 314 818

The rentals escalation for the premises and equipment is 7.5% and 0% per annum respectively.

4. FINANCE INCOME

Interest received on bank balance	1 320 048	1 020 077
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FINANCIALS

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

5. INCOME TAX EXPENSE

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

6. PLANT AND EQUIPMENT

	Cost R	Accumulated depreciation R	Carrying amount R
2017			
Motor vehicles	1 191 933	(499 485)	692 448
Furniture	332 931	(118 087)	214 844
Fittings	54 759	(54 609)	150
Office equipment	135 916	(43 825)	92 091
Computer hardware	534 372	(347 611)	186 761
Leasehold improvements	780 658	(347 805)	432 853
Computer software	48 100	(47 934)	166
	3 078 669	(1 459 356)	1 619 313

2016

Motor vehicles	1 100 658	(605 377)	495 281
Furniture	326 881	(62 918)	263 963
Fittings	54 759	(53 427)	1 332
Office equipment	101 095	(24 429)	76 666
Computer hardware	499 227	(188 308)	310 919
Leasehold improvements	780 658	(191 674)	588 984
Computer software	48 100	(45 934)	2 166
	2 911 378	(1 172 067)	1 739 311

FINANCIALS

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

	Carrying amount R	Additions R	Disposals R	Depreciation R	Carrying amount R
2017					
Motor vehicles	495 281	360 000	-	(162 833)	692 448
Furniture	263 963	6 050	-	(55 169)	214 844
Fittings	1 332	-	-	(1 182)	150
Office equipment	76 666	34 821	-	(19 396)	92 091
Computer hardware	310 919	35 145	-	(159 303)	186 761
Leasehold improvements	588 984	-	-	(156 131)	432 853
Computer software	2 166	-	-	(2 000)	166
	1 739 311	436 016	-	(556 014)	1 619 313

2016					
Motor vehicles	526 843	138 593	-	(170 155)	495 281
Furniture	280 912	36 781	(238)	(53 492)	263 963
Fittings	3 150	-	-	(1 818)	1 332
Office equipment	89 797	4 680	(1 141)	(16 670)	76 666
Computer hardware	298 625	175 346	(19 569)	(143 483)	310 919
Leasehold improvements	715 470	29 160	-	(155 646)	588 984
Computer software	17 493	3 998	-	(19 325)	2 166
	1 932 290	388 558	(20 948)	(560 589)	1 739 311

Assets with book value of R0 was sold for R150 000 during the current year, refer note 2.

FINANCIALS

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

2017
R

2016
R

7. TRADE AND OTHER RECEIVABLES

Trade receivables	12 972 907	10 153 892
Other receivables	184 897	-
Prepayments	134 917	99 744
	13 292 721	10 253 636
Less: Allowance for doubtful debts	(12 972 907)	(10 153 892)
	319 814	99 744

The Company receives levy income from the City of Cape Town ("the City"), which the City collects from ratepayers. In terms of the agreement, the City 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 as a result of non-payment or short payment of the CID levy by property owners.

Reconciliation of allowance for doubtful debts

Opening balance	(10 153 892)	(10 634 730)
Movement for the year	(4 450 374)	(2 494 604)
Retention levy refunded	1 631 359	2 975 442
Closing balance	(12 972 907)	(10 153 892)

8. CASH AND CASH EQUIVALENTS

Cash Management	19 931 073	16 208 058
Operational	977 232	922 741
	20 908 305	17 130 799

9. TRADE AND OTHER PAYABLES

Accruals	153 401	43 643
Other payables	782 203	621 688
Project income received in advance	217 659	313 454
Tenant inducement allowance	246 483	319 901
Value Added Tax (VAT) payable	152 836	102 309
	1 552 582	1 400 995

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

2017
R

2016
R

10. CASH GENERATED BY OPERATIONS

Surplus from operations	2 402 232	4 078 384
Adjustment for:		
(Profit)/loss on sale of plant and equipment	(150 000)	20 948
Depreciation	556 014	560 589
Movement in straight-lining lease obligation	3 711	38 485
Cash generated by operations before working capital changes	2 811 957	4 698 406

Changes in working capital

Increase in trade and other receivables	(220 070)	(43 416)
Increase/(decrease) in trade and other payables	151 587	(430 416)
	2 743 474	4 224 574

11. RELATED PARTIES

11.1 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 company received a retention levy refund from the City of Cape Town (refer to note 7).

11.2 MATERIAL RELATED PARTY TRANSACTIONS

Amounts received from the City of Cape Town

Levy income	51 387 948	47 035 300
Retention levy refunded	1 631 359	2 975 442

12. FINANCIAL RISK MANAGEMENT

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

- credit risk
- liquidity risk
- market 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. 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.

FINANCIALS

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

12. 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 receivables and cash and cash equivalents.

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

Reputable financial institutions are used for investing and cash handling purposes. Concentration of credit risk exists as R14 244 175 (2016: R13 184 056) is invested with Investec Bank Limited.

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.

Market risk

Market risk is the risk that changes in market prices, such as interest rates will affect the company's income. The entity is not exposed to foreign exchange risk at the reporting date.

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 2017 have been determined using available market information and is considered to approximate its carrying values.

12.1 CREDIT RISK

At reporting date there were no significant concentrations of credit risk other than the majority of its cash and cash equivalents being kept at a single financial institution.

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

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

The Company receives levy income from the City of Cape Town ("the City"), which the City 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.

	Note	2017 R	2016 R
Trade and other receivables	7	184 897	-
Cash and cash equivalents	8	20 908 305	17 130 799
		21 093 202	17 130 799

NOTES TO THE FINANCIAL STATEMENTS (CONT)

FOR THE YEAR ENDED 30 JUNE 2017

12. FINANCIAL RISK MANAGEMENT (CONTINUED)

12.2 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	Less than 1 year	1 – 5 years	Over 5 years
30 June 2017					
Non-derivative financial liabilities					
Trade and other payables*	(153 401)	(153 401)	(153 401)	-	-

30 June 2016

Non-derivative financial liabilities					
Trade and other payables*	(43 643)	(43 643)	(43 643)	-	-

* Includes other payables, accruals, contract creditors and other financial liabilities as defined in IAS32: Financial Instruments.

As approved by the Board the company maintains a Retention cash position of R13 183 165 (2016: R11 665 965) as contingency to meet liabilities in the unlikely event of winding up and committed R2 340 000 (2016: R780 000) to existing projects.

12.2 MARKET RATE RISK

The entity's only exposure to interest rate risk is on its cash and cash equivalents which earns interest at a variable interest rate.

The impact of a 1% increase in variable interest rates will result in an increase in interest income of R209 083 (2016: R171 308).

A 1% decrease in interest rates will have an equal but opposite impact.

13. STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

There are new or revised Accounting Standards and Interpretations in issue that are not yet effective. These include the following Standards and Interpretations that are applicable to the business of the entity and may have an impact on future financial statements:

Standard/Interpretation		Effective date
IFRS 15	<i>Revenue from contracts with customers</i>	Periods beginning on or after 1 January 2018
IFRS 9	<i>Financial Instruments</i>	Periods beginning on or after 1 January 2018
IFRS 16	<i>Leases</i>	Periods beginning on or after 1 January 2019

Management is evaluating the impact that the adoption of these amendments may have on the financial statements.

14. SUBSEQUENT EVENTS TO THE REPORTING DATE

There have been no facts or circumstances of a material nature that have occurred between the reporting date and the date of this report that have a material impact on the financial position of the company at the reporting date.

15. GOING CONCERN

As at 30 June 2017 and up to the date of signing these financials no events or conditions have occurred that would impact the entity's ability to continue to as a going concern.

FINANCIALS

DETAILED STATEMENT OF INCOME AND EXPENSES

FOR THE YEAR ENDED 30 JUNE 2017

	2017 R	2016 R
Revenue		
Levy income	51 387 948	47 035 300
Retention levy refunded	1 631 359	2 975 442
Safe Spaces project	277 340	276 000
Public space management project	1 000 000	428 500
Long steet association project	520 880	-
	54 817 527	50 715 242
Other income	1 637 412	1 047 077
Finance income	1 320 048	1 020 077
Other income	317 364	27 000
	56 454 939	51 762 319
Expenditure (refer to page 39)	(52 732 659)	(46 663 858)
Surplus for the year	3 722 280	5 098 461

FINANCIALS

DETAILED STATEMENT OF INCOME AND EXPENSES

FOR THE YEAR ENDED 30 JUNE 2017

	2017 R	2016 R
Expenditure	(52 732 659)	(46 663 858)
Auditor's remuneration	87 273	80 425
Bank charges	33 871	25 639
Cellphone costs	171 488	177 381
Cleaning	6 954 771	6 702 180
Computer expenses	357 083	330 679
Courier	2 541	4 112
Depreciation	556 014	560 589
Entertainment	56 329	67 949
General expenses	38 325	26 530
Insurance	119 567	94 970
Legal fees	173 927	-
Loss on sale of plant and equipment	-	20 948
Marketing	2 737 871	2 526 345
Printing and stationary	118 627	108 450
Project Expenditure	1 957 368	141 448
- Safe Spaces Project	277 341	58 032
- Public Space Management Project	1 159 055	83 416
- Long Street Association Project	520 972	-
Rent expense – straight lined	678 576	687 656
Salaries	10 033 333	8 689 544
Social services	3 992 888	3 614 936
Staff costs	205 774	85 053
Subscriptions	55 075	50 501
Security expense	24 118 271	22 470 670
Telephone and fax	2 147	12 237
Travel	281 540	185 616

CCID STAFF & BOARD MEMBERS

CCID STAFF

OFFICE OF THE CEO ↓



Tasso Evangelinos
Chief executive officer



Christa Maans
PA to the CEO



Ederies Majiet
Business manager



Mary-Ellen Joseph
Finance & HR assistant



Bianca Phillips:
Front of house & database administrator

SAFETY & SECURITY ↓



Muneeb Hendricks
Manager



Alec Van De Rheede
Assistant manager



Martinus Jenkins
Night manager



Gary Dyssel
Night manager

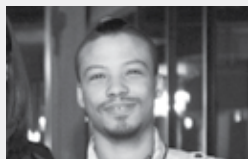
URBAN MANAGEMENT ↓



Richard Beesley
Manager



Mmiselo Ntsime
Precinct manager



Carlisle Marankey
Precinct manager

SOCIAL DEVELOPMENT ↓



Pat Eddy
Manager



Headman Siralarala
Fieldworker
(auxiliary social worker)



Mark Williams
Fieldworker



Joseph Maganga
Fieldworker (social worker)



Shanien Stemmet:
Fieldworker
(auxiliary social worker)

COMMUNICATIONS ↓



Carola Koblitz
Manager



Aziza Patandin
Project coordinator



Scott Arendse
Online coordinator



Brent Smith
Staff writer

BOARD MEMBERS



Rob Kane



Tamra Capstick-Dale
Corporate Image



Grant Elliot
Redefine Properties



Richard Harris
Woodheads



Faieda Jacobs
Old Mutual Property



Charles Keefer
Property Exponents



Julian Leibman
Investec



Nawal Ramasar
Active Blue Valuations



Martin Rippon
Eris Property Group



Laura Robinson
Cape Town Heritage Trust



David Stoll
Growthpoint Properties



Henry Truter
Rennie Property



Riaan van Wyk
Woolworths



John van Rooyen
Tsogo Sun

WITH OUR THANKS

AS YOU WILL HAVE READ ON PAGE 8, PLACING AN EMPHASIS ON BROAD CONSULTATION AND PARTICIPATION, AND ENABLING SYSTEMS THAT WORK TOGETHER ARE KEY QUALITIES OF RESILIENCE. TO THAT END, I'D LIKE TO ACKNOWLEDGE THE FOLLOWING PARTNERS AND COLLABORATORS.

My first thanks go to Eddie Scott, Joepie Joubert and the team at the City of Cape Town's Inter-Service Liaison department. I would also like to thank Theminkosi Siganda, who was Director of Economic Development at the City during the period under review, Paul Williamson of Business Areas Management at the City, as well as our ward councillor, Dave Bryant, subcouncil 16 chair Matthew Kempthorne and Councillor Stuart Diamond for their invaluable advice and direction.

I am, as always, grateful to the CCID board members for their ongoing support and guidance. Thank you Rob Kane, Tamra Capstick-Dale, Grant Elliott, Richard Harris, Faieda Jacobs, Charles Keefer, Julian Leibman, Nawal Ramasar, Laura Robinson, Martin Rippon, David Stoll, Henry Truter, John van Rooyen and Riaan van Wyk.

Sadly, we had to say farewell to Faieda, who resigned from the board at the end of last year. She served us with wisdom and good advice since joining in February 2008.

My gratitude also goes to KPMG, our auditors, and Gene Lohrentz, who managed the public space management project.

Then a big thanks to my management team and all the dedicated staff in the departments

they run. On behalf of Muneeb Hendricks (Safety & Security), Richard Beesley (Urban Management), Pat Eddy (Social Development), Carola Koblitz (Communications) and Ederies Majiet (finance & HR), I share appreciation for the following partners and service providers, and of course the incredible teams with whom they work.

Safety & Security

South African Police Service, City of Cape Town (Law Enforcement, Metro Police and Traffic), Iliso Protection Services and Cape Town Central Community Police Forum.

Urban Management

City of Cape Town (City Parks, Electricity Services, Environmental Health, Facilities Management, Outdoor Advertising, Public Lighting, Roads & Stormwater, Solid Waste Cleansing, Traffic Signals and Water & Sanitation), J&M Cleaning and Straatwerk.

Social Development

The Carpenter's Shop, The Haven, The Homestead, Ons Plek, Salesian Institute Youth Projects, Straatwerk, Western Cape Street Children's Forum, Street People's Forum, ACVV, The Ark City of Refuge, Booth Memorial Hospital, Cape Town Drug Counselling Centre,

Carehaven, Happy Valley Shelter, Heaven Shelter House, Khulisa Social Solutions, the Saartjie Baartman Centre for Women and Children, the Scalabrini Centre, Service Dining Rooms, St Anne's Home, TB/HIV Care Association, U-turn Homeless Ministries and Youth Solutions Africa.

Communications

Design Infestation, Bartlett Communications, New Media Publishing, Alex Jongens, Sean Robertson, Jarovi Trading, Crisis Couriers, Universal Mail and Paarl Coldset.

And finally, thanks most of all to the ratepayers and those who work, live and play in the Central City. May you keep on enjoying everything our resilient downtown has to offer.

Tasso Evangelinos
CEO

CREDITS

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Printer: Fairstep Graphic Design & Printing

Research, data and surveys: Gene Lohrentz (Geocentric Information Systems)

“WE ARE SO PROUD TO WELCOME CAPE TOWN
TO 100 RESILIENT CITIES. WE SELECTED CAPE
TOWN BECAUSE OF ITS LEADERS’ COMMITMENT
TO RESILIENCE-BUILDING AND THE INNOVATIVE
AND PROACTIVE WAY THEY’VE BEEN THINKING
ABOUT THE CHALLENGES THE CITY FACES.
WE’RE EXCITED TO GET TO WORK.”

100 Resilient Cities president Michael Berkowitz

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