

ITEM NUMBER: C 13/05/07

RECOMMENDATION FROM THE EXECUTIVE MAYOR: 18 APRIL 2007

MC 23/04/07

APPLICATION FOR THE EXTENSION OF THE CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT TERM TO 30 JUNE 2010

RECOMMENDED that approval be granted in terms of Section 11(4)(a) of the CID By-Law for the extension of the Cape Town Central City Improvement District term as from 1 July 2007 to 30 June 2010 as per the Business Plan dated January 2007.

REPORT TO EXECUTIVE MAYOR

1 ITEM NUMBER : MC 23/04/07

2 SUBJECT

**APPLICATION FOR THE EXTENSION OF THE CAPE TOWN CENTRAL CITY
IMPROVEMENT DISTRICT TERM TO 30 JUNE 2010**

2 ONDERWERP

**AANSOEK OM VERLENGING VAN DIE TERMYN VAN DIE KAAPSTAD
SENTRALE STADSVERBETERINGSDISTRIKS TOT 30 JUNIE 2010**

2 ISIHLOKO

**ISICELO SOKWANDISWA KWEXESHA LOPHUCULO LWESITHILI KUMBINDI
WESIXEKO SASEKA UKUYA NGOMHLA WAMA-30 JUNI 2010**

3 PURPOSE

In terms of the City Improvement District By-Law - promulgated as per Provincial Notice No.6118 dated 26 March 2004 (the By-Law), Council received an application, in terms of Section 11(4)(a) to extend the existing Cape Town Central City Improvement District term.

4 STRATEGIC INTENT

Economic Growth

5 FOR DECISION BY

Council.

6 EXECUTIVE SUMMARY

- 6.1 Application has been made in terms of Section 11(4)(a) of the CID By-Law for the extension of the Cape Town Central City Improvement District term as from 1 July 2007 to 30 June 2010.
 - 6.2 The proposed Business Plan is merely a continuation of the existing services provided.
 - 6.3 The property owners were given the opportunity to comment/object to the proposed extension and none have been received.
 - 6.4 This report recommends that the application to extend the Cape Town Central City Improvement District term to 30 June 2010 be approved.
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7 RECOMMENDATIONS

It is recommended that Council:

- 7.1 Approve in terms of Section 11(4)(a) of the CID By-Law the extension of the Cape Town Central City Improvement District term as from 1 July 2007 to 30 June 2010 as per the Business Plan dated January 2007.

7 AANBEVELINGS

Daar word aanbeveel dat die Raad

- 7.1 Die verlenging van die termyn van die Kaapstad sentrale stadsverbeteringsdistrik vanaf 1 Julie 2007 tot 30 Junie 2010 goedkeur ingevolge artikel 11(4)(a) van die Verordening op Stadsverbeteringsdistrikte, soos uiteengesit in die sakeplan van Januarie 2007.

7 IZINDULULO

Kundululwa ukuba iBhunga:

- 7.1 Malamkele ngokwemigaqo yeCandelo 11(4)(a) loMthetho kaMasipala we-CID ukwandiswa kweXesha loPhuculo lweSithili kuMbindi weSixeko saseKapa ukususela ngomhla woku-1 Julayi 2007 ukuya kowama-30 Juni 2010 njengoko kubonakalisiwe kwiSicwangciso soShishino esatyikitywa ngoJanyuwari 2007.

8 DISCUSSION/CONTENTS

8.1 Constitutional and Policy Implications

The Cape Town Central City Improvement District term was extended by Council on 10 December 2003 for a further term to end on 30 June 2007.

An application in terms of Section 11(4) of the CID By-Law has been made for the Cape Town Central City Improvement District to be extended for another three year term (1 July 2007 to 30 June 2010).

Their application and Business Plan, attached as per Annexure A proposes a continuation of the existing services with no increase to the budget for the financial year 2007/08.

The application (Business Plan) to extend the CID term was advertised in the official newspapers, appealing for comments/objections to the extension of the Cape Town Central City Improvement District term. **No comments/objections were received.**

Section 11(4)(a) of the City Improvement District By-Law allows Council to approve an extension of the City Improvement District term if the Business Plan does not materially affect the rights or interests of any person and does not materially affect the levy to be charged.

As the application conforms to the above and the property owners were consulted, Council may approve the extension of the term for the Cape Town Central City Improvement District as from 1 July 2007 to 30 June 2010.

8.2 Legal Implications

City Improvement District By-Law No.6118 dated 26 March 2004

8.3 Other Services Consulted

Finance Budgets: Eddie Scott (021) 400 1872

ANNEXURES

Annexure A – Cape Town Central City Improvement District Business Plan dated January 2007.

FOR FURTHER DETAILS CONTACT :

NAME	Runan Rossouw
CONTACT NUMBERS	(021) 400 - 5148
E-MAIL ADDRESS	Runan.Rossouw@capetown.gov.za
DIRECTORATE	Economic Development



DIRECTOR : LEGAL COMPLIANCE

LEGALLY COMPLIANT

NON-COMPLIANT

COMMENT :

DATE 04/04/2007



**EXECUTIVE DIRECTOR
MANSOOR MOHAMED**

Comment:

DATE 10 April 2007

[Executive Support to obtain Signatures]



BUSINESS PLAN



FOR THE CONTINUATION AND ONGOING MANAGEMENT OF THE CENTRAL CITY IMPROVEMENT DISTRICT

(In accordance with the By-Law for the establishment of City Improvement Districts promulgated in Provincial Notice 116/1999 as amended)

IN CAPE TOWN CENTRAL CITY

JANUARY 2007

P.O. Box 1997, Cape Town, 8000
Tel: (021) 419-1881 Fax: (021) 419-0894

CHAPTER 1: CCID IDENTIFICATION

Name of existing CID:	Cape Town Central City Improvement District
Date first implemented:	November 2000
Commencement date of three year business plan:	1 July 2007 – 30 June 2010
Name of Municipality having jurisdiction:	City of Cape Town
<u>Principal Contact Persons:</u>	
Andrew Boraine Chief Executive Cape Town Partnership P.O. Box 1997 Cape Town, 8000 Tel: (021) 419-1881	Derek Bock Chief Operations Officer Central CID PO Box 1997 Cape Town, 8000 Tel: (021) 419 1881

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CHAPTER 2: VISION, MISSION AND GOALS

Vision for the area

“THE HEART OF A WORLD CLASS CITY”

Mission for the CCID

To ensure that the Central City of Cape Town is safe, clean, attractive and user-friendly in order to reinforce the area as Cape Town’s premier retail, business, cultural, entertainment, tourism and leisure destination.

Goals

- ◆ To make Cape Town’s Central City safe, clean, attractive and user-friendly by providing a range of enhanced management services, and thereby to improve the economic well-being of Cape Town’s Central City and all its stakeholders.

- ◆ To support the marketing and promotion of the assets of Cape Town's Central City and the services of the Improvement District.
- ◆ To develop a close and mutually beneficial working relationship with the Local Authority.

Governance and Management Structure

The Central City Improvement District (CCID) is an independent non-profit (Section 21) company governed by a Board of Directors, drawn from a range of partners and stakeholders. The CCID is managed by the Cape Town Partnership under the Chief Executive, Andrew Boraine. The CCID is managed operationally by Derek Bock, the Chief Operations Officer. The CCID's offices are located on the 10th floor, The Terraces, 34 Bree Street, Cape Town. The Board currently comprises the following members:

NAME	REPRESENTING
Theodore Yach (Chairperson)	Theodore Yach Property Services
Mike Flax	Spearhead Properties
Julian Leibman	Investec
Lindelo Matya	Intersite
Amelia Beattie	Old Mutual Properties
Martin Kearns	Eurocape
Nawal Ramasar	Pick 'n Pay
Henry Truter	Rennies Properties
Rob Kane	Vunani Capital Holdings
Moussa Baba	Bestenver Company
Michel du Toit	Gensec Property Services
Martin Rippon	RMB Properties
Paul Kelley	Southern Sun Group
Richard Harris	Woodhead Properties
Pieter Pienaar	Woolworths
Shaiek Coe	Coessa
Charles Keefer	Property Exponents

CHAPTER 3: MOTIVATION FOR THE CONTINUATION OF THE CENTRAL CID

Up until the introduction of the Central City Improvement District in November of 2000, the Central City of Cape Town was showing serious signs of urban degeneration and decay.

The CCID has been operating successfully for six years. Some key achievements and indicators are as follows:

- Over the period since November 2000, it can be safely said that the central city of Cape Town is the safest central city in South Africa.
- The CCID employs 260 security officers in the CBD. Were it not for the CCID, very few law enforcement officers (Metro Police) would be patrolling the central city.
- Every month, an average of 95 tonnes of litter is collected from the streets of the central city, over and above that which is collected by the Council as part of its normal cleansing service.
- The central city is now 99% graffiti free.
- Some R14-billion of new investment has been attracted to the CBD since November 2000 as a result of an improved urban environment.
- Business has been retained in the CBD and capital flight from the CBD has dropped sharply.
- Positive take-up of commercial space has resulted.
- Since November 2000, approximately 3500 new residential apartments have been constructed within the central city.
- The CCID, together with certain NGO's has significantly reduced the number of homeless adults and children on the streets of the central city by offering them alternative accommodation and jobs.

The business plan assumes an annual increase in value of 8% per annum, whilst the levy, as a percentage of rates, remains constant.

Apart from the services that are provided by the CID, the *advantages* of the City Improvement District in the Central City of Cape Town are:

1. The cost of providing supplementary services is borne by all property owners in the area.
2. Costs are borne in proportion to the value of the property.
3. The Improvement District approach is holistic.
4. The CID has helped to enhance the environment and strengthen investor confidence
5. The Improvement District supports business investment.
6. The Improvement District has helped create a positive identity for the area.
7. The Improvement District provides private sector management of top up services.
8. The CID is a Section 21 company which is controlled by a Board of Directors made up of property owners in the CBD itself.

9. With its "Safe and Clean" approach, businesses and residents are moving back into the central city.
10. The City benefits from property and buildings being highly valued; this leads to an increase in property rates and taxes for the City which can be used in poorer areas.

Are there *disadvantages*?

Because the Central CID focuses on solving actual problems there are no practical disadvantages other than certain misperceptions.

- ◆ A perceived disadvantage is the additional cost. However, both overseas and locally it has been proved that the costs are recouped in higher rentals and increased occupancy driven by investor and consumer confidence.
- ◆ There is also a concern that a CID results in the Local Authority reducing normal services or discontinuing them altogether. The exact opposite is true. A service level agreement was signed with the City of Cape Town at the introduction of the Central CID which identified and stipulated the services to be provided by the Local Authority. This Agreement guarantees the levels of service to be provided by the Local Authority.

CHAPTER 4: SERVICES AND LEVELS OF SERVICES TO BE PROVIDED BY THE CCID

Proposed Services and Levels of Services to be provided by the CCID

The CCID top-up or supplementary services articulated in this Business Plan are based on the experience gained by the CCID during the last three years, feedback from ratepayers, business and visitors to the central city.

1. **Management** (Budget Provision: R4,390,410 or 17,2% of total (year 1 of 3 year business plan))

It is proposed that the Board of Directors of the Central City Improvement District extend the contract of the Cape Town Partnership as its management company for the period of this proposed business plan i.e. for a further three years. The Partnership, as a successful Section 21 Company supported by both the public and private sectors of the Central City of Cape Town, pursues objectives which are focused on the growth, development and prosperity of the Central City of Cape Town. Since the Partnership's formation in mid-1999, these efforts have led to new investments, business developments and business transactions worth some R14 billion in the Central City of Cape Town.

The Partnership's aims and objectives continue to be synonymous with those of the Central CID and the continued engagement of the Partnership as the Central CID's management company will continue to ensure holistic and integrated urban management.

The Partnership provides a comprehensive management service which includes the management of the sub-contractors who provide supplementary services to those provided by the City Council as well as interaction and liaison with the City Council on the latter's adherence to guaranteed levels of service as stipulated in the contract between the Council and the Central CID.

The various management tasks and duties performed by the Partnership are listed below:

Tasks performed by the Cape Town Partnership

Management duties

- Employment and management of dedicated CCID personnel.
- Handling of all labour related issues and labour administration.
- Providing financial management services to the CCID.

In addition to the above, the Partnership also renders the following services to the CCID which are over and above those specified in the management contract:

- Acts as a voice for ratepayers in the CBD.
- Deals with holistic issues affecting the CBD.
- Shares costs with the CCID on certain projects which would be independently unaffordable.
- Promotes business and investment in and to the Central City and connects investors to property owners.
- Liaises on a strategic level with the Provincial and Local Authorities.

2. **Public Safety and Security**

Budget provision: R12,044,160 or 47 % of total (year 1 of 3 year business plan).

Background

The CCID was formed in November 2000. It focuses on four priorities, namely security, cleansing, social development and marketing. Although all four priorities are important, security is clearly the most important issue for locals, office workers, property owners, tenants and tourists. Security therefore warrants the highest proportion of the budget.

Major Critical Success Factors (CSF) – the international precedent

In formulating a security plan for the CCID, a number of issues are taken into consideration. These include:

- Actual experience on the ground during the past three years.
- Communications with SAPS and the Metro Police.
- Feedback, incident reports and complaints register from ratepayers, visitors and office workers.
- International case studies.

In respect of all these issues, a number of Critical Success Factors have been identified, which are drawn from local, national and international experience and research. These include:

- Serious street crime flourished in areas in which disorderly behaviour goes unchecked. Therefore, illegal refuse dumping, illegal informal trading, urinating and defecating on the street, informal parking attendants and harassment of the public are classified as the first problem to be addressed in creating a safe and secure environment.
- Public fear stems from disorder and therefore social disorder cannot be separated from crime.
- The police are the key to maintaining orderliness as they have an aura of authority and a sense of duty. However, police need assistance in the management of urban space and not only in crime prevention and apprehension.
- Existing or new bylaws need to be rigorously enforced to prevent an environment from becoming seemingly uncontrolled. Apprehension and/or

prosecution for bylaw infringements are the first step in crime prevention. While these may seem to be minor charges, they do frequently lead to more serious crime.

- In order for crime prevention to work properly, there needs to be an intelligent tactical deployment of manpower on the streets.

Primary Causes of Concern within the CCID

Taking the above into consideration and after discussions with SAPS Cape Town, Cape Town Tourism, business owners in the CCID and according to the complaints register at the CCID offices, the primary causes of concern within the CCID are identified as drug dealing, aggressive harassment and begging, informal parking attendants, muggings and dealing in stolen goods.

Objective of the Security Plan

Short term. To create the necessary environment and platform which facilitates good communication, cooperation and forward planning amongst all operational role-players within the CCID.

Medium term. To carry out the necessary planning, preparation and coordination to ensure that the CCID is able to sustain its crime prevention role in the face of a growing CBD, high tourism growth and the increase in the number of homeless people on the streets.

Strategic and Operational Role Players

The following role-players are directly involved with the security processes within the CCID:

- Cape Town Partnership
- Cape Town Central City Improvement District
- Metro Police
- South African Police Service
- Community Policing Forum
- CCID contracted security service provider

There are also a number of role-players who are indirectly involved in the security process. These individuals play a very important role, as they are the people who work on the streets of the CCID and act as a supplementary security service. They include:

- Business owners within the CCID
- Partnership-managed Parking Marshals
- Council cleansing staff
- Outsourced CCID cleansing staff
- All non-CCID security officers operating within the CCID

Tactical Deployment of Manpower

The tactical deployment of manpower and the success thereof relies on the following:

- Centralised Command and Control. This allows for one person to actively manage deployment. In the case of Cape Town, this is the responsibility of the City of Cape Town.
- Visibility through foot and mounted patrols – the public will more easily approach police or security officers who are on foot than in a vehicle.
- Mobility through sponsored patrol vehicles.
- Effective and Rapid response through CCTV cameras, good radio communications and mobility of officers.
- Proactive deployment by means of good real-time information, analysis and advanced planning.
- A long-term strategy that combines policing and law enforcement to stabilize safety and longer-term social measures to improve the environment.
- The establishment of municipal or night courts to deal with petty-crime and to assist the day courts.

PRIVATE SECURITY OFFICERS

MOBILE PATROLS

Four patrol vehicles are on duty for each of the four precincts in the CBD. A fifth patrol vehicle, which is used as a command and control vehicle, is also on duty. The CCID also provides 2 dedicated Security Managers on a daily basis; each who have their own patrol vehicles.

FOOT PATROLS

PRECINCT 1

TOTAL MANPOWER	SHIFT
9	0700 – 1800
9	1800 – 0700
TOTAL: 18	

PRECINCT 2

TOTAL MANPOWER	SHIFT
7	0700 – 1800
7	1800 – 0700
TOTAL: 14	

PRECINCT 3

TOTAL MANPOWER	SHIFT
10	0700 – 1800
10	1800 – 0700
TOTAL: 20	

PRECINCT 4

TOTAL MANPOWER	SHIFT
12	0700 – 1800
12	1800 – 0700
TOTAL: 24	

REACTION UNIT

Over and above the normal foot and mounted patrols, the CCID also has a Reaction Unit in place which is deployed in problematic areas throughout the central city area.

TOTAL MANPOWER	SHIFT
20	0900 - 2100
TOTAL: 20	

MOUNTED PATROLS

It is internationally accepted that mounted patrols are regarded as a force multiplier due to the following reasons:

- Horses are able to patrol a much larger area within a shorter space of time than officers on foot.
- Horses act as a deterrent to would-be criminals due to their size, speed and for enabling the rider to have a better view from on top of the horse.
- The sense of security due to mounted patrols will have immense public relations value for the CCID.

Since horse mounted patrols were introduced in 2000 by the CCID in the CBD, good results have been achieved. Therefore, mounted patrols will be deployed as follows:

AREA	TOTAL	DAY	SHIFT
Foreshore	2	Mon – Sat	0800 – 1800
	2	Sun	0900 – 1600
Rest of CCID	6	Mon – Sat	0800 – 1800
	6	Sun	0900 – 1600
	8 per day		

The main areas for the deployment of the mounted patrols within the CCID are St. Georges Mall, Thibault Square, Queen Victoria Street, Company's Garden and the Foreshore area.

3. Cleansing and General Maintenance
(Budget provision: R4,536,000 or 17,7% of total (year 1 of 3 year business plan))

Needs

- Supplemental cleaning including bin clearances, sweeping and collection of illegal dumping.
- Improved general maintenance of lights, poles, trees, benches, litter bins, etc.
- Graffiti and illegal poster removal.
- Tree well maintenance.
- High pressure hosing and chemical cleaning.

Recommendations

- General litter collection.
- Maintenance programme.
- Additional cleansing services during peak periods.

Services to be provided

- Litter collection on a daily basis, including weekends.
- Disinfecting of areas as necessary.
- Removal of illegal posters.
- Removal of graffiti.
- Additional cleansing during the festive season, i.e. November to February each year.
- Clearing of storm-water drains on a monthly basis.
- Removal of cable-ties and other strings etc from lamp poles.

4. Marketing and Communications
(Budget provision: R1,911,900 or 7.4% of total (year 1 of 3 year business plan))

Needs

- A sustainable budget to implement successful planning, marketing and execution.
- An outsourcing system which considers abilities and deliverables as key criteria.
- A cohesive effort which is complementary to other efforts and avoids duplication.

Recommendations and Deliverables

- Conceptualisation, creation, costing, promotion and organisation of new events.
- Support for existing events, according to certain funding criteria to avoid duplication.

- Promote the extension of trading hours and the introduction of pedestrianisation.
- An effective relationship with key experienced outsourced suppliers.
- An ongoing media liaison programme designed to promote the CBD as a commercial, retail and tourist destination.
- The production and distribution of a bi-monthly newsletter.
- The maintenance of an integrated website, linked to other major sites.
- The effective management and promotion of events which will attract other events.
- Development of activity and entertainment programmes for CBD users.
- Promotion of the retail offering in town.
- Provision of a Visitor Assistance service for CBD users, both locals and foreigners.

**5. Social Development
(Budget provision: R812,160 or 3,1% of total (year 1 of 3 year business plan))**

This programme includes:

- Providing support for the City of Cape Town's campaign to get homeless children and youth off the streets and into places of care and support programmes and places of care, as well as community-based prevention programmes
- Providing support for NGOs such as the Big Issue, Men at the Side of the Road, Street People's Ministry, Straatwerk, The Ark, Street People's Ministry and the Haven Night-shelters, in their work with homeless and unemployed adults
- Providing support to the Central City Community Court, which focuses on reducing social and petty crime through diversion of cases and community sentencing
- Promotion of employment and small business opportunities in kerbside parking, recycling and cleansing services
- Changing public perceptions to support organisations providing shelter, care and education

Projects

- Provision of IDs campaign for homeless adults
- The Multi-service Centre in Salt River in homeless children
- White line painting project in conjunction with Straatwerk and the Cape Town Traffic Department
- Annual events to promote social development initiatives: Youth Day (June), First of Spring (September) and Celebrating Lives (December)

Needs

- A sustainable budget to implement successful planning, marketing and execution of the Social needs of people living on the streets of the central city.
- An outsourcing system which considers abilities and deliverables as key criteria.
- A cohesive effort which is complementary to other efforts and avoids duplication.

6. **Sundry**
(Budget provision: R154,616 or 0,6% of total (year 1 of 3 year business plan))

Items budgeted for include:

- Office equipment & furniture
- Cellphone call costs for CCID staff
- AGM & Board Meetings
- IT Support
- Professional Fees
- Travel and Accommodation
- HR and Staff Training and Development

CHAPTER 5: BUDGET - YEAR ONE (JULY 07 – JUNE 08)

		Monthly Average	Annual	% of Total
	INCOME			
	Levy Income	-2,134,150	-25,609,801	
	TOTAL INCOME	-2,134,150	-25,609,801	
	OPERATING EXPENDITURE			
1.	Management	365,867	4,390,410	17,2
	Cape Town Partnership : (Management Fee, Staff salaries and Audit Fees)	302,020	3,624,245	
	Office accommodation	20,146	241,758	
	Operational costs : (includes stationery, printing, postage, telephone, fax etc)	43,700	524,407	
2.	Security	1,003,680	12,044,160	47
	Law Enforcement	8,000	96,000	
	Ground & Mobile Patrols	875,400	10,504,800	
	Mounted Patrols	118,280	1,419,360	
	Security Management	2,000	24,000	
3.	Cleansing	378,000	4,536,000	17,7
4.	Urban Management	91,573	1,098,877	4,2
5.	Marketing and Promotion	159,325	1,911,900	7,4
6.	Social Development	67,680	812,160	4,2
7.	Sundry	12,884	154,616	0,6
8.	Bad Debt Provision	64,025	768,294	2,9
	TOTAL OPERATING EXPENDITURE	-2,134,150	-25,609,801	100

CHAPTER 6: THREE-YEAR BUDGET PROJECTION (JULY 07 – JUNE 10)

	Y1 Annual	% of Total	Y2 Annual	% of Total	Y3 Annual	% of Total
INCOME						
Levy Income	-25,609,801		-27,658,585		-29,871,271	
TOTAL INCOME	-25,609,801		-27,658,585		-29,871,271	
OPERATING EXPENDITURE						
Management	4,390,410	17,1	4,741,642	17,1	5,120,973	17,1
CTP (CCID staff, bookkeeping, auditing)	3,624,245		3,914,184		4,227,318	
Office Accommodation	241,758		261,098		281,985	
Operational Costs	524,407		566,359		611,667	
Security	12,044,160	47	13,007,692	47	14,048,307	47
Law Enforcement	96,000		103,680		111,974	
Ground & Mobile Patrols	10,504,800		11,765,376		12,706,606	
Mounted Patrols	1,419,360		1,532,908		1,655,540	
Security Mgt	24,000		25,920		27,993	
Cleansing	4,536,000	17,7	4,898,880	17,7	5,290,790	17,7
Marketing & Promotion	1,911,900	7,4	2,064,852	7,4	2,230,040	7,4
Urban Management	1,098,877	4,2	1,186,787	4,2	1,281,729	4,2
Social Development	812,160	3,1	877,132	3,1	947,302	3,1
Sundry	154,616	0,6	166,985	0,6	180,343	0,6
Bad Debt Provision	768,294	2,9	829,757	2,9	896,137	2,9
TOTAL OPERATING EXPENDITURE	25,609,801	100.00	27,658,58529,	100.00	29,871,271	100.00
NET (SURPLUS)/DEFICIT	0		0		0	
Prior Year Surplus	1,692,421		1,692,421		1,692,421	
ACCUMULATED (SURPLUS)/DEFICIT	1,692,421		1,692,421		1,692,421	

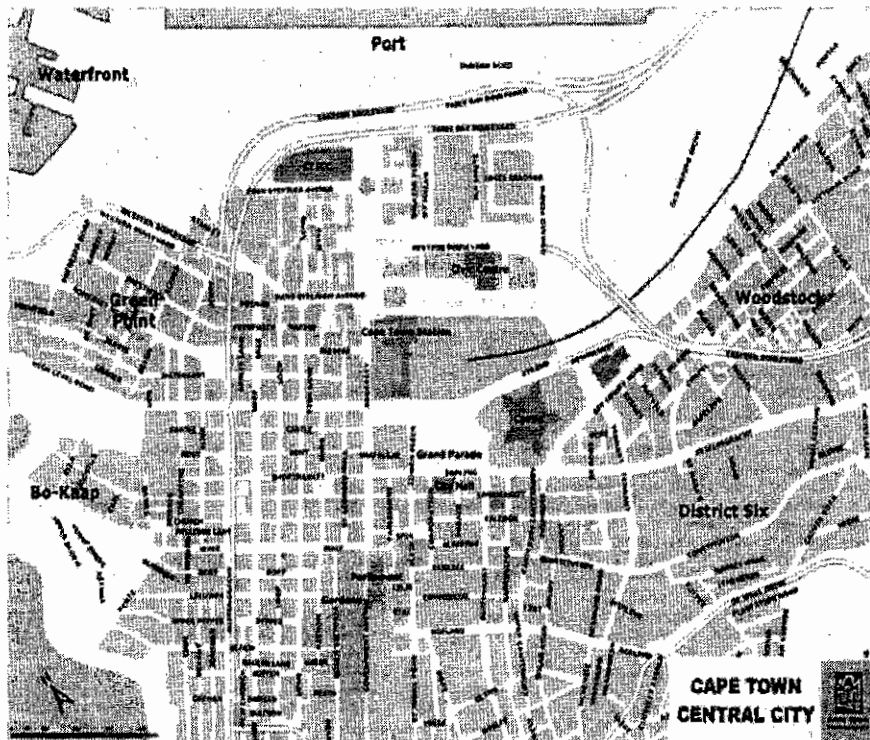
ADDENDUM: THE CAPE TOWN CENTRAL CITY PARTNERSHIP

Mandate

The Cape Town Partnership was established in July 1999 by the City of Cape Town, the South African Property Owners Association (SAPOA), the Cape Town Regional Chamber of Commerce and Industry and other stakeholders to *develop, manage and promote* the Cape Town Central City.

The Central City Area

The Central City includes the traditional Central Business District (CBD) of Cape Town. It is bounded by Woodstock, District Six, Gardens, the Bo Kaap, Green Point, the V&A Waterfront and the Port. It includes the historical 'Old Town', the East City and the Foreshore.



Vision and Mission

Vision

An inclusive, productive and diverse city centre that retains its historic character and reflects a common identity for all the people of Cape Town.

Mission

The Cape Town Partnership strives to develop, manage and promote the Cape Town Central City as a place for all and a leading centre for commercial, retail, residential, cultural, tourism, education, entertainment and leisure activities.

Core Functions

- Mobilise the public and private sectors and other stakeholders around common development objectives.
- Consolidate the Central City as the economic, social and cultural heart of the Cape Town metropolitan region.
- Broaden access to the benefits and opportunities in the Central City for all the people of Cape Town.
- Coordinate and facilitate multi-dimensional development programmes.
- Guide decision-making and direct resources into solving the economic and social challenges facing the Central City.
- Contribute to the overall economic and social development of the City of Cape Town.

Governance and Management Structure

The Partnership is an independent non-profit (Section 21) company governed by a Board of Directors, drawn from a range of partners and stakeholders. The Partnership is managed by Andrew Boraine, Chief Executive, and is located on the 10th floor, The Terraces, 34 Bree Street, Cape Town. The Board currently comprises the following members:

Johnson, Shaun	Chief Executive, Mandela Rhodes Foundation (Chairperson)
Roman, Kevin	Director, Hermans & Roman Property Solutions; Chairperson SAPOA Western Cape (Deputy Chairperson)
Boraine, Andrew	Chief Executive, Cape Town Partnership
Ebrahim, Achmat	City Manager, City of Cape Town
Elzinga, Dirk	Chief Executive, Cape Town International Convention Centre
Emeran, Joe	Cape Town Regional Chamber of Commerce and Industry
Gordon, Paddy	Regional Manager, Table Mountain National Park
Hall, Professor Martin	Deputy Vice Chancellor, University of Cape Town

Khan, Hassan	Chief Executive Officer, Haven Night Shelter
Mashologu, Thabo	SA Black Technical & Allied Careers' Organisation (SABTCO)
Minty, Zayd	Former Arts & Culture Manager, District 6 Museum Foundation
Pieterse, Edgar	Special Advisor to the Premier, Western Cape Provincial Govt
Rabie, Dr Annelie	Managing Director, Business Against Crime – Western Cape
Rippon, Martin	General Manager, RMB Properties – Western Cape, representing the Central City Improvement District
Robinson, Laura	Director, Cape Town Heritage Trust
Schuitmaker, Albert	Chief Executive, Cape Town Regional Chamber of Commerce and Industry
Serritslev, Anthea	Councillor, City of Cape Town

The Partnership is the managing agent for the Central City Improvement District (CCID), and the Sea Point City Improvement District (SPCID). The Partnership employs 24 full-time staff.

Products and Services

The Partnership offers urban management, development facilitation and communications services. The Partnership's resources are focused on promoting cooperative development ventures through marketing, networking, knowledge and information management, and research and project management. The Partnership conducts weekly urban regeneration walking tours of the Central City and distributes a monthly electronic newsletter (Siyahluma) to over 2 000 subscribers.

Target Market

The Partnership specialises in working with commercial property owners, domestic and international investors, developers, financiers and managers, as well as corporate business, retailers, small businesses and informal traders. The Partnership convenes a Central City Business Forum.

The Partnership targets members of the Cape Town public, particularly those that work, shop and reside in the Central City, and historically excluded communities and constituencies. The Partnership also targets visitors and tourists to the Central City, in conjunction with Cape Town Routes Unlimited (CTRU) and Cape Town Tourism (CTT).

Roles and Responsibilities

The Partnership is a *development facilitation agency* focused on mobilisation, coordination and alignment of public, private and social resources. The Partnership does not duplicate or replace the role of the public sector, in particular, its statutory and regulatory roles, but seeks to add value to public services and planning processes. The Partnership acts as an initiator, coordinator, facilitator and manager of projects, in conjunction with a wide range of stakeholders.