

CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT (CCID)

BUSINESS PLAN

JULY 2020 – JUNE 2025



This business plan is available at www.capetownccid.org

CONTENTS

1. Introduction	3
The CCID: Background, nature and function	3
Achievements over the past 5 years	4
2. Strategic Objectives	7
Improving Public Safety	7
Maintaining, Cleaning & Upgrading Public Areas	7
Promoting Sustainable Social Development	7
Promoting the CCID & Economic Investment in the CBD	8
3. Improving Public Safety	9
CCID Department: Public Safety	9
Services	10
Projects	12
Major Deliverables across the 2020-2025 Period	13
4. Maintaining the Urban Environment	14
CCID Department: Urban Management	14
Services	15
Projects	17
Major Deliverables across the 2020-2025 Period	20
5. Promoting Social Development	21
CCID Department: Social Development	21
Services	22
Projects	24
Major Deliverables across the 2020-2025 Period	25
6. Promotion of the CCID	26
CCID Department: Communications	26
Services	26
Projects	28
Major Deliverables across the 2020-2025 Period	30
7. Financial Impact of the CCID	31
5-Year Budget	31
Budget allocation	32
Management Structure	32
8. Permissible Amendments to the Business Plan	33
9. Annexure A: 5-Year Budget	34
Annexure B: 5-Year Implementation & Programme Plan	

1. INTRODUCTION

THE CT CCID: BACKGROUND, NATURE & FUNCTION

The Cape Town Central City Improvement District (CCID) was established in November 2000, as the operational arm of the then Cape Town Partnership. Covering the core of the CBD, it became the first legally bound City Improvement District (CID) in South Africa. Since then it has gained a reputation internationally as an acclaimed model of public-private partnership.

The term City Improvement District refers to a specific geographical area, approved by the City Council in terms of the Municipal Rates Act, Section 22 (Special Rating Area [SRA]), and the SRA bylaw, in which complementary top-up services are provided in addition to those rendered by the CID's primary partners. In the case of the CCID, these are the City of Cape Town and the South African Police Services (SAPS).

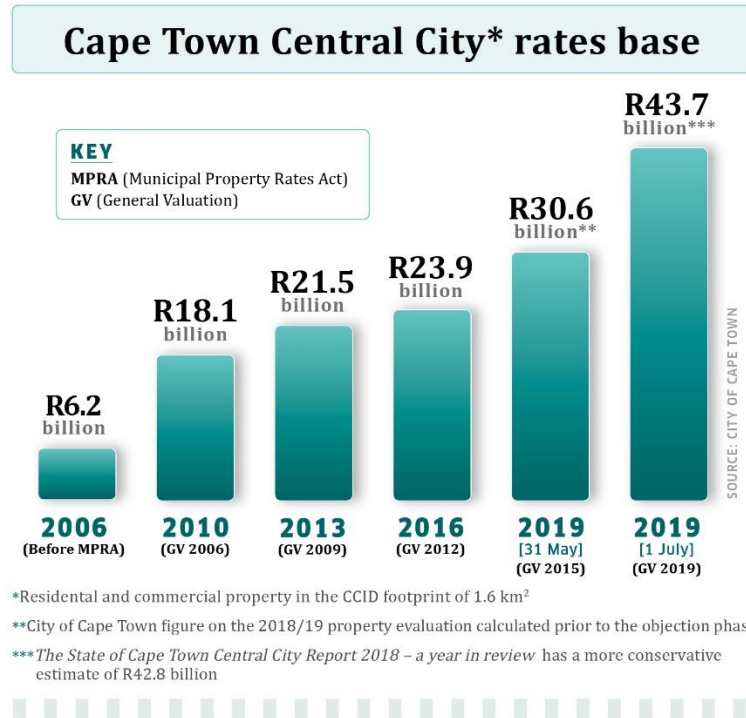
As a non-profit organization, the CCID operates with its own board or directors and liaises across both public and private sectors, working with each to develop, manage and promote the Cape Town Central City.

Founded with a vision for the CBD to rise from the "crime and grime" scenario it had fallen into in the late 1990s, the CCID has, over the past 19 years, worked hard to establish a vibrant downtown considered to be not only the safest in the country but also the most successful economically.

Comprising four operational departments, namely Public Safety, Urban Management, Social Development and Communications, the CCID expanded its original vision to create and promote a CBD that was "Safe, Clean and Caring" to include "Open for Business" in 2011. This followed the phenomenal success in 2010 of the FIFA Soccer World Cup, which not only saw the CCID running a 24-hour operation centre for the first time but also revealed the extent of the CBD's night-time economy.

The CCID has weathered difficult times, but through hard work, creativity and determination, it has pulled through to ensure a vibrant downtown attractive to tourists and investors alike.

As a result of investments made into the Cape Town Central City between the 2005/2006 and 2018/2019 financial years, the year-on-year valuation of all property (residential and commercial) held in the CBD has increased from R6.2 billion to an estimated R43.7 billion (prior to the objection phase).



Major investments include the new Netcare Christiaan Barnard Memorial Hospital, the expansion of the Cape Town International Convention Centre (CTICC 2), The Towers (formerly Standard Bank Centre), the upgrade of Naspers Centre and Portside Tower.

ACHIEVEMENTS OVER THE PAST FIVE YEARS

- The CCID has achieved an unqualified audit for 19 consecutive years.
- It received its fifth vote of confidence from property owners and the City in 2015 when its 2015-2020 Business Plan was signed off.
- Interventions put in place by the CCID 19 years ago - including maintaining a visible and effective Public Safety presence and an Urban Management team to clean, manage and improve public spaces - have paid tremendous dividends in the past five years. Together with our primary partners, the CCID has brought crime and unlawful behaviour under control and cleaned and upgraded the urban environment.

- Due to the CCID's reputation for providing excellent, visible top-up services to those of our primary partners, demands on these services have increased steadily year on year. Over the past five years, especially 2017 and 2018, the CCID has operated under difficult conditions, including the impact of the drought and water crisis, and has continued to create a CBD for all to enjoy.
- The CCID's promotion of the CBD as a viable centre to do business has contributed to a vibrant city centre economy that continues to attract local, national and international investors that invest billions of rands into the area.
- Other than its primary partners, the City of Cape Town and SAPS, the CCID works with other investment partners including Wesgro, the Cape Chamber of Commerce and Industry, the Western Cape Economic Development Partnership, Invest Cape Town and InvestSA Western Cape, to promote the CBD.

Name of the existing City Improvement District:

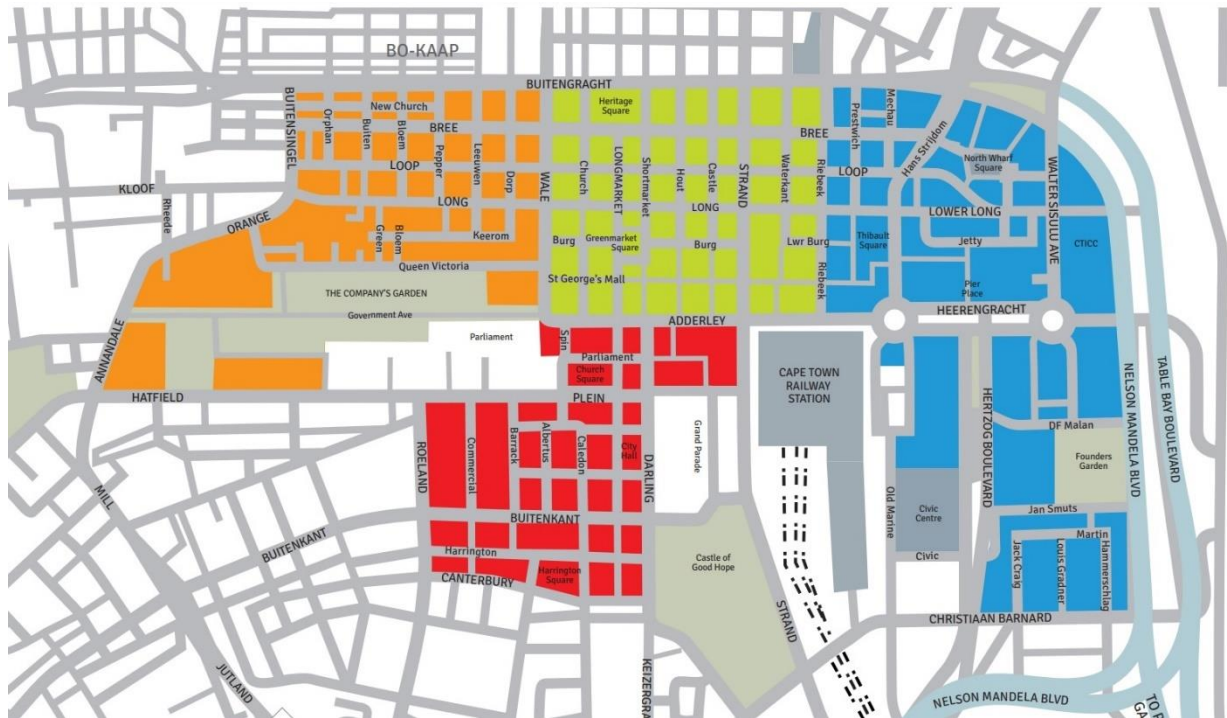
CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT (CCID)

Applicant's name and business address:

Tasso Evangelinos
 Chief Executive Officer
 Cape Town Central City Improvement District
 13th Floor
 1 Thibault Square
 Cnr Long St & Hans Strijdom Ave
 Cape Town 8001
 Tel: 021 286 0830
 Email: tasso@capetownccid.org

Operational boundaries:

The CCID's operational boundaries cover an area of 1.62 square kilometres. The footprint stretches from Nelson Mandela Boulevard in the north to Buitensingel/ Roeland streets in the south, and from Buitengracht Street in the west, to Canterbury Street & Christiaan Barnard Boulevard in the east. The area is divided into four precincts: Precinct 1 (in blue on the map below) on the Foreshore is the conferencing, hospitality and financial precinct; Precinct 2 (lime green), which starts in Riebeek Street and ends at Wale Street, encompasses the retail hub of the CBD; Precinct 3 (orange) borders the Company's Garden and is the legal and parliamentary precinct; and Precinct 4 (red), referred to as the East City.



CCID DOWNTOWN AREA IN NUMBERS:

NUMBER OF ERVEN: OVER 1 000 (ABOUT 1 200 BUILDINGS)

TOTAL OFFICE SPACE: 1 062 023 square metres

TOTAL RETAIL SPACE: 266 478 square metres

2 073 businesses & 1 038 retailers

DAILY INCOMING & OUTGOING POPULATION: 300 000 people

NUMBER OF RESIDENTIAL UNITS: 4 291

NUMBER OF RESIDENTS: about 6 000

RETAIL OCCUPANCY RATE: 93%

COMMERCIAL VACANCY RATE: 11.8%

2. STRATEGIC OBJECTIVES FOR 2020-2025

In partnership with the City, the CCID will strive to carry out its mandate to the best of its ability, assisting the City and SAPS in creating a safe, secure, caring, clean and integrated urban environment by:

2.1 Improving public safety

The CCID will spend 52% of its budget on Public Safety. Over the past five years, increased footfall into the CBD coupled with a tight economy has made it harder to ensure a safe and secure CBD. In the next five years, the CCID will continue:

- To monitor crime trends that impact on business and tourism
- To adapt its Public Safety contingent according to the needs of its stakeholders, introducing new units when necessary, in a bid to address the rise in public safety issues and lawlessness
- To work tirelessly alongside its partners, including SAPS, the City's Law Enforcement agency and the Community Police Forum, to secure the CBD

2.2 Maintaining, cleaning & upgrading public areas

A total of 11.5% of the CCID's budget will be spent on providing a clean, attractive and risk-reduced urban environment for all to enjoy. The CCID's Urban Management department's objectives will be to:

- Provide top-up services to those of its primary service provider, the City of Cape Town
- Collect litter, clean hotspot areas, remove graffiti, prune trees and carry out beautification projects

2.3 Promoting sustainable social development

Promoting social development will remain a significant challenge in the CBD. The CCID will continue to allocate 9% of its budget to its Social Development projects. The demand for social interventions has increased over the past five years, and will, in all likelihood, continue to do so in the next five-year period. The CCID Social Development team of social and field workers will continue to:

- Engage daily with the Central City's most vulnerable citizens
- Work closely with its partner NGOs, the City of Cape Town's Department of Social Development and Early Childhood Development, as well as the Provincial Department of Social Development, all of which service this community

2.4 Promoting the CCID & Economic Investment in the CBD

The CCID Communications department will promote its work and uphold its reputation. Communications will receive 4.5% of its budget. The department will collaborate with the CCID's other departments in a bid to:

- Promote its "Business as Usual" vision, highlighting its day-to-day operations in the media, on its social media channels, through campaigns and in its print and online publications
- Promote the Central City as a destination for business and other visitors, showcasing CCID stakeholders and the CBD night-time economy
- Attract and encourage local, national and international economic investment into the area through its "Open for Business" vision
- Maintain the CCID's numerous databases which have been compiled over the years on the dynamics of the Central City and investment into the region in order to provide information and encourage investment. Work on current and ongoing databases will include:
 - Retail store updates and vacancy reports
 - Government/public sector updates
 - CCID membership & property database verifications

The CCID's Core Values

The core purpose of the CCID will be to provide top-up services to those of our primary partners to ensure the CBD is safe, clean, caring and open for business. The CCID will strive to protect, enhance, care for and promote the Central City.

Our core values will be:

- Reliability
- Commitment
- Accountability
- Consistency
- Integrity

These values will be achieved by submitting detailed reports to the CCID board, communicating to our stakeholders on our operational endeavours via social and print media channels and our own publications, as well as detailing our work in our Annual Report and at our AGM.

3. IMPROVING PUBLIC SAFETY

CCID DEPARTMENT: PUBLIC SAFETY

The main objective of the Public Safety department will be to provide the CCID's stakeholders with a safe and secure CBD. Working with its primary service providers, the department will strive to provide public safety officers on the streets, with a rapid response time to incidents.

THE MAKE-UP OF THE DEPARTMENT

Public Safety will have fulltime staff of **4**, comprising a manager, assistant manager and two night managers. There will also be: **5** response vehicles and **9** public safety kiosks.

Public Safety will have the following service providers:

1. A preferred security provider that will provide security and shift managers, mobile response officers; mobile assistant officers and foot officers, including
 - **300 Public Safety Officers (PSOs)** with body-worn cameras, deployed 24/7, on a 365-day rotational shift basis, including:
 - a **45-man** unit to deal with anti-social behaviour
 - **4** Precinct Commanders on bicycles
2. **City of Cape Town** will provide **20** CCID-funded Law Enforcement Officers who will work on a 24/7 cycle, to give the CCID the full reach of the law.
3. **City of Cape Town** will also provide at least **6** CCID-funded Traffic Wardens to help ease traffic congestion and issue fines during the day for non-moving traffic violations.



PUBLIC SAFETY SERVICES & PROJECTS

A: Services

Public Safety will offer top-up services to those provided by its primary partners, the City of Cape Town Law Enforcement and SAPS.

Other partners will include: CBD stakeholders, the Community Police Forum, the Western Cape Government Department of Community Safety (DOCS), and the Chrysalis Academy. Public Safety will also work with other security organisations, civic

organisations, neighbourhood watches, City Ward Councillors, relevant City authorities and various NGOs.

These partnerships will enable the CCID to form a tight security net over the Central City and continue to respond in less than five minutes to incidents.

Public Safety will:

- Provide visible policing in terms of our PSOs, branded mobile units, security kiosks and huts
- Respond to all incidents reported to our 24/7 emergency hotline
- Police bylaw infringements via CCID-funded LEOs, including antisocial behaviour and aggressive begging
- Participate in scheduled joint crime-prevention operations with our primary and other partners including vehicle checkpoints and stop-and-search operations, and drug-dealing operations
- Target hotspot areas, for example additional night-time deployment in Long Street
- Identify the need for and then formulate and provide reaction units to deal with specific trends;
- Mitigate traffic congestion at major intersections within the CBD, especially during rush-hour traffic
- Participate in the consultative processes around liquor applications;
- Provide security for events to safeguard areas directly surrounding and leading to event footprints;
- Assist the public with medical and rescue callouts and vehicle breakdowns;
- Participate in security forums and collaborate with Sector policing
- Continue to liaise with the City's CCTV Surveillance Unit and SAPS' Community Radio Room
- Coach Neighbourhood Watch groups in safety and security measures
- Analyse and interpret trends related to public safety
- Offer security training for corporates through presentations



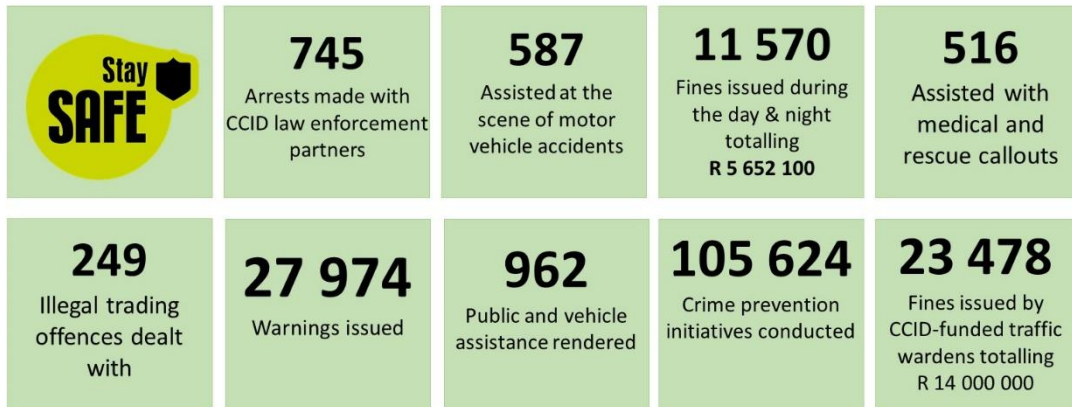
B: Projects

Value-add projects that will be offered:

- **SEON Project:** this system will allow the exact location of CCID PSOs to be monitored from the CCID Control Room to improve the response to incidents
- **Displaced People's Unit:** this 12-man unit will deal with land invasions and will be subject to reserve funding allocation.
- **Stash it, don't flash it campaign:** The department will roll out an annual awareness campaign over the December/January season to encourage members of the public to be vigilant about their personal belongings and not leave items in full view in motor vehicles
- **ATM Fraud Project:** Safety & Security will continue to fight ATM fraud through its ATM Fraud Project, whereby students trained by the Chrysalis Academy will be deployed as ambassadors to hot spot ATMs in the CBD. The project will continue to be a partnership between the CCID and the WC Department of Community Safety (DOCS). This is subject to funding from the Provincial Government.
- **Ambassadorial Programme at the Company's Garden:** Another CCID-DOCS partnership involving students from the Chrysalis Academy will see students deployed as ambassadors in the Company's Garden where they assist the public in general. Both projects will give students on-the-job training. This is subject to funding from the Provincial Government.

- **Educational awareness programmes:** safety presentations will be done with members of the public and businesses to showcase the services of the CCID and provide information on how to “stay safe” in the CBD.

Public Safety 2019



A snapshot of the work of Public Safety in 2019

MAJOR DELIVERABLES ACROSS THE 2020-2025 PERIOD

Public Safety will strive to:

- Maintain and review existing security strategies to ensure the CCID delivers on its mandate to provide public safety in the Central City
- Enforce the City’s bylaws especially regarding anti-social behaviour
- Enhance the level of training of all personnel to enable the team to cope with new and emerging public safety threats
- Improve public safety efforts via its upgraded incident reporting system to be able to plan more effectively when allocating resources
- Implement innovative technologies to improve the level of service offered by doing ongoing research and investigation

- Maintain existing partnerships and develop new ones to meet the goal of having a safe and secure CBD
- Continue to deliver value-add services and provide a visible public safety presence by employing additional foot officers when necessary (for example, during the Festive Season)
- Meet the challenge of retaining a high level of public safety in the face of increasing demands on resources due the challenge of retaining a safe and dynamic Central City in a tough economy

4. MAINTAINING THE URBAN ENVIRONMENT

CCID DEPARTMENT: URBAN MANAGEMENT

Through the maintenance of a quality urban management programme, the CCID's Urban Management department will provide a clean, attractive and risk-reduced environment in CBD.

THE MAKE-UP OF THE DEPARTMENT

Urban management will have **4** fulltime staff members: a manager, assistant manager and 2 precinct managers.

Work will be outsourced to two service providers:

1. A professional cleaning company will provide **60** skilled cleaners who will work 18 hours/day, 365 days/year
2. An NGO will provide approximately **300** semi-skilled cleaning and maintenance staff for whom daily work opportunities are created six days a week, including a dedicated road maintenance unit comprising **6** members.



URBAN MANAGEMENT SERVICES & PROJECTS

A: Services

Urban Management will provide top-up services to those of its primary partners at the City of Cape Town, namely the departments of Solid Waste, City Parks, Electricity, Public Lighting, Traffic Signals, Water, Events, Environmental Health, Public Space Design and Sewerage.

The Urban Management precinct managers will:

- Monitor the streets, exterior of buildings and public spaces across the CCID's footprint every day
- Liaise with CCID stakeholders
- Report defects to various City service departments for repair
- Schedule meetings with the relevant City authorities to develop efficient, coordinated solutions to urban challenges and issues



The department will provide the following services:

- Professional street sweeping day and night
- Litter picking
- Cigarette bin maintenance
- Needle picking in public spaces
- Event cleaning services
- Graffiti removal
- Illegal poster & sticker/string removals
- Removal of illegally dumped litter
- Municipal & storm water drain cleaning
- Identifying & repairing water faults including leaks & burst pipes, leaking fire hydrants
- Reporting street light issues & traffic light failures

- Water cover installations
- Replacement of drain covers
- Unblocking of municipal drains
- Reinstatement & restoration of sidewalks etc.
- Rodent baiting & box installation
- Pothole repairs
- Bollard installation & repair
- Street sign repair & replacement
- Road marking & line painting
- Rubble & stone removal
- Tree trimming & maintenance
- Maintaining tree wells & verges
- Weeding: spraying & removal
- Gardening services



B: Projects

CCID Urban Management will continue to work hard to uphold the reputation of the Cape Town CBD as the cleanest city centre in the country. In conjunction with its partners, the CCID will search for ways to maintain standards and keep within budget. The following projects, which will be carried out in the CCID's four precincts unless stated otherwise, will add value to the City Centre in the 2020-2015 period:

- **Road Maintenance Team:** the work of this team, which was formed ten years ago as a job-creation programme in collaboration with an NGO, will continue in the new term. The team will: attend to road defects, repair potholes, curb stones, paving and bollards, maintain road signs and street poles, repaint road markings, do repairs, and maintain and clean storm water drains
- **Hotspot Cleaning:** cleaning of organic waste i.e. urination & defecation, which is a huge problem in the CBD due to lack of public ablution facilities
- **Cigarette-bin project:** the CCID's **300** strategically placed cigarette bins will continue to serve a huge need. In 2019, **30** new bins were rolled out. The CCID cleaners will continue to collect more than **300** kg of cigarette butts from the bins every month
- **Bin Pilot Project (Long Street):** A total of **38** businesses will continue to take part in this project to ensure ongoing litter management of portions of Long Street. It will also continue to provide job opportunities for the team from Khulisa Social Solutions' Streetscapes Initiative
- **Bin Pilot Project (Loop Street):** **10** companies in Loop Street will continue to reap the benefit of this service, an extension of the Long Street Bin Project following its success
- **Rodent Baiting Project:** this joint project between the City's Environmental Health office and the CCID will continue. Urban Management will liaise with the City twice a month to identify problem areas and do regular baiting, identify damaged rodent boxes and report them for replacement, and accompany Environmental Health on their rounds. Over **1 000** rodent baiting boxes have been installed and will be maintained
- **Cleaning at/after events:** cleaning teams will continue to clean up after big events including the Free Community Jazz Concert, held on Greenmarket Square as part of the Cape Town International Jazz Festival, and the switching on of the Festive Lights
- **Emergency cleaning after demonstrations/marches:** our teams will continue to meet the challenge of cleaning up after protests and marches. We will continue to tackle and remedy any situation in record time, especially when looting and the strewing of rubbish has occurred

- **City Canals:** As in the last five-year period, Urban Management will monitor and clean empty canals in public thoroughfares that fill up with litter and are used by the homeless as a place to sleep
- **Maintaining Pot Plants:** over **100** pots with plants across the CBD as well as more than **100** hanging baskets in St Georges Mall from Wale to Riebeeck streets will be planted/maintained. During to the drought, these could not be watered/planted but as restrictions have eased in the past six months, work will resume.



Urban Management 2019



A snapshot of the work of Urban Management in 2019

MAJOR DELIVERABLES ACROSS THE 2020-2025 PERIOD

Urban Management will strive to:

- Maintain existing, successful cleaning strategies and implement them to ensure the City Centre remains one of the cleanest in SA
- Research national and international best-practice cleaning strategies to remain at the forefront of urban management trends and apply them to Cape Town
- Extend existing, and develop additional, training programmes with partners and service providers to create work opportunities for disadvantaged individuals
- Expand the CCID beautification programme through partnerships and sponsorships with stakeholders keen to invest in the CBD urban environment
- Maintain, improve and develop stakeholder and business partner relationships which will encourage ongoing support for urban services and projects
- Promote public awareness of the need to maintain a clean, beautiful urban environment through campaigns that highlight the cost and negative impact of littering and illegal dumping as well as the benefits of recycling, being waste-wise and proud of keeping the CBD clean

5. PROMOTING SOCIAL DEVELOPMENT

CCID DEPARTMENT: SOCIAL DEVELOPMENT

The CCID's Social Development department will set out to make a difference to the lives of the CBD's homeless community. The city has the highest number of homeless people in the Cape metropole. Social Development will play a facilitative role, linking adults and children living on the street with appropriate social services and resources provided by the NGO community that operates in the Central City within the CCID footprint and its surrounds. Social Development will continue to work with the City's Department of Social Development and Early Childhood Development, and the Provincial Department of Social Development.

THE MAKE-UP OF THE DEPARTMENT

Social Development will have **5** fulltime staff members: a manager (who is a registered social worker), a qualified social worker and 3 field workers.

The team will work closely with its partner NGOs, including:

- Khulisa Social Solutions
- Straatwerk
- Youth Solutions Africa
- The Hope Exchange (formerly The Carpenter's Shop)
- TB HIV Care
- The Homestead



SOCIAL DEVELOPMENT SERVICES & PROJECTS

A: Services

Social Development will provide complementary, top-up services to those of its primary partners in the City's Department of Social Development and Early Childhood Development, as well as the Provincial Department of Social Development. It will assist and interact every day with the CBD's vulnerable community, including:

- The chronic homeless
- physically, mentally and health-challenged individuals
- Pensioners and disability grantees
- Migrant and domestic workers
- Parolees & gang members
- The LGBT community
- People addicted to drugs and alcohol
- Day strollers, especially street children
- Children in need of care & school dropouts
- Families living on the street

Social Development will also engage with CCID stakeholders, responding to complaints and educating around social issues.

The Social Development team will also:

- Conduct daily patrols of the CCID area to identify new adults and children living on the street
- Transport clients to hospital or arrange for an ambulance in severe cases
- Assist in admission to hospital for chronic and acute conditions
- Visit clients in hospital and assist in discharge plans
- Take clients to clinics for medication
- Assist in voluntary and involuntary admission to hospital in mental health cases
- Respond to business and public concerns about street people
- Address anti-social behaviour with the homeless to manage conflict
- Do regular precinct overviews with other CCID departments to attend to concerns
- Conduct regular surveys to understand the changing dynamic on the street
- Refer job seekers and destitute people to NGO partners
- Attend police and security meetings when necessary
- Support NGOs around the protection of street children and strollers
- Build constructive relationships
- Assist with potential family reunification
- Assist partner NGOs with shelter space, food & clothing



B: Projects

Social Development will continue to roll out the following ongoing projects:

1. Winter Readiness Programme: the department rolls out an extensive Winter Readiness campaign every winter to assist the homeless and our partner NGOs in the cold winter months. It entails the distribution of care bags, raincoats, gardening/office equipment, subsidising additional beds, providing food and blankets and the placing of donation bins at various CBD establishments.

2. TB HIV Care Opioid Substitute Therapy project: this project with TB HIV Care's Step-Up Project, aimed at reducing the incidence and environmental impact of intravenous drug use in public spaces and improve the health and psychosocial outcomes for adults who use illicit drugs in the CBD, will continue, subject to available reserve funding. It will include:

- Providing sterile injecting equipment
- The safe collection and disposal of used equipment
- Offering of HIV testing and other medical services including OPI (opioid substitution therapy)

3. "Make Long Street Better": this work-based project to uplift the known homeless community operating in Long Street started in April 2019 and is an initiative of Long

Street Associates in conjunction with the CCID and Khulisa Social Solutions' Streetscapes programme. Participants will continue to provide cleaning services and will be supervised by social workers. They will continue to be paid a stipend and receive training.

4. "Show you care" campaign: this annual drive during the winter months will continue to highlight the work of the department and the plight of the homeless. It will continue to raise funds for the CCID's partner NGOs who work with street people in the CBD.

5. Facilitate donation collection and distribution: the department will collect donations from stakeholders for distribution to NGOs including bedding, towels and other items such as furniture and IT equipment.

Social Development 2019



A snapshot of the work of Social Development in 2019

MAJOR DELIVERABLES ACROSS THE 2020-2025 PERIOD

Social Development will strive to:

- Build constructive relationships with sector partners/stakeholders to reduce the number of street people, and to give them dignity and the hope of a better life
- Identify new approaches to ensure the best possible results are achieved for the homeless

- Facilitate an integrated social development strategy for the Central City
- Build new, sustainable partnerships
- Explore skills development and job readiness programmes with NGOs to create additional entry-level employment opportunities for street people
- Conduct ongoing education with the public on the reality of living on the street
- Provide additional support to partner NGOs as the need arises
- Explore additional health services for the homeless, as well as safe overnight emergency space

6. PROMOTING THE CCID

CCID DEPARTMENT: COMMUNICATIONS

The CCID's Communications department will collaborate across all departments. Its mandate will be to:

- Grow the CCID brand by promoting its work in the media and through its own publications and social media platforms (its "Business as Usual" vision)
- Promote the Central City by encouraging investment and economic growth in what is South Africa's most successful CBD (its "Open for Business" vision)
- Uphold and manage the reputation of the organisation
- Provide crucial information on the make-up of CCID stakeholders, and other economic and investment facts, figures and trends, from the CCID data base

THE MAKE-UP OF THE DEPARTMENT

Communications will have **4** fulltime staff members: a manager, project coordinator, staff writer and an online coordinator. A Research Unit will fall under the auspices of the department with **1** freelance research economist; ongoing data collection will be done in-house and will also be outsourced to a service provider.

SERVICES & PROJECTS

A: Services

Communication will develop and market the CCID and the Central City via relevant news stories, targeted campaigns, relevant collateral and media messaging. The department will work with media service providers and freelance designers/design agencies. Media exposure and value will be monitored.

Communications will provide the following services:

- Promote the work of the CCID and the Central City as a destination in terms of placemaking, first and foremost, to Capetonians
- Promote the “Open for Business” message to retain existing investors and attract investment from outside the CCID’s boundaries, locally, nationally and internationally
- Provide support to the CCID’s three other departments and align the CCID’s messaging
- Inform stakeholders of important news or events in the CBD via a “newsflash” email system





B: Projects

Communications will develop content and create/use its own platforms for the effective dispersal thereof, namely its online platforms [website, e-Newsletter and social media platforms (3 Facebook pages, Instagram, Twitter, LinkedIn and YouTube)] and 5 publications [*City Views*, *The State of Cape Town Central City Report*, *Best of Cape Town Guide*, *Annual Report*].

The department will:

- **Develop and market the CCID via 3 campaigns every year:**

-- “Stash it, don’t flash it” campaign for Safety & Security

-- “It’s time to come clean” campaign for Urban Management

-- “Show you care” campaign for Social Development

- **Produce publications to promote the CCID, and the CBD as a “work, play and stay” destination and investment opportunity, including:**

-- **CITY VIEWS:** a quarterly 8-page newspaper that will promote the CCID and the CBD. A total of 50 000 copies will be distributed to venues within and outside the CBD.

-- **The State of Cape Town Central City Report – A year in review:** a prestigious, award-winning investment guide, of particular value to the CBD and the City, will be published

annually, detailing the state of the CBD's economy and serving as a tool to recruit new business, or improve retention thereof, in the city centre

-- **Best of Cape Town Guide:** an annual guide, produced in collaboration with New Media Publishing, will highlight Central City venues (CCID stakeholders) across the categories of See, Shop, Eat, Play and Stay, and will provide essential information to visitors to the city



- Do research, conduct surveys and compile data bases

The CCID will continue to add to its library of invaluable data bases on the CBD's dynamics, and investment into the region. Work on ongoing data bases and surveys will include:

- Retail Opinion Survey
- Residential Online Survey
- Public & Private Parking Update
- Retail Store Updates & Vacancy Reports
- Investment Database Update
- Night-time Economy Analysis
- Above-ground Floor Activity
- Employment Density

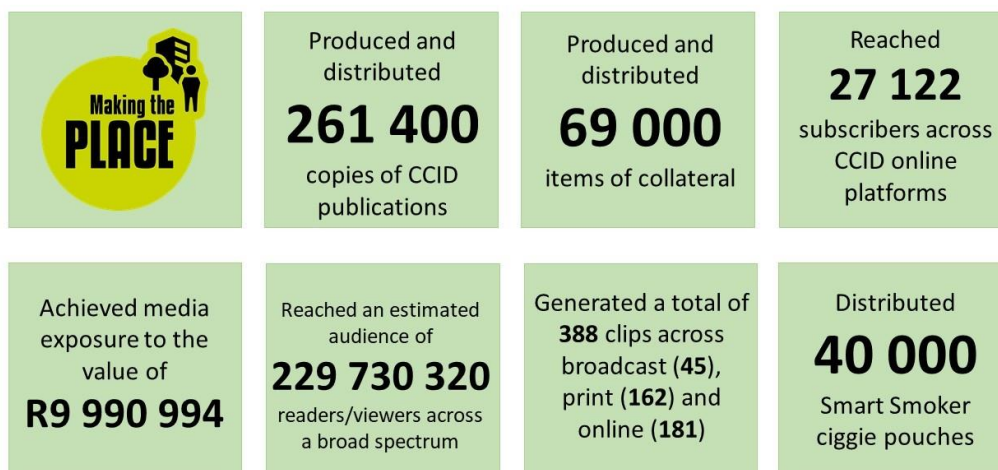
- Organise functions

The Communications department will organise functions, namely the Business Breakfast (held to inform the business community of the findings of *The State of Cape Town Central City Report*), AGM and various ad-hoc functions for the departments.

- **Distribute marketing collateral**

CCID marketing collateral will be distributed to stakeholders, potential investors and visitors.

Communications 2019



A snapshot of the work of Communications in 2019

MAJOR DELIVERABLES ACROSS THE 2020-2025 PERIOD

Communications will strive to:

- Portray the CCID and the CBD in a positive light by exploring new communication avenues to facilitate a positive presence in the media, locally and nationally
- Remain on top of online media trends to ensure messaging is on point, online platforms deliver efficiently, and the website is relevant and responsive
- Work with its service providers to handle crisis communication and manage reputation risk of the CCID swiftly and professionally
- Formulate partnerships/sponsorships to drive campaigns and other CCID messaging
- Build on the CCID's research capacity and uphold its reputation as a reliable source of information on the Central City
- Promote the Cape Town CBD locally, nationally and internationally as a business tourist and investment destination

7. FINANCIAL IMPACT OF THE CCID

5-YEAR BUDGET OF THE CCID

The 5-year budget for the implementation and operations of the CCID is set out in Annexure A.

In line with the City's Special Rating Areas (SRA) policy, the CCID will prepare an annual budget based on the specific needs of the area. The budget is funded by property owners through an additional property rate levied on the municipal valuation of all properties within the CCID boundary. Additional property rates attract VAT at 15%. This additional property rate is calculated annually by the City of Cape Town. Should property owners receive partial or full relief in respect of rates, they will enjoy full exemption from payment of any CCID additional rates.

The additional rate will be:

- Expressed as a cents-in-the-rand
- Calculated by dividing the CCID budget total with the total valuation of municipal properties within the CCID footprint.

The SRA does allow for different tariffs for different types of properties: a residential and non-residential additional property rate is applicable to the CCID.

The CCID budget and additional property rates will be approved by the Council, applicable over a financial year that starts on 1 July.

Financial Impact of the CCID

The budget for each year of the Business Plan:

Year 1 2020-2021: R81,193,867

Year 2 2021-2022: R89,216,734

Year 3 2022-2023: R99,067,815

Year 4 2023-2024: R112,906,056

Year 5 2024-2025: R125,599,766

The increase in the budget is based on an average 11.9% escalation.

BUDGET ALLOCATION PER DEPARTMENT:

- Public Safety 52%
- Urban Management 11.5%
- Social Development 9%
- Communications 4.5%

MANAGEMENT STRUCTURE OF THE CCID

The CCID will be an independent, non-profit company governed by a Board of Directors who will be elected by the members. It will have **4** operational departments, namely Safety & Security, Urban Management, Social Development and Communications, and a Finance department. The CCID will employ: **22** fulltime staff and **650** contract employees (directly or indirectly). It will be managed by a CEO appointed by the board.

Membership of the CCID

Membership of the Cape Town CCID will be open to all property owners within the CCID boundary.

Composition and election of Directors

The CCID will be managed by a Board of Directors that will:

- Be elected by its members
- Comprise property owners within the CCID and political representatives from the City of Cape Town, who will attend board meetings as observers
- Manage a Non-Profit Company (NPC) that is responsible for the management of the CCID within the framework of the approved CCID Business Plan
- Implement the approved Business Plan of the CCID
- Take responsibility for various CCID portfolios

An Annual General Meeting will be held every year to:

- Review the performance of the CCID
- Confirm the mandate of its members
- Discuss & approve the budget and implementation plan for the following year
- Elect new directors if necessary

Current CCID Board members:

CCID BOARD OF DIRECTORS		
Board member	First elected	Current term
Rob Kane, Chairperson (Boxwood Property Fund)	3 Jan 2007	Nov 2018 to Nov 2021
Tamra Capstick-Dale (Corporate Image)	24 Feb 2011	Nov 2019 to Nov 2022
Grant Elliot (Redefine Properties)	28 Aug 2012	Nov 2019 to Nov 2022
Laura Robinson (Cape Heritage Trust)	27 July 2015	Nov 2018 to Nov 2021
John van Rooyen (Tsogo Sun)	27 July 2015	Nov 2018 to Nov 2021
Riaan van Wyk (Woolworths)	4 May 2010	Nov 2018 to Nov 2021
Nawal Ramasaar (Active Blue Variations)	21 Oct 2003	Nov 2019 to Nov 2020
Henry Truter (Rennie Property Management)	21 Oct 2003	Nov 2017 to Nov 2020
Charles Keefer (Property Exponents)	24 Oct 2006	Nov 2017 to Nov 2020
Julian Leibman (Investec)	10 Oct 2000	Nov 2017 to Nov 2020
David Stoll (Growthpoint Properties)	26 Aug 2008	Nov 2018 to Nov 2021

16.1. Measures to ensure inclusivity

Property owners within the CCID footprint will be encouraged to apply to become members of the CCID so they can exercise their rights and influence the business of the CCID.

Documentation will be posted on the CCID website with regards to upcoming AGMs.

8. PERMISSABLE AMENDMENTS TO THE BUSINESS PLAN

At present, there are no plans to explore or implement significant changes to the current operation or strategy of the CCID. Should any significant changes be required, they will be subject to the approval of the members of the CCID at an Annual or Special General Meeting.

ANNEXURE A – 5-YEAR BUDGET OF THE CCID AS PER BUSINESS PLAN

CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT (CCID)

5 YEAR BUDGET AS PER BUSINESS PLAN

	2020/21	2021/22	2022/23	2023/24	2024/25
INCOME	R	R	R	R	R
Income from add. Rates	-79 088 167 97.4%	-88 421 409 99.1%	-98 733 931 99.7%	-110 292 761 97.7%	-123 316 004 98.2%
Other: Accululated Surplus	-2 105 700 2.6%	-795 325 0.9%	-333 884 0.3%	-2 613 295 2.3%	-2 283 762 1.8%
TOTAL INCOME	-81 193 867 100.0%	-89 216 734 100.0%	-99 067 815 100.0%	-112 906 056 100.0%	-125 599 766 100.0%
EXPENDITURE	R	R	R	R	R
Employee Related	13 010 231 16.0%	14 351 049 16.1%	15 499 133 15.6%	16 739 064 14.8%	18 812 855 15.0%
Salaries and Wages	9 341 766	10 389 106	11 220 235	12 117 854	13 821 948
PAYE, UIF & SDL	2 859 500	3 088 260	3 335 321	3 602 146	3 890 318
COIDA	-	-	-	-	-
Bonus provision	808 965	873 683	943 577	1 019 064	1 100 589
Core Business	57 596 671 70.9%	63 442 220 71.1%	71 245 122 71.9%	81 892 147 72.5%	91 667 407 73.0%
Cleansing services	9 181 944	9 919 299	11 114 843	12 805 231	14 915 049
Environmental upgrading	-	-	-	-	-
Law Enforcement Officers / Traffic Wardens	2 308 613	2 493 302	2 692 766	2 908 187	3 140 842
Public Safety	39 855 234	43 258 053	48 637 422	55 868 631	61 386 410
Social upliftment	6 250 880	7 771 566	8 800 091	10 310 098	12 225 106
Depreciation	588 737 0.7%	466 557 0.5%	394 101 0.4%	340 826 0.3%	260 772 0.2%
General Expenditure	7 029 883 8.7%	8 153 066 9.1%	8 944 114 9.0%	10 100 042 8.9%	11 132 042 8.9%
Advertising costs	15 000	16 200	17 496	18 896	20 407
Auditor's remuneration	102 492	110 691	119 547	129 110	139 439
Bank charges	54 000	58 320	62 986	68 024	73 466
Books, periodicals & subscriptions	91 800	99 144	107 076	115 642	124 893
Catering & Food	20 520	22 162	23 935	25 849	27 917
Communication	194 400	209 952	226 748	244 888	264 479
Computer expenses	432 000	466 560	503 885	544 196	587 731
Conferences & seminars - International	62 000	66 960	72 317	78 102	84 350
Insurance	172 800	186 624	201 554	217 678	235 092
Marketing and promotions	3 083 000	3 890 432	4 340 467	5 128 104	5 762 352
Meeting expenses	41 040	44 323	47 869	51 699	55 834
Motor vehicle expenses	858 600	927 288	1 001 471	1 081 589	1 168 116
Office rental	767 991	829 431	895 786	967 449	1 044 845
Printing / stationery / photographic	162 000	174 960	188 957	204 073	220 399
Refreshments and Teas	41 040	44 323	47 869	51 699	55 834
Secretarial duties	151 200	163 296	176 360	190 468	205 706
Telecommunication	216 000	233 280	251 942	272 098	293 866
Training	216 000	233 280	251 942	272 098	293 866
Travel & subs - International	188 000	203 040	219 283	236 826	255 772
Utilities (not CCT)	160 000	172 800	186 624	201 554	217 678

Capital Expenditure (PPE)	595 700	0.7%	151 200	0.2%	23 328	0.0%	525 194	0.5%	27 210	0.0%
Office Furniture	20 000		21 600		23 328		25 194		27 210	
Computer Equipment	120 000		129 600		-		-		-	
Vehicles	455 700		-		-		500 000		-	
Bad Debt Provision 3%	2 372 645	2.9%	2 652 642	3.0%	2 962 018	3.0%	3 308 783	2.9%	3 699 480	2.9%
TOTAL EXPENDITURE	81 193 867	100.0%	89 216 734	100.0%	99 067 815	100.0%	112 906 056	100.0%	125 599 766	100.0%
(SURPLUS) / SHORTFALL	-		-		0		-0		0	
GROWTH: EXPENDITURE	0.3%		9.9%		11.0%		14.0%		11.2%	
GROWTH: SRA RATES	12.5%		11.8%		11.7%		11.7%		11.8%	



**CENTRAL CITY IMPROVEMENT DISTRICT
5 YEAR IMPLEMENTATION & PROGRAMME PLAN
1ST July 2020 to 30th June 2025**

PROGRAMME 1 – CCID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Election of Board Members	Chairperson & CCID Board	Annually							
2. Appointment of CCID staff	CEO	As required when vacancies occur						Appointment of appropriately skilled staff	
3. Appointment of CCID Service Providers	CEO/Board Sub - committees	5-year cycles starting in 2020 iro Security and Cleaning contracts						Appointment of appropriately qualified Service Providers	Service Providers reappointed or new Service Provider appointed at end of contract period (5 years)
4. Board Meetings	CEO/Chairperson	Every 2 nd month						Attendance register; Regular meetings; Actions from meetings implemented and monitored from meeting to meeting.	
5. Financial reports	Financial Manager	Monthly						Timeous submission	Refer to Financial Agreement with City

PROGRAMME 1 – CCID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
6. Financial Management Meetings	Fincom (CCID Board)/CEO/Financial Manager	Monthly						Regular attendance and ongoing monitoring of adherence to budget	
7. AGM	CEO/Chairperson	Annually						Host successful AGM	
8. Audited Financial Statements	Financial Manager	Annually						Unqualified Financial Reports	The CCID to date has had 19 years of unqualified reports
9. CCID Arrears List	City/CCID CEO/CCID Board/Financial Manager	Monthly						Observe/report concern to City over outstanding amounts	
10. Submit Annual Financial Statements to City and Annual Report to Sub Council	CEO/Financial Manager	Annually						Unqualified Financial audit and comprehensive management report	
11. Day-to-day management and operation of CCID	CEO/CCID Ops Team	Ongoing						Feedback via management report to CCID Board – ongoing	
12. Ongoing relationship management with Mayco members, Councillors, Sub Council and City of Cape Town officials and departments,	CEO/ CCID team	Ongoing						Enhanced cooperation and service delivery (with results reflected accordingly in CCID annual surveys)	
13. Communicate with Stakeholders	CEO/CCID team, including Communications team	Ongoing						Keep Stakeholders informed through various communication channels (with stakeholder satisfaction reflected accordingly in	

PROGRAMME 1 – CCID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
								CCID annual surveys and day-to-day interaction)	
14. Compile the CCID Business plan (renewal application)	CEO	5-year term						Submit comprehensive renewal application for approval to City of Cape Town	

PROGRAMME 2 – CCID SAFETY & SECURITY/LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop the Safety & Security strategy. Plan by means of an integrated approach to address crime.	CEO/Safety & Security Manager	Ongoing						Clear deliverables and performance indicators are monitored and evaluated	
2. Determine crime threat analysis of CCID in conjunction with all Law Enforcement agencies	CEO /Safety & Security Manger	Ongoing						Ongoing feedback/interaction with all agencies	
3. Identify current security/policing shortcomings and develop and implement elective crime prevention strategy	CEO/Safety & Security Manager	Ongoing						Ongoing interaction with all agencies	
4. Develop Security strategy with clear deliverables and define performance for Service Provider	CEO/Safety & Security Manager	Ongoing						Defined deliverables and Performance indicators	
5. Appointment of Service Providers	CEO/Safety & Security Manager & CCID Board	Contracts renewed every five years with cycle starting 2020						Service Provider appointed or reappointed at end of contract period	
6. Deploy safety and security resources effectively on visible patrols. Personnel and vehicles to be easily identifiable	Safety & Security Manager	Ongoing						Effective and visible security patrols in CCID	
7. Ensure Service Provider provides centrally located offices	Safety & Security Manager	Ongoing						Appropriately manned and equipped with skilled staff	
8. Participation in all crime sector forums/meetings	Safety & Security Manager	Ongoing						Feedback and information shared with Stakeholders	

PROGRAMME 2 – CCID SAFETY & SECURITY/LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
9. Assist all Law Enforcement agencies active in the CCID with support services and operations	Safety & Security Manager	Ongoing						Enhanced services and impact on CCID	
10. Engage in public awareness campaigns with partners around issues of Safety & Security	CEO/Safety & Security Manager/ Communications Manager	Ongoing						Uptake in public awareness and media exposure in terms of the safety & security of the CBD and the work of the CCID and its primary partners	
11. On-site inspection of Safety & Security control offices (incl. constant monitoring)	Safety & Security Manager	Ongoing						Constant evaluation and monitoring. Leading to enhanced service	
12. Daily and weekly security stats reconciliation and analysis	Safety & Security Manager	Ongoing						Constant analysis of security information	
13. CCID-employed Law Enforcement Officers and Traffic Wardens	City Safety and Security Directorate working with CCID Safety & Security Manager	Ongoing						Enforcement in CCID area and monitored via monthly reporting	

PROGRAMME 3 – CCID CLEANING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Development and implement cleaning strategy with clear deliverable and defined performance indicators	CEO/Urban Manager	Annually						Clear deliverables and performance indicators are monitored and evaluated	
2. Monitor and evaluate cleaning strategy and performance of all Service Providers	CEO / Urban Manager	Ongoing						Ongoing feedback/interaction with Service Providers (City of Cape Town)	
3. Coordinate provision of additional litter bins and emptying of bins with City of Cape Town	Urban Manager	Ongoing						Regular status reports submitted to City of Cape Town	
4. Identify health and safety issues	Urban Manager	Ongoing						Regular status reports to City of Cape Town	
5. Monitor and combat illegal dumping	Urban Manager/ Safety / LEO	Ongoing						Removal of illegal dumping, identifying culprit and issuing of penalties against transgressors	
6. Promote waste minimization through public education, awareness & introduction of new providers/products	Urban Manager	Ongoing						Ongoing inspection and evaluation of area	
7. Removal of illegal stickers/posters graffiti	Urban Manager	Ongoing						Ongoing inspection and evaluation of area	
8. Urban Management initiatives & Special Projects	CEO/Urban Manager	Ongoing						Enhanced series and impact on CCID	

PROGRAMME 4 – CCID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Strategic Projects & Initiatives,	CEO/Urban Manager	Ongoing						Visible enhancement of CCID area in terms of safety, wayfinding and accessibility	
2. Road Maintenance Team: Aesthetic repairs to road and sidewalks	Urban Manager	Ongoing						Clear deliverables and defined performance	
3. Street light audits	Urban Manager	Ongoing						Quarterly reports submitted to City of Cape Town	
4. Cleaning of drains	Urban Manager	Ongoing						Evaluation, inspection and report findings	
5. Rodent baiting programme	Urban Manager	Ongoing						Evaluation, inspection and report findings	
6. Tree trimming, grass cutting, wedding and other gardening services	Urban Manager	Ongoing						Evaluation, inspection and report findings	
7. Traffic signals, waterworks and sewerage	Urban Manager	Ongoing						Evaluation, inspection and report findings	
8. Road marking and traffic signs	Urban Manager	Ongoing						Inspect/evaluate and report findings	
9. Engage in public awareness campaigns with partners around issues of Urban Management	CEO/Urban Manager/ Communications Manager	Ongoing						Uptake in public awareness and media exposure in terms of the urban management work of the CCID and its primary partners in the CBD	

PROGRAMME 5 – CCID SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine strategy (integrated approach) to address homelessness, relief measures	CEO/Social Development Manager	Ongoing						Clear deliverables and defined performance	
2. Work with local social welfare and job creation organisations to enable homeless to access services	CEO/Social Development Manager	Ongoing						Social intervention plan, clear deliverables	
3. Work with local social welfare and job creation organisations to develop new services	CEO/Social Development Manager	Ongoing						The creation of new opportunities and services	
4. Work with City of Cape Town and Province Social Department to develop Social Strategy for CCID area	CEO/Social Development Manager	Ongoing						Development of a long-term sustainable program	
5. Develop and promote public awareness campaigns around social issues.	CEO/Social Development Manager/ Communications Manager	Ongoing						Uptake in public awareness and media exposure in terms of the social development work of the CCID and its primary partners in the CBD	
6. Engage in the CCID's own social projects: <ul style="list-style-type: none"> • Delivery of services and products to NGOs • Winter Campaign to drive donations (via the Give Responsibly platform) • Conducting research • Mobilising donations of goods to NGOs from other CCID stakeholders 	CEO/Social Development Manager	Ongoing						Uptake by CCID stakeholders and members of the public in general of donations received	

PROGRAMME 5 – CCID SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
<ul style="list-style-type: none"> Mobilising donations from the public to the Give Responsibly SMS line 									
7. Social Development Sub Committee	CCID Board/CEO/ Social Development Manager	Three times a year						Development of a long-term sustainable programme	

PROGRAMME 6 – CCID COMMUNICATIONS & MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop Communications strategy for CCID	CEO/Communications Manager	Annual						Constant monitoring and evaluation	
2. Develop Media strategy focusing on: 2.1 Business as Usual (Safe, Clean & Caring) 2.2 Open for Business (Investment)	CEO/Communications Manager	Monthly						Constant monitoring and evaluation (Regular media exposure)	
3. Establish and maintain online strategy via website, and CCID-dedicated social media platforms	Communications Manager	Ongoing						Constant monitoring and evaluation of traffic around multi-platform online presence	
4. Publication of <i>City Views</i> (newspaper)	CEO/Communications Manager	Every Quarter						Informative publication of CCID area	
5. Publication of <i>Best of Cape Town Central City Guide</i>	CEO/Communications Manager	Annually						Informative directory of retail in CCID	
6. <i>State of Cape Town Central City Report</i> (downtown business & investment report)	CEO/Communications	Annually						Detailed economic and Investment information of CCID/CBD as part of the Open for Business Strategy	
7. Monthly newsletter to all Stakeholders	Communications Manager	Ongoing						Informative newsletter with growing database distribution	
8. Conducting regular surveys and research projects. Maintain and update all data sets regularly.	CEO/Communications Manager	Ongoing						Informative research with value for reporting, monitoring, promoting and	

PROGRAMME 6 – CCID COMMUNICATIONS & MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
								conducting public awareness and education	
9. Development of targeted marketing collateral and public awareness campaigns for CCID Safety & Security, Urban Management & Social Development	CEO/Communications Manager	Ongoing						Uptake in public awareness and media exposure in terms of the work of the CCID overall, its individual departments and its primary partners in the CBD	
10. Communications Sub committee	CCID Board/CEO/Communications Manager	3 times a year						Development of a long-term sustainable programme	

