

HISTORY OF THE CAPE TOWN PARTNERSHIP



Shaping the future of the
Cape Town Central City

1999 - 2009



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INTRODUCTION



How do you save a once vibrant city centre?

This was the question that a core group of dedicated property owners, City Council managers, business people and other stakeholders grappled with in the late 1990s. Cape Town, with its diverse cultures, gracious buildings and once thriving central business district, was showing signs of physical and social wear and tear in its historic centre. Streets that had once attracted crowds of shoppers and families that simply wanted to relax, from vibrant communities like District Six and further afield, were now descending into a morass of crime and grime. Tenants and retailers were packing up their goods and heading for greener pastures, either in the newly fashionable Waterfront development, or to business nodes such as Claremont in the southern suburbs or the new Century City in Milnerton. Homeless people, drawn by dreams and desperation, bedded down on its streets and under its flyovers. Always a city of contrasts, Cape Town had sprawling shack developments on the north-west fringes along the N2, with homeless people scattered throughout Greater Cape Town from Marconi Beam in Milnerton to the 'Bridge Hotel' under the unfinished Table Bay flyover. Many workers and shoppers who ventured into the city were likely to be mugged or worse. There was an underbelly of crime, muggings, vehicle break-ins and burglaries, plus environmental degradation.

The reasons for this were diverse and complex, rooted in a foundation of apartheid, a flat economy, high interest rates, political uncertainty and civil unrest. More recently, the first democratic local government elections had been held in 1996, when the racially distinct local authorities of apartheid days were finally abolished. Greater Cape Town was split into six independent municipalities with a total of 174 wards, within an umbrella Metropolitan Council. The new councillors inherited a metropole with three million people who spanned both privilege and poverty, and they were determined to address the shortcomings of the past.

BACKGROUND

While there were many challenges facing the city, strong fundamentals were also in place. There had been far-sighted expenditure on long-term infrastructural projects for decades – although not always implemented to benefit all Capetonians as the political policies set firm boundaries. Many Council managers had excellent qualifications and experience with broad local and international exposure, and had drawn up visionary programmes in consultation with their global peers that included a broad pedestrianisation of the city, with an initial focus on St Georges Mall.



David Jack, who was to become the first chairman of the Cape Town Partnership, is the ideal person to sketch this background. He has a private and public sector perspective from a career with Anglo American Properties and as Cape Town's City Planner, and his many achievements span being a founder and chief executive of the V&A Waterfront and chairman of the Provincial Tourism Board.

Decades ago, he explained, the municipal focus was on providing essential services, especially from a technical point of view. The City Engineers Department, for example, focused on water and building dams, purification plants and pipelines, to ensure there would be facilities both for current users and well into the 21st century. Cape Town was growing by an unprecedented number – one million people every ten years – which was natural for a developing country, with rural people migrating to cities that provided opportunities for work, health and education. There was considerable housing expenditure, for example in Mitchells Plain.

During the tenure of Solly Morris at the City, freeways were key. Many top engineers at the Council also had planning degrees, and saw vehicle access as the solution to Cape Town's central city issues – they believed this would help keep it vibrant and successful.

When David Jack joined the City he oversaw the development at Mitchells Plain and was very involved in housing, and joined the South African Property Owners Association, SAPOA. His portfolio was enlarged to dealing with private sector projects and initiatives, and the City was involved in interventions such as helping ensure that Woolworths headquarters stayed in the CBD; there were discussions to ensure the City-owned site

behind the City Hall was made available for the corporation. There were also many initiatives to retain oil companies, life insurers and other service and industrial groups in Cape Town.

There was a high level of expertise within the Council. "This was the '70s and early '80s and we were able to attract some very good professionals – South Africans who had studied or worked overseas, people like Peter de Tolley who had done his masters in Canada. He had a particular interest in the central city and we looked at the pedestrianisation of St George's Mall, working with property owners to try to meet their requirements."

Derek Stuart-Findlay, who was then chairman of SAPOA's regional committee, recalls how members supported the "rather radical" decision by Peter de Tolley to pedestrianise St George's Mall, "as we could see the city needed an infusion of life at ground level." (Interview; Kudos for heritage architect, Cape Argus, 28 August 2003)

The City also set up the Cape Town Heritage Trust in 1987 with the backing of the Cape Provincial Administration, headed up by architect Laura Robinson, now the longest-serving CTP board member. The Trust is involved in both the physical restoration of buildings, and also advises and guides the policy and management of heritage matters relating to the City and environment. It ensured that old buildings were retained, but with new uses and viability.

She sketches the architectural gems that span the centuries in Cape Town: The castle is the oldest colonial building in South Africa, and there are rich remainders of original Dutch buildings in Bree Street. Long and Kloof have delightful Victorian structures, while the Old Mutual Art Deco building in Darling Street was considered one of the most important buildings in Africa. Some 20th century Modern movement buildings include the old Juba's building, the SABC in Sea Point, and the Tramways and old Rex Trueform buildings in Salt River and Woodstock.

Work was done to ensure access into the city via the freeways, with parking on the periphery, pedestrian access, and ensuring the inner city itself was a pleasant place to work and relax in. Old buildings were retained and landscaping undertaken. There was collaboration with land and property owners to ensure that, as suburban centres developed, the city did not die. City managers studied case histories in Europe, America and Australia and were up to date on how associations were formed, especially in America, between the city authorities and property owners.

David Jack cited the “excellent” Pennsylvania Avenue Authority in Washington that managed and upgraded the buildings and attracted investment into the city. This authority had its roots in the Kennedy administration – the new president rode down Pennsylvania Avenue when he was inaugurated. “Building lots had been demolished, there were parking lots, it was rather like our Foreshore and he thought the capital city of America should be much better,” said David. Peter de Tolley attended meetings of these Downtown Associations and the Council brought representatives to Cape Town to address property owners and business leaders. “There was learning from other cities about what was working and enabling better understanding between the city, private owners and their tenants – determining the needs and then how to manage those.” (Interview)

TIME TO TAKE ACTION: EVENTS LEADING UP TO THE CREATION OF THE PARTNERSHIP

The inner city had, however, despite these earlier initiatives, deteriorated hugely by the mid-1990s and building owners were losing both office and retail tenants, with informal trading proliferating on the pavements and spilling over into the streets.

Leading up to the 1994 democratic elections, Cape Town had operated against a background of sectarian violence, mass marches and strikes. However, almost 20 million people went to the polls in April 1994 and on 10 May Nelson Mandela was inaugurated as the President of the Government of National Unity. Many liberation organisation leaders now became part of the formal government establishment, bringing fresh perspectives to institutions .



The Local Government Transition Act, 1993 was promulgated to pave the way for local government legislation. People were impatient to see new political power translated into real changes on the ground. Authorities had to embark, with a real sense of urgency, on enacting new legislation and programmes as part of a major social and economic transition.

Property developer Theodore Yach, who is also current chairman of both the Central City Improvement District (CCID) and the Cape Town Heritage Trust (CTHT) and would play a key role in creating the Partnership, explained that the new, ANC-run City Council found it was dealing with a situation where over a third of the municipality had not received any appreciable capital infrastructure expenditure in 50 years. Budgets were reshuffled to give areas such as Hanover Park and Gugulethu desperately needed services. While Central City property owners by and large recognised the need for

capital and maintenance re-allocation – and supported it – on the other hand, there was a resulting deterioration in CBD services like cleansing and security. The well-managed new Waterfront development was attracting retail tenants away from the inner city, while the massive Century City development threatened to lure more corporates. “A huge intervention was called for.”

This was a far cry from the days when a young Theodore went to the Grand Parade on Saturday mornings to enjoy “the most delicious milkshakes” and then wandered around the immediate area “filled with fascinating, vibrant shops of all descriptions with no-one discriminating against anyone. That is what I am still trying to recreate.” (Interview)

Property developer Colin Bird, who was also a Partnership founding member through SAPOA, recalled a meeting at Anreith Corner (in Hans Strijdom Avenue) with Council staffers. It ended at about 6.30: “We had to drive them back to the Council building (about three blocks away) or they would have been mugged. We saw piles of blankets with kids like mice. The place was filthy, shops were in a state of depression, rentals were crashing and you could park anywhere. Certainly there was no thought of a sidewalk restaurant in town.” (Interview)

Media consultant Tamra Veley, who formulated all the branding communications strategies, handled domestic and global research for the Partnership, wrote the speeches and “bullied business into supporting the CBD”, said: “It was absolutely shocking. The thing that characterised the CBD was massive urban flight. Companies and businesses were leaving the CBD en masse. All of a sudden you had Century City, business parks were everywhere, urban flight was a real, real problem. There were To Let signs everywhere – they were a kind of urban graffiti. There was a proliferation of C-grade buildings – they were largely vacant – and crime really was bad. You would not walk below Adderley Street, and even above Adderley Street, there was pick-pocketing, break-ins, bag snatching – it was just awful and the place was a tip, particularly after Fridays and Saturdays. In a south-easter (wind) you were hit by sizeable portions of rubbish. The place was in decline and it was under serious stress.” (Interview)

Derek Stuart-Findlay, now retired from Old Mutual Properties (OMP), recalled that St George’s Mall, “set up as a well-managed and well-spaced urban pedestrian retail mall”, became overcrowded with informal traders. “And as the city deteriorated at ground level, it affected retail tenants severely. Office tenants parked all day in unmonitored bays on the street and, as there were no casual bays left for retail customers, they stopped coming in to town. By the end of the 1990s there were more than 200 vacant shops in the city. The big challenge for the Partnership was to get the management of the city operating effectively at ground level – if this could be achieved, the private sector would be able to sort out the problems relating to the upper levels of its buildings on its own.”

Stuart-Findlay, who would later be at the helm of the CTP for several months, had strong links with the Central Business District (CBD). His great great grandfather had founded a family hardware and ironmongery business in the central city on the corner of Parliament and Longmarket Streets way back in 1813. As a schoolboy, Derek helped his father and uncle in the business, sparking off his strong interest in the city centre. His

subsequent career with OMP spanned 32 years, including the position of regional property manager (Western Cape) during which he was based on the corner of Darling and Parliament Streets in the building now known as Mutual Heights. "It was very sad for me to see how the city deteriorated over the years," he said. (Interview)

Property consultant Wendy Hartshorne, who was hugely instrumental in helping coordinate the creation of the Partnership, added that Cape Town was then sparring in a bout of regional and international competitiveness. "We were still promoting ourselves for the Olympics, for an international hosting, and fighting against the possible relocating of Parliament. Tourism was under stress. Something had to be done from those points of view too." (Interview)

Yet another factor affecting property owners, that Derek Stuart-Findlay pointed out, was that the City did not hold a general valuation between 1979 and 2000. In the 1970s, properties in the city centre had a high value, but the changing situation was not reflected over the years. Commercial buildings were evaluated on a depreciated replacement value basis – not a market value basis. The implications of this were dire for the city: The old buildings had high floor to ceiling ratios, so it was very expensive to partition them as one had to go so high. They also lacked air conditioning and parking. These handicaps were not taken into account for the large volume buildings. Thus rates for individual buildings, especially the old ones, made it nearly uneconomic to keep them going. OMP even closed some down: *"All the ratios were starting to go radically wrong. It cost less to close down than tenant them up. Mutual Heights (an iconic Art Deco building later renovated into sought-after apartments) was like a mausoleum."*

There were several interventions by concerned individuals from the mid-1995s that led to a groundswell of support for a public/private sector partnership. Such organisations were fairly fluid and grew organically, with meeting minutes reflecting the changing names of the various entities that finally evolved into the Partnership and other structures.

At an early meeting of the body known as the Cape Town CBD Business Caucus, back in 1995, a list of problems facing the CBD was drawn up. Topics ranged from safe parking and security, to demonstrations and public transport. As both funds and time were limited, it was agreed that it would be "more strategic to limit our focus to the critical issues." These were security, cleaning and informal trading. (Document: Proposals for key interventions in the Cape Town CBD, supplied by Colin Bird.)

The following year, on 22 January 1996, the Business Caucus agreed that implementation of solutions would be lobbied with the Council. Funding to address problems was being secured in principle, though a budget and proposal still had to be prepared. (Archives Colin Bird)

That same year, Business Against Crime was set up to support the government's crime-fighting initiatives, by harnessing the skills and resources of the country's business community. It soon became known for its role in dramatically cutting street crime by

setting up closed-circuit TV surveillance cameras in high-density, crime-prone areas. This initiative garnered considerable input and attention as it improved visible policing in these areas and effectively reduced street crime by up to 80%. (www.sagoodnews.co.za).

A meeting of a body known as the CBD Emergency Task Team was held in September 1996. It was chaired by Councillor Hanief Tiseker and included a number of prominent representatives of Cape Town's private and public sectors such as the Council, Cape Chamber of Commerce and Industry, the Business Caucus, the SAPS and the Office of the Attorney-General.

The CBD Emergency Task Team supported a proposal by the Director of Cleansing Services (Kendall Kaveney) that 25 to 30 homeless people should be employed in a pilot street cleaning project. They would be supervised and kitted out by the City's cleansing branch. The City suggested that a Section 21 company could be a longer term solution for the CBD cleansing problem. This would provide a management framework and ensure the participation of all stakeholders in service delivery. Such a proposal should be submitted to the relevant standing committee by the city planner. On the subject of security and policing, it was stressed that visible policing "contributed significantly" to curbing crime. The Task Team strongly supported employing 25 reservists on a six month contract, bringing the number of reservists funded by organised business and the Council to 135. (Resumé meeting CBD Emergency Task Team, 13 September 1996)

Wendy Hartshorne explained that a body known as Cape Town Cares (CTC) was set up as a show and tell exercise. "It was a joint initiative between the City and anyone concerned or affected by the life of the CBD. It was a collective action because we were all under the same distress." Cape Town Cares was run together with Heather Tager's Community Police Officer scheme (Rent a Cop programme). It offered an informal parking attendant programme with 16 informal city dwellers from the "hotel under the bridge" on the CBD/Green Point border. They also created the Broom Brigade – unemployed people were given a broom and a bib and they helped clean the city. CTC also helped with initiatives like helping people to obtain ID books.

Wendy got involved not only because she looked after Cape Town property assets for private clients and could see how crime and grime affected rents and leases, but had worked with the Johannesburg City Council as a CBD area planner for five years "trying to manage the urban degradation creep" around Hillbrow and Berea. She had "a fairly good idea of what could happen if we lost the city entirely."

"My frustration was that it was just so possible. We were not talking about rocket science. One of my enormous pleasures was through the Broom Brigade and seeing what an impact we made with those people who were down and out, under the bridge, the dignity and opportunities that we gave to the informal parking attendants. With people like Heather Tager and Chris Joubert. I don't think you could be exposed to all those dynamics and not get excited. I had the absolute conviction it was possible and we were

doing it for all the right reasons. It was a win-win on every front. I couldn't care who got the credit for it." (Interview)

Before the Cape Town Partnership (CTP) was properly established, seed funding to explore this concept was provided by stakeholders such as major property developers. Once the strategic Partnership was established, grants and donations were received from the City. Annual contributions came from corporates, plus there were ad hoc contributions from companies that were members. When the Partnership created the operational Central City Improvement District (CCID), this was run entirely from mandatory monthly top-up levies from property owners, collected and distributed by local government.

This would all happen some time in the future, however. In those early days, says Wendy, SAPOA put in money, the Community Police Officer scheme (Rent a Cop) had donations, and the City put in matching funds on a rand for rand basis in an equal partnership. "Even at that stage we had the approach that it had to be a joint initiative between the private sector and the City itself... This was a six month show and tell exercise to prove to people that we could make a difference. It was very successful and we used that to go to big business and the City, and say OK, we want to formalise this in the form of the CTP, and then the CID. The whole ethos of CTC was that if you got involved beyond your doorstep, you could reap the benefits."

CTC also established a good working relationship with the Caledon Square police station, near the Grand Parade, a relationship which persists to this day. "It was the first example of cooperation with the police, who in those days were really not known as a responsive service," said Wendy.

"In those days, the Grand Parade had a scaffold tower with two policemen looking at everybody with binoculars and advising people on who was being mugged and where the drama was," she explained. "At the peak of this episode, the Grand Parade was somewhere you would have expected to be in downtown Beirut. Everybody had abandoned the city hall, you were being mugged left, right and centre."

In March 1997, a one page flier was issued on setting up a dedicated, high level workshop on developing Cape Town's city centre. "We seek your support both monetary and in attendance," it said, and recipients were asked to "please add your weight and influence." (Memorandum from Mitchell Duplessis Associates to John Powell/Colin Bird: SAPOA, 20 March 1997.) A Central Cape Town Workshop was scheduled for 30 May 1997. (PlanTrust fax 3 April 1997 supplied by Colin Bird)

Colin Bird recalled the early days of property owner activism, in an interview held in his offices high above a now clean and bustling CBD:

"It was the only time I knew of where business actually got together to do something about a situation they saw was deteriorating to a point where it would never be redeemable if nothing else was done. It was totally apolitical. There was a lot of disbelief about the potential, but no-one was

trying to earn money or get votes. It was being done for the right reasons and that's why it worked."

"Wendy Hartshorne was a champion for the cause, without any doubt. She was getting involved in social responsibility matters because they needed to be done – such as Rent a Cop and Cape Town Cares – with the objective of making a difference in the city. I think the turning point came when she spoke at SAPOA (introduced by Anton Musgrave who was then a Broll director) about these two initiatives. I said she needed a meaningful base to work from and possibly SAPOA could help move it forward. We undertook to pay her as our initial consultant to do this, she was the designated champion with a mandate to talk about the CTP. We were not sure if it would be a Section 21, private company or what." (Interview)

Discussions gathered momentum and SAPOA held a breakfast meeting at the Café Splendide opposite the Mouille Point lighthouse on 12 May 1998. The guest of honour was Jane Stuart, the CEO of an urban renewal programme in Huddlesfield Pride, UK. (Fax 6 May 1998 supplied by Colin Bird)

At a workshop held a week later at the Capetonian Hotel, it was agreed that "a major intervention is needed... we can no longer look to who is responsible for driving such an initiative... both public and private sectors need to work together. We are both, so to speak, living in the same glass house." Wendy Hartshorne, appointed as a consultant to the SAPOA Private/Public Sector Partnership (PPP), gave a presentation on the CBD, the current situation and public/private partnerships, while City Manager Andrew Borraine, appointed in February 1997, gave an update on the Council's progress and concerns.

The City's Mike Marsden, who had gone to the UK in a City delegation, gave a presentation on the Coventry Model, used in England's ninth largest city, about 150 km north-west of London. It had pioneered a partnership between the local business community and the local authority that developed projects and services to benefit the trading environment and the public realm. Such an initiative provided a way to secure sustainable funding to deliver services and improvements to address local problems. (www.coventrybids.co.uk). A steering committee was set up with representation from SAPOA, the Chamber of Commerce, the Tourism Business Council, the V&A Waterfront, and others. (SAPOA Minutes 19 May 1998 Breakfast Workshop)

At this time Andrew went to New York, meeting American BID managers from Downtown Associations – these had been established since 1964 in Canada, and there are now numerous success stories in the US. "Walking around Times Square I could see much had improved – there was huge progress around midtown and 42nd Street." (Interview)

Theodore Yach also spent two weeks in Manhattan, meeting Rudy Giuliani, the charismatic lawyer, businessman and politician who served two terms as mayor of New York City from 1994 to 2001 and was credited with initiating improvements in the city's quality of life and reducing crime. Theodore also investigated city improvement initiatives in the high-income, Knightsbridge area of London. He appreciated the

readiness of managers of wealthy retail outlets to roll up their sleeves, sweep pavements and wash windows themselves. (Interview)

Two Coventry representatives also travelled to South Africa to talk to stakeholders about their model. Cape Town did not choose the American model for the Partnership as it had a crime and policing focus, said Wendy Hartshorne in a later interview, and Cape Town could not deal with the policing on a legislative basis in SA. The British model focused more on elements such as urban renewal, parking, freeing up loading zones and related aspects. The New York model was however easier to research because it was well documented, and it came in later for application with the CID. (Interview)

Council support was crucial. "We found that the guys immediately understood what we were doing, and it was very gratifying," said Theodore Yach. *"They realised that here was a group of people who were not whining, but who were prepared to get things done on their own without asking for resources which Council couldn't afford."* The City in fact took some property owners to underprivileged areas, where it was blindingly obvious that the CBD "looked like a five star hotel" in contrast to what some disadvantaged Capetonians experienced daily.

This committee's first meeting was held at the Civic Centre in June 1998. It was agreed that further work needed to be done on several issues before the next meeting of the stakeholder group. These were criteria for defining the geographic area to be included in the BID; more clarity on funding; the legal nature and structure of the BID; and appointing a board chairperson, who would direct the search for a CEO.

Wendy Hartshorne, welcomed two guest speakers from Johannesburg at this meeting. Fuzz Loubser spoke on establishing a development agency, while Neil Fraser spoke on the establishment of the Central Johannesburg Partnership. The Council's Clive Richards also proposed the geographic boundaries of the CBD initiative. (Cape Town Central City: City of Cape Town/Private Sector Partnership minutes of meeting 26 June 1998)

Wendy emphasizes the influence of Johannesburg property stakeholders as that city was already three years down the line with its urban clean-up project. "We could bring people like Neil Fraser and Fuzz Loubser down, and say it does work. People supported it and pointed out that voluntarism (voluntary pockets of improvement) was where Johannesburg fell down. We unashamedly cloned their draft legislation and with the City's cooperation had an unprecedented turnaround to legislate that bylaw." (Cape Town CIDs were established via a City by-law, while Johannesburg CIDs were established via Provincial legislation.)

David Jack, who had previously been with Anglo American Properties (Amaprop), which was a key driver in setting up the Central Johannesburg Partnership, commented that the "master stroke" that turned the tide in Johannesburg was when the ANC was persuaded to establish its Provincial legislative headquarters in the Johannesburg CBD. "This attracted the politicians and legislature into the city, they experienced it and had a stake in its future, they put funding into upgrading the central city." (Interview)

Wendy Hartshorne now approached the business community to raise the initial funds for the PPP, researched examples of PPPs, ensured supportive legislation was drafted and helped draft a job description for the CEO/chairman. (Wendy Hartshorne Consulting fax 13 July 1998).

The Partnership would operate in a two-tiered system whereby it would handle strategy and overall planning, and be the managing agent for the CIDs. These CIDs would in turn handle operations such as anti-crime and grime measures on the ground. While the Partnership depended on donations and grants by the City, property owners and other stakeholders, the CID's operations would be funded by levies on top of City rates. While some property owners supported this concept, many were frustrated and angry as they felt they were already paying enough for service they believed was sub-standard.

At a meeting in July 1998 at the city centre, Wendy reported that a legal firm (Hofmeyers) had been briefed to prepare draft legislation, based on the Gauteng concept, with an estimated time frame of 18 months. The various representatives were concerned that the creation of a central body might cause delays; it was agreed that they should in the meantime go forward with any actions they thought necessary in the CBD. (City of Cape Town/PPP meeting 24 July 1998.)

The Cape Argus reported in its front page lead on Monday 3 August 1998 that the Cape Town municipality and business leaders were in talks to set up a private company to run the city's business areas, promising big improvements in services like cleaning and security. Andrew Boraine confirmed that within two months an interim structure would be set up to create a partnership between the city council and city business. The next step would be consulting with all parties, while it might take a year to get the whole operation up and running. (Now it's Cape Town Ltd, Cape Argus 3 August 1998).

Some "City Improvement District" and "Cape Town Limited" structures and objectives were outlined at a meeting shortly thereafter. It was agreed that the more generic term of a CID rather than a BID would be used as there was a need to create a model that could easily be implemented in business and industrial and residential areas. Theodore Yach made the rather prescient note: "The social element cannot be over-emphasised. The only long term sustainable route to success is to deal with the social issues (e.g. vagrancy; street children; etc) on a holistic basis and not just to move the problem to another precinct! Our co-operation with the NGO's welfare departments and other interested parties will be essential and beneficial to all affected parties at a grass roots level." (Proposed "City Improvement District" and "Cape Town Limited" Structures and Objectives, Theodore Yach and Team, 21 August 1998)

A working group, comprising Ashlie Lillie, Wendy Hartshorne, Mike Vietri and Rod Young had been briefed to consider the most appropriate vehicle for the new partnership. The City had also briefed attorneys Fairbridge Arderne & Lawton for advice. The working group set out its views and proposals on 30 September 1998 and suggested the way forward. They proposed a Section 21 company and a relatively small board consisting of about ten people. Certain direct stakeholders like the City, the Cape Metropolitan Council, SAPOA and the CID organisations should be able to appoint one director each.

The other directors would be elected at annual general meetings and would rotate every two years. This board would appoint the executive director

The following month, the Cape Times' Property Times carried a story headlined **“Big city clean-up vital, say experts.”** “We all recognize that efforts must now be made to ensure that the city remains the top tourist destination in South Africa,” said Mike Flax, executive director of Brait Properties, and a future CCID chairman. Mike pleaded for the Council to fight grime: “The proliferation of used fast-food boxes, wrappers and papers one finds in many parts of Cape Town and urinating or defecating, drinking, shouting and fighting in the streets, should be treated with zero tolerance – the offender should be instantly arrested, charged and locked away.” Street children, he said, should be incorporated in a rehabilitation programme in a safe place. (Big city clean-up vital, say experts, Property Times, 28 October 1998).

It was a time when many people were extremely concerned about the bands of street children roaming the streets. The Homestead (an organisation running projects to help street children) said, based on a sample of 537 children on their records, the main communities generating these homeless youngsters were Khayelitsha (135), Philippi (67), Nyanga/Nyanga East (58), the Kraaifontein area (35), Elsies River (32), Mitchell's Plain (31) and Manenberg (25), plus 70 other areas in four different provinces, up to 1000 miles from Cape Town. (The Homestead annual report 1998)

At a meeting of the renamed Cape Town Central City Partnership steering committee that November, members were asked to contribute or raise seed funding and bridging finance. They were encouraged to invite like-minded organisations to join the Section 21 company as associate members. It was reported that the draft by-law had been adopted by Council and was being advertised for public comment until 4 December 1998. A proposed founding document that included information like the mission statement, aims and objectives and anticipated expenditure was accepted with minor changes. (Agenda and minutes 13 November 1998)

That same month the City's Executive Director: Planning and Economic Development wrote to the Cape Metropolitan Council (CMC) requesting R1 million/year for each of the next three financial years. Half would be allocated to the CBD and half to other business districts (e.g. Mitchells Plain, Claremont and Athlone.) The plan was for CMC contributions to be matched by joint contributions from the Council and the private sector. (Letter to Dr SA Fisher, CMC, 30 November 1998)

Former Councillor Hanief Tiseker was then the Business Areas Manager for the City. This encompassed sectors like informal trading, and also partnerships between the City and the private sector to revitalize business areas. He reported to Rod Young, the City's Director of Economic Development, who gave him carte blanche to help create the CTP and ensure the process unfolded.

“Theodore Yach was the person who brought the idea to us,” he reminisced. “He and Wendy Hartshorne presented the concept of a clean and safe environment. Theodore said: ‘If you don't watch out, this CBD is going to disintegrate.’ He alerted us to the fact

that, already in '95-'96, there were signs of decay and he showed how Johannesburg and others faced the same problem.

Hanief created a task team within the Council – a multi-departmental, multi-disciplinary team – called Safe and Clean. This was later known as the Business Areas Management Unit, an internal counterpart to the Partnership, and drew in bodies like the Chamber of Commerce and the private sector. In 1999 he helped create the CTP, fully backed by Andrew Boraine. "If there were any problems, I mentioned Andrew Boraine was behind me – it was a case of getting a different mindset within Council."

"As the CID needed to be assured of a regular income (in order to contract top-up services), they went to the City finance department and suggested they pay over money to the CIDs – corporates paid yearly rates so there was no risk.. A bad debt provision of 3% was built in so that if ratepayers defaulted, pressure could be put on every six months to pay, but there was no risk to Council." (Interview)

Andrew Boraine recommended on 9 December 1998 that the draft by-law be amended so that BIDs could be created throughout the municipal area. He recommended they be called City (not Business) Improvement Districts and should apply to mixed use and residential areas as well as business areas. (Recommendation to the Executive Committee, Economic Development, Report no: DED 15/1998.)

Again in December, a delegation met with Councillor Pierre Uys, chairman of the Executive Committee of the Cape Metropolitan Council. This meeting was to fully brief Uys on the current status of the Central City Partnership, associated legislation and funding of the initiative. (Letter to Councillor P. Uys from SAPOA, 7 December 1998)

It was becoming increasingly urgent to tackle the many problems. The Cape Times carried an editorial on 15 December calling on the Council to change its "slapgat attitude towards the filthy state of the city's streets." Cape Argus contributing editor Tony Spencer-Smith wrote shortly thereafter: "When the south-easter is blowing, the churn and swirl of litter is like being caught in a giant washing machine which is failing to cope with its dirty load... As for night in most parts of the city centre, forget it. You expect to see Mad Max looking out of the bleak darkness." (Revenge of the parking lot guerrilla, Cape Argus, 22 December 1998)

Early the following year (18 January 1999) the Chamber took out an ad in the Cape Times boldly titled "**ACT TO SAVE THE CBD.**" It again called for changes to the law enforcement system to curb anti-social behaviour. "Business votes with its feet," it warned. "Johannesburg has already all but lost its financial and business heartland in the city. Unless we want to go the same way, the City Council must act now." (Act to save the CBD, Cape Times 18 January 1999)

The media were certainly not disinterested observers – Newspaper House was right in the centre of the CBD and journalists themselves were victims of crime and grime. "The CBD seemed to be dying in front of our eyes as more and more people left and buildings were left empty. It was very dirty, it was not safe," recalls Shaun Johnson, who edited several leading newspapers and then headed up Independent Newspapers Cape. He had

spent a lot of his life in Johannesburg, catching a bus downtown, and was saddened to see what happened to the Johannesburg CBD. "My immediate reaction to the formation of the CTP was very supportive, saying this was really what we need – in expressing my own views and encouraging journalists to report on it as an important development – it was the right idea at the right time." (Interview)

Michael Farr, the first CTP CEO, was to comment later: *"The Cape Town media played a significant role in ensuring the success of our renewal efforts. They hailed every success along the way, and they objectively carried the voices of caution and criticism which ensured that we were always mindful of the sensitivities people had on some of the trickier aspects of urban renewal such as the plight and vulnerability of street children."* (Interview)

Shaun Johnson not only encouraged reporting on the CBD, but "immediately signed up Independent Newspapers to the project" when approached; this was helpful as the organisers then marketed to others around Newspaper House. It was a "very fractious political period in the city," Shaun recalled, and more challenging in Cape Town than in other cities to rise above individual political interests to put the CBD first. "It was absolutely not evident to anybody that it could work, or would last." (Interview)

Another meeting took place at the Civic Centre on 1 February 1999. By now the number of interested parties was increasing to include bodies like Cape Town Tourism. The seven founding members of the Section 21 company were the CMC, Cape Town Municipality, SAPOA, the City Community Patrol Board (CCPB, formerly the Rent a Cop project), Business Against Crime and the SA Black Technical and Allied Careers Organisation (SABTACO). There was support for Colin Bird's recommendation that an interim manager be appointed for the Partnership, given the potential time delay in setting up the company, advertising the CEO post and considering candidates. This culminated in the appointment of Wendy Hartshorne. "It was an intense time with Cape Town suffering from a protracted terror bombing campaign, it was really difficult to believe that the city could survive, let alone launch the Partnership," she recalled.

Rod Young confirmed the good news that the CTCC had approved R150 000, plus R250 000 per year for three years.. Colin Bird confirmed that private sector pledges had been forthcoming, but no money could be accepted until the company was registered and a bank account opened. (Minutes 1 February 1999 Cape Town Central City Partnership Steering Committee).

Councillor Anthea Serritslev, who was a City councillor in 1999, and a member of the Economic Development Portfolio (operating in the Economic Development division) recalls: "Everyone was very excited. I watched it grow right from the start, and as far as I am concerned, right from the start it played a needed role. I have always been very much behind it, I believe very strongly about it." (Interview)

There was great alarm in March, however, when it was discovered that Minister Patrick McKenzie had delayed final ratification of the CID by-law by the Provincial Administration of the Western Cape. He wanted to propose a fundamental change – that legislation be

amended to incorporate tenants as well as property owners. In other words, 51% approval of rateable property owners (the current wording) and/or tenants (proposed wording) would be required to set up a CID. His reasoning was that some residential areas like Bonteheuwel, comprising predominantly leased housing, would be excluded by the current wording.

Wendy Hartshorne faxed a circular letter to CTCCP members, informing them that SAPOA had asked for an urgent interview with Minister Mckenzie to resolve the impasse. Colin Bird, in his fax of 17 March to Minister McKenzie, wrote that "we are clearly most disturbed" by this development, particularly as not one objection had been received during the statutory advertising period. He warned that the Cape Town CBD and others in the Municipality were "deteriorating by the hour and delays must be minimized." (Reports from Colin Bird)

The matter was resolved and by October a "Vision Workshop" was planned for the Partnership's directors and technical advisors. Speakers included noted economist Brian Kantor on the economic significance of the CBD, and Fabio Todeschini from UCT's Faculty of Planning on Environmental and Heritage Significance. The faxed invitation mentioned: "We are also pleased to advise that Michael Farr (the new CEO) will be attending."

The CTP was registered as a Section 21 company in May 1999 and formally launched in July. Late that year, the first of several detailed User Surveys was undertaken and that feedback, plus extensive discussions across the board, confirmed the appropriateness of setting up a CID to arrest urban degeneration.



That year the first CTP publication – a simple blue and white Z-fold – was issued. Entitled "Promoting Cape Town City's Centre as the Heart of a World Class City" it explained the components of the Partnership, its approach and objectives. In those early days, recalls CTP Project Manager Terri Carter, the Partnership was first run with Michael Farr working from shared offices owned by Safmarine. "It was a rather humble beginning, the Partnership had no money, and its first task was to solicit funding."

At the time of his job interview with Board members of the CTP, Farr was the CEO of SA Tourism and the Tourism Business Council of SA. Prior to that, he was SA's Consul-General to Hong Kong and the dean of the diplomatic corps. At the time, at the age of 32, he was the youngest serving dean ever in Hong Kong. That was from 1992 to 1996.

"I had a conversation with David Jack prior to my CTP interview and I took the job because I'm a Capetonian, wanted to do something for my home town, and believe Cape Town to be the best city in the world. For me, this was a job of passion for the product," he said. (Interview)

Hanief Tiseker recalled a video conference call to Johannesburg for the interview, in which a roomful of Cape Town-based people fired questions at Michael Farr. "There was a few seconds' delay before he heard our questions and every movement was watched, but we were impressed by his confidence." (Interview)

Farr continues: *"I started my job in November 1999 without any staff, equipment or office and we had enough money to last us six months. But I had two very able and enthusiastic supporters, Wendy Hartshorne and Tamra Veley, to help me get things off the ground"*.

"Wendy gave me a set of well researched and thought out plans for the urban renewal of the city, and had done all the hard groundwork in putting together a partnership between the City Council and private business. I had a few items of furniture and equipment, and a secretary. Tamra was well on her way with communications, which were convincing people that this initiative would work, so I was armed with both plans and communications support. Four months later I had an office, and after the implementation of the Improvement District in November 2000 we had a small team of nine people, seven of whom were dedicated to the improvement district initiative. There's always the temptation to create new positions and jobs, but we resisted this and deliberately kept the team small and incredibly focused.

"Many people gave so much of their time and energy without any reward other than seeing the success of their efforts. We received regular financial contributions from about 20 companies as well as an annual allocation by the City Council. At the time that amounted to just over R1 million a year on roughly an equal split between business and local government. Ratepayers contributed about R15 million a year which funded all the security and cleansing services provided by the Improvement District." (Interview)

The Partnership had its first offices, for three people, on the seventh floor of The Terraces in busy Bree Street. The staff component expanded to eight when the first tranche of CID staff was hired. The Partnership moved to the fifth floor and then to the tenth, finally signing up for more tenth floor space to accommodate staff. The airy, modern design gives the office a vibrant, welcoming feel, with examples of local craft adding vivid touches of colour and texture.

2000: FIRST YEAR OF THE PARTNERSHIP IN OPERATION

The CTP's discussions with the City on setting up a CCID gathered momentum early in 2000. The CTP set up a special CID Working Group to speed up the process and by April there was significant progress towards establishing a single CCID. An interim steering committee was elected, chaired by Alan le Roux of Gensec properties, the first CCID chairman.



Colin Bird recalled: "Wendy and I went door to door to see business people to get funds; we got about R15 000 from donors for what was initially called the Public/Private Partnership (PPP). Wendy had a slide presentation with a big 'No Entry' sign over the city. She would ask: 'Is this what you want?' Wendy was good at selecting people, such as David Jack. He had a broader vision and said that if the City collapsed, so would the Waterfront. The principle of getting people on board progressively was very important. Small groupings got it going." (Interview)

By the end of the financial year, in June 2000, private sector funding for the CTP stood at R395 000, of which R230 000 had been raised since November 1999.

This proposal to fund a CCID from a top up levy on rates was made to property owners in 2000. Michael Farr hosted and presented the case for a levy at these meetings

The going was not always easy, however. Many property owners were extremely reluctant about paying the proposed additional levy on top of their rates, and the agreement was that 50% plus one had to support the motion. Tamra Veley recalled public meetings at venues like the City Hall and Holiday Inn. "The hostility! Some people said 'we are not going to pay... it is the City's responsibility. It's going to cost a fortune.' It took enormous convincing to say to them: 'It's not going to happen for you. You can whinge, shout, scream. Either we can go the levy route, or you are going to continue to lose money on your asset. It's as simple as that.'

"They were also convinced that Council would never stick to their service level agreement. We really had to put everything into convincing them that Council would keep its word."

Andrew Boraine said: "It took a lot of convincing but it was driven by the notion of crisis."

Theodore Yach: *"One of the major motivating elements that kept me going personally was the quantum of high profile business folk from all over SA who kept telling me that we were wasting our time and that Cape Town's CBD would go the way of Johannesburg, Durban and Pretoria."*

He urged property owners to support the creation of CIDs when they were approached by their area CID facilitator. "Property owners were already faced with 30% vacancies, and here we were asking them to pay even more! It was a tough sell, but we were pretty sure that tenants would come back if the place was clean and safe." There were over 1 000 individual property owners, and 50% plus one of all property owners were required to sign up. A total of 87% was received.

A further complication in getting support, which Tamra pointed out, was that numerous property owners no longer lived in South Africa: "I remember writing to endless property owners – Australia, Canada, the States, the UK – to get them to sign up. A lot had emigrated and they had held onto their assets in South Africa and were earning rental income from them. So we had to get proxies, and special documentation to get their tenants to sign on their behalf, or their estates to sign on their behalf, families to sign. It was a long period of a long hard sell. That was where the real work was. I remember going to see property owners who were aggressive, angry because their assets were declining, resentful, they just weren't very nice! I went to sit down with them to try to convince them to part with a percentage of their rates, to try to improve it."

Michael Farr recalls: *"It wasn't easy. Getting the CCID started took almost a year, which meant that our plans for increased security and cleansing were frustratingly delayed while we held meeting after meeting to propose and sell our plans to what was then a very skeptical audience. However, once we won them over, delivered the CCID and a clean city with a three-fold increase in community police, progress was rapid."* (Interview)

It was agreed that one CCID structure would be introduced in three phases over the CBD, recalled Derek Stuart-Findlay: The core city and Foreshore in the first phase; the West City with Long Street in phase two; and finally the East City – Roeland Street down to Strand Street up to the base of District Six in Harrington.

"Michael Farr's genius was getting one CCID structure for the whole of the CBD," said Stuart-Findlay. "The concept of one CID has been a key reason why the CCID and CTP have been so successful. There is the same standard of service throughout the Central City." Central Johannesburg, in contrast, has voluntary CID membership. Thus one block may be well managed, but its neighbour may not be signed up, and as the man in the street does not know the boundaries, could leave with a poor overall impression.

Another positive reason why Cape Town works, he said, is that Cape Town city blocks are relatively small, compared with those of Durban and Pretoria that are large with long arcades and internal openings that don't open onto the streets. This makes it more difficult to create a good city structure.

The business plan was presented to property owners in June and July 2000 in five precincts within the CCID. The greatest support came from owners in the Eastern and Western Foreshore, Thibault Square and Riebeeck Square, and the West City, Central City and Grand Central. At a packed public meeting in the City Hall on 17 July, attended by 126 property owners, there was unanimous formal support for a CCID and the formal steering committee members were elected then and there.

“Getting enough votes, after a meeting with ratepayers in the City Hall, to be able to implement the Improvement District funded by a levy on their rates, was certainly a memorable moment,” said Farr. (Interview)

It was important to show results to those who doubted it would be effective. “Lots were dubious and we needed to get it going quickly in the core to show by example,” said Yach. It was important to show that a secure and clean environment would be worth more than the top-up levy on the rates bill. The CCID now had the money but not the staff – at this stage it consisted of a voluntary board. The CTP only had an annual grant from the City and Province, but it did have staff and the expertise to make it work. The CTP became the managing agent for the CCID and with the two complementing one another in a two tier system, more staff were taken on.



Said Tamra Veley: “The onus was on the CCID to deliver extremely quickly, otherwise we'd have a ratepayers' revolt.” There was lots of pressure, lots and lots of pressure. And throughout there was a pocket of people at the City Council who were simply fantastic. They were behind us, smart, had some international context, were motivated, understood the critical importance of the CBD, its position, they really understood it. Then a pocket I could cheerfully strangle. You had to maneuver between the two to get what you wanted. So it was very difficult with politicians being supportive or not.”

Amendments to the CID by-law in early September meant it could be phased in over different physical areas. This meant the 9.5% levy would initially only be charged where there was most support (the area reaching from the Foreshore to Wale Street and from Buitenkant Street to Lower Buitenkant); later the area would be expanded. By

November 2000, South Africa's first major metropolitan CID covering the entire CBD had been established.

As services were outsourced to attack crime and grime, "it made a huge difference very quickly", said Terri Carter. "Within a couple of weeks, bank card theft, jewellery chains being grabbed and other incidents stopped in that area. It was a remarkable shift."

Another milestone was reached – a South African first – when the City bound itself to a guaranteed service provision. No major local city authority had ever done so in this country. A memorandum of agreement was approved by the City's executive committee mid-year. This agreement described 32 service levels to be performed and guaranteed by the Council for cleansing, protection, parks and bathing and public infrastructure maintenance. Penalties and plans of actions were spelled out.

"It was with a not inconsiderable sense of achievement that we learnt that the model we have implemented is regarded by the managers of BIDs in the United States as a more advanced and more detailed model than many, if not most, of theirs," said Michael Farr in the CTP annual report. (CTP Annual Report 2001)

Hanief Tiseker recalled setting up meetings with directors of departments, and being supported by City manager Andrew Boraine. "Some departments sent operational people but we needed strategic thinkers," said Hanief. "The Council was very inward-focused on inputs and a key challenge was now to focus on service levels – a more output-oriented approach. For example, if you knew you had ten trucks, how often were you going to use them?"

Inefficiencies and overlapping services were under the spotlight. Councillor Anthea Serritslev recalls "a tense situation on the ground... a colleague felt in the early days this came from the service level agreement. This created a tension and officials were always under pressure."

Claire McKinnon, area cleaning manager in the City's Solid Waste Management division, is responsible for keeping 27 000 kerb km of the municipality clean. She said: "There was always a feeling that this (the CTP) was a tremendous idea, a valued partnership, because the fact of the matter is there are many challenges in the city and it's impossible for the Municipality to meet all challenges on its own, it is just a physical impossibility, and unfortunately town has some really serious challenges.

"In the early days when the schedules were drawn up, the management of the CID then had a rather strange way of managing the partnership. Although we did really tremendous work, in many ways, however, the sort of underlying feeling was that they were there to police us and see if we were doing our job, and this caused quite a few ruffled feathers, whereby we really had to put the CCID in its place and say you are not actually there as our policeman, you are there as a partner to assist and not to police us. Those were the early days and we had many, many meetings.

"What I must commend them for, and my own staff, is that when you have two different organisations delivering services in the city you are bound to get overlaps or

gaps, so we spent a long, long time with them trying to make sure that where we couldn't reach or there were maybe hours or gaps in the work, they could fill in. A lot of energy went into trying to ensure we didn't duplicate energies or resources, to get the best out of both worlds. We had this close communication, we tried to work really openly with each other, and where we had problems, to discuss them openly. We have an excellent working relationship."

There was initially greater CCID-Council cooperation at street level, says Hanief, where people interacted directly, but "directors came round when they saw that work was being done." In the private sector too, when a CID was piloted in part of the city to show it worked, "business came in full steam when they saw the benefits."

Many of the original CCID staff had a baptism of fire. Manager Tasso Evangelinos recalled he applied for a job as the "unique and pioneering" aspects of the CTP appealed to him. Terri Carter confirmed his post within 24 hours and he started in October 2000. There were then three precinct managers (Tasso, Abdul Kerbelker and Abe Abrahams), Terri, Michael Farr and a secretary. "We were a very small team pioneering the way forward of how to get things done in the right way."

Tasso's task was to monitor service delivery by the City, and by the private sector companies appointed in the Foreshore area. He hit the streets with a clipboard and a list of the 32 services the City and CTP had signed the agreement on. Fresh from a key service and marketing position in the textile industry "where you need to deliver and walk the walk, not talk the talk" he began "clamping down hard" on the City and "learnt the hard way that one could not do so."

"We were like the policemen – and they laughed at us. We closed every door that was open and learnt that you can't hold the City accountable as per the contract because that just ruined relationships. People did not want to talk to us. We learnt we could not demand and punish for non-delivery, but had to deal constructively. We've come a long way now. Depending on circumstances, you have got to look at powers of persuasion, continuously renewing relationships and not taking things for granted. Understand why City personnel can also be limited."

Today, Tasso prides himself on his team's relationships with stakeholders. He insists all members of the operational team meet regularly with the City and make the relationships work. "Understand there's a lack of manpower and resources. Ask: 'How can we make your lives easier?' Help the City develop a responsive unit. Gone are the cowboy days – rather build relationships and be positive." (Interview)

Michael Farr notes that ratepayers, who funded the CID, expected an immediate impact and at every Board meeting of the CCID, CCID staff were instructed to take up issues with the City where the City was not delivering against their service level contract.

"This is important as when we were persuading ratepayers to pay a top up levy, their greatest concern was that the City would lessen its services because ratepayers were paying for their own services. It was the service level agreement that persuaded ratepayers that this would not happen, so they agreed to pay the levy on the basis that

the Council was contracted to provide a stipulated level of service. I agree that this created tensions in what was a very new way of doing things for the City, but it settled down as individuals got to know one another better and constituency pressure was better understood.

"The reality is that at the time, those who represented property owners on the various CID Boards instructed the Partnership, as their managing agent, to register their extreme dissatisfaction with Council on the latter's service delivery failures. In fact, they threatened to fire us because they thought we were being too soft with Council on their numerous breaches of the CID Service Level Agreement. If it wasn't for the "balancing of interests" role played by the CTP at the time, the CIDs may well have collapsed."

Marc Truss, who was then working part-time with the CTP and CCID while managing his own business interests, recalled: "City officials perceived us as a threat, while others were not quite sure. They sat back with arms folded and watched. It was a difficult phase, it was pioneering. We believed it would work but this had not been done before in South Africa. Armed response companies also felt threatened as residents paid for their services – they were anxious and untrusting, going with the flow but not giving too much info. The public were asking: 'Why pay for a service when we are already paying for rates, we are taxed already.' There was also suspicion that it was a money-making racket."

Michael Farr allowed him to test the market. "I'm an out of the box thinker, results-focused and with a business background. People were happy that I was getting results and Michael Farr accepted this because it was working. But others asked: 'Is Marc buying them? I was not always informed if there was a meeting. It was a difficult start for all of us.'" (Interview)

Abdul Kerbelker, who had been a shopping centre manager in the CBD before joining the CCID, recalled: "There was tension between the CCID and various service departments and quasi-military operations like the police. While the SAPS is now public-friendly with community police forums, at that stage they had rigid command and control structures. Now there was an outsider checking up on their procedures. You had a six foot officer being told where to patrol as his salary was being paid. There were also cultural differences between white male Afrikaners (in the Police) and the English, Greek and others (at the Partnership) who were expressing their concerns. They too (the Police) have made huge advances and relationships have been built over initial differences." (Interview)

Sometimes the managers had to be particularly inventive. Derek Stuart-Findlay recalls how, in the East City, they discovered that people were collecting cardboard and other items from commercial premises and wheeling them in trolleys to a recycling site. Next door to the recyclers was a liquor store – with the same owner. They got the licence moved to another end of town so that the activities were separated and also tried to discourage owners from discarding cardboard.

Kerbelker believed that accurate databases were important. He and other managers armed themselves with maps, and "did the hard yards" in setting up retail and other

records. In time this led to other initiatives like the Creative Cape Town partnership, which was born from the CTP managers personally identifying these creative industries in the central city. (Interview)

Tamra Veley too used these research findings to highlight the fledgling CTP's achievements in the media. She said: "This was a war that was going to be won or lost in the public domain. We had to get Capetonians interested, motivated, debating it. Lots of positive stuff came out again and again and again, it had to be in their faces all day, every day, and we were. From 1998 till 2003, you could not open a newspaper without a Partnership article. It was a fundamental understanding that Capetonians needed to be passionate about their city, and they are. You can still have a conversation with a Capetonian and they'll say our CBD's not doing too badly. Even if they never visit it, they'll defend it. It was capturing that sense of Capetonian pride, and that they had something to protect. We were on the front page of the Argus, the Cape Times or Die Burger literally every week. News desks were behind us. They didn't let us get away with anything, by the way, if we were wrong they said so, but it was managed. We caused massive debates on Century City, for example, massive debates. Decentralisation was causing a flight from the CBD. The more businesses decentralised, the worse the CBD got, and the worse the CBD got, the more businesses decentralised. It needed to be discussed, and it was, at length."

The publicity around the Partnership was obviously not always well received as there were actually two parties making a difference. Anthea Serritslev recalled: "One got the talking in the passages ... there was a strange tension, people felt the Partnership was getting all the glory for having done it, when actually the City was still doing it. The Partnership was very good, they were publicising the city and you can see from the press releases, at one point they were going off at the most incredibly rapid rate, that was changing people's feelings, confidence in the city, and as it was cleaning up and getting better they could see the results. I think City officials didn't have the wherewithal and would never have done that because it's not one of our core functions. The City is regulated by legislation and there are certain aspects we actually can't do ourselves, it's not part of our mandate, but by forming a partnership and a Section 21 company, it gives them the opportunity to do those things that the City can't do. So they are in a different situation."

The Council confirmed, in June, that it would outsource the management of central city kerbside parking to the CTP. At that time there were 2 400 bays, with 1 200 bays still to be metered. The current paid-for occupancy in metered bays was a tiny 2%. The CTP proposed time limits for parking, plus clamping, to ensure vehicle movement. "It was no good doing everything else without parking – it had to be a package of services in a CID," said Hanief Tiseker. (Interview)

The CTP also proposed a partnership-based management of the country's oldest public garden, the Company's Garden. This green heart of the city, originally laid out by Jan van Riebeeck on behalf of the Dutch East India Company in the 1650s, had wonderful amenities like shady walkways, ponds, an aviary and historic Victorian restrooms, but was now neglected and even downright dangerous. The CTP undertook the Company's

Garden Clean Up Project in May and attracted over 400 volunteers, including the Minister of Environmental Affairs and Tourism, Valli Moosa.

The introduction of the Unicity after 2001 meant recalculating commercial property values, with possible significant rates and taxes adjustments that would impact on CTPs revenue. When after 21 years there finally was a rates revaluation, the Partnership made a formal presentation to the Unicity Commission on its aims and objectives and how a significant rates increase would affect it. The CTP also set up four special advisory forums to offer policy advice and ensure Board input at the highest level. There was a Business Forum, chaired by Derek Stuart-Findlay of OMP; a Heritage and Urban Planning Forum chaired by Laura Robinson of the Cape Town Heritage Trust; a Socio-Economic Affairs advisory forum chaired by Thabo Mashologu of SABTACO; and an Events and Marketing advisory forum chaired by Sheryl Ozinsky of Cape Town Tourism (CTT).

Work also started on a marketing plan for Brand Cape Town, based on international models but with a local slant. The Partnership cooperated with Cape Town Tourism on input for a CNN television arts and travel programme; and supported Motorsport SA's efforts to gain World Rally status for its annual Rally of South Africa, provided the event roared off from, and ended in, the Mother City.

A major development then, recalled Derek Stuart-Findlay, was that SAPOA had been pushing for some time for the depreciated replacement value of buildings to be replaced by a market value basis. When there finally was a rates revaluation in 2000 this "had a big impact." While the City had been receiving rates of R180 million/year from the CBD, this now dropped to R90 million/year, reflecting the relative drop in value of CBD buildings versus the rest of the metropole. Combined with the establishment of the CTP and CCID that was successfully tackling crime and grime, owning property in the central city was now suddenly a lot more viable. Lower rates were now due, plus tenants could be offered more available parking, security and entertainment. Because buildings had emptied as tenants had left, shrewd investors could now pick these up for relatively little and start their renovations. (Interview)

2001: SECOND YEAR OF THE CTP IN OPERATION

The CTP's priority was to further bed down the first phase of the CID in part of the Central City, then to roll it out over the entire Central City area. The City approved the extensions of the CCID boundaries further into the East and West cities in mid-2001, with cleansing and security services already improving from July. The CID was now divided into four precincts, each with a precinct manager, reporting to an overall CCID manager. Other parts of Cape Town also wanted to get rid of crime and grime, and the CTP helped set up structures and processes for other CIDs – OranjeKloof (lower Oranjezicht and Kloof Street), Sea Point, Higgovale and Oranjezicht. There were also calls for advice from Mowbray, Camps Bay, Hermanus, Stellenbosch and even as far afield as Nelspruit.



The CTP was increasingly giving input on many of the Council's working groups and was asked to join the Inner City Transport steering committee and project management team. The CTP and the Cape Town International Convention Centre Company (Convenco) also agreed to reciprocal board representation.

Despite being involved in all these initiatives at a high level, the fledgling Partnership was based in "a pigeon hok" in The Terraces, said Marc Truss. He assisted the CCID staff with improved admin reporting processes and he did a lot to address internal inefficiencies that ranged from high phone bills to expensive printer cartridges: "There were little things, but they were hurting because they cost money". Marc was the first to break the mould in how to log entries that were compiled for the City. Initially all the staff had to write up their reports, and when all the logs were completed, they were printed and faxed to the City, which had to decipher the reports. He realised that everyone waiting for one another meant that defects were not addressed timeously and the system was breaking down. He broke an 80 page/day paper trail into an email format that could be sent remotely. (Interview)

The CID – bolstered by financing of over R13.5 million from the property owners' levies – was already bankrolling an additional 143 security personnel and eight mounted security officers. Results were immediate and striking – crime in certain core areas dropped by 40%-80% in the first half of 2001, compared with the previous year, with current crime largely petty. The CCID's outsourced services were also literally cleaning up – a massive 20 000 kg of extra waste was being gathered monthly from the city centre. This waste mainly came from shop tenants, so the CTP approached the problem head-on with a communications campaign geared at business owners.

Plans were being laid at this time to have informal parking attendants replaced by 50 uniformed, trained parking marshals employed by an experienced parking management contractor. Applicants had to have a Grade 10 certificate, no criminal record and must not drink at work. Their duties would be two-fold: selling and reloading cash cards, and ensuring parking compliance, with the back-up of the Traffic Department.

Cape Town became divided over whether or not this was a good idea. Informal parking attendants were up in arms and marched from the Cape Technikon towards the CTP offices in Bree Street, protesting mainly about their "exclusion" from training programmes. They were supported by some NGOs. The head of The Haven Night Shelter in Woodstock, agreed that parking needed to be formalised and regulated, but felt there were "glaring deficiencies" in the way informal attendants were excluded from the formalisation process (Attendants plan to march today, Cape Times 21 Nov 2001) (Why punish city's parking entrepreneurs?, Argus, 21 November 2001)

There was a flurry of media stories, editorials and letters. A CTP survey was reported on, showing that "350 informal parking attendants are holding the central city population of more than 250 000 people to ransom." Some drivers welcomed the new system, while another commented: "I am sure that we are all able to look for our own parking – we are not blind – otherwise we would not be driving now, would we?" (Cape Argus 22 Nov 2001) (Letter Kim Brown, The Cape Times, 30 November 2001)

Nonetheless the system was finally introduced, after a delay of almost four months, for a year from 3 December 2001. Michael Farr was interviewed by hordes of radio and print journalists, while the smartly outfitted marshals were themselves interviewed and photographed on the beat. The South African Police Service (SAPS), private security guards and community patrol officers were on hand to protect the marshals if they were threatened or attacked by informal parking attendants. (KFM, 786, 567 stations 28 November) (New on the block, Cape Argus 28 November 2001)

"I was held hostage with my wife and daughter in a coffee shop by drunk and aggressive informal parking attendants on the day we introduced managed street parking," recalled Michael Farr. "Fortunately, this only happened once and was dealt with by our CID security." (Interview)

Newspapers reported "rage and impatience" by some motorists adjusting to the new dispensation, while some informal attendants stubbornly continued to wave motorists into bays. Many die-hards took to wearing orange bibs to appear official. Early research showed a 94.5% acceptance of the system by motorists, despite a flurry of parking tickets. "Clamped parkers find 2800 pink slips showing as city cops pounce," reported the Cape Times. Some wardens were criticised as "overzealous", with one angry city businessman complaining: "It's like a feeding frenzy. I am surprised I haven't yet seen pink ticket slips attached to benches in St George's Mall." There was also a hitch concerning the wheel clamps that had been specially manufactured in Johannesburg – they did not meet specified standards. These had to be sent back to their manufacturer so as not to damage the bodies and wheels of cars. (Clamped parkers find 2 800 pink slips showing as city cops pounce, Cape Times, 2 January 2002) (Public outraged at

'over zealous' ticketing by parking wardens, Saturday Argus, 12 January 2002) (City wheel clamps to be redesigned, Cape Times, 6 December)

"Solving the anarchy of informal parking attendants and their harassment of motorists was a major headache. But once the City agreed to outsource street parking to the Partnership, we were able to tackle this problem with success – and success was palpable and visible, as it was immediate," said Farr. (Interview)

At this time the CTP also launched several marketing initiatives to draw visitors into the heart of the city. Many of these fun events would become calendar mainstays, still celebrated today. One popular event was the annual Chilli Fiesta – a hot happening boosting customers to restaurants and coffee shops "in the heart of the original spice route".

"Having Toks van der Linde (former Springbok prop) as a chef at our Chilli Fiesta was great fun and seeing people eating the hottest of all chillis raw, without a single bead of sweat appearing on their faces, was remarkable," recalled Michael Farr. (Interview)

Another popular event, started at the year-end, was the first Christmas in the City promotion. The City was slowly starting to take on a new lease of life, and the first Cape Cow Festival also took place in the CBD. Arty fibreglass cows, painted by city artists and sponsored by business, were spotted from Sea Point to Green Point. Hundreds of visitors also streamed into Cape Town for the first Gay Pride Week, that included a "Love Parade" through Somerset Road and a Farm Fresh-themed Mother City Queer Party. The CCID also started holiday activities centred around a large Christmas tree and carols in the Company's Garden, plus street entertainment and a focus on retail stores. (Anudder exciting art festival, the Cape Cow Carnival, Sunday Argus, 2 December 2001) (Mother City to have a gay time Sunday Times 2 December 2001) (Lights, festivities and night trading for city centre, Saturday Argus 9 December 2001)

To help grow central retail, that year the CTP recommended forming a CBD Retailers' Association. While this initiative did not gather momentum, at the time it was hoped it would contribute to a competitive, efficiently marketed basket of goods to the 250 000 people who entered the city every weekday and accounted for a third of economic activity in the metropole. The CTP, CCID and Intersite commissioned research to identify the extent and type of retail in the central city - the first such research in 15 years. Its purpose was to research the current tenant and retail mix, then to advise on attracting new business once the missing pieces had been identified. The research identified 753 stores over about 154 470 m². Consumer services made up the largest number of businesses, followed by other retail goods, food and groceries, clothing and accessories and furniture and appliances.

Agreement was also reached in principle on forming a special purpose vehicle with the CTP, the Province and the Unicity to focus on inner city transport. The initial plan was for an inner city bus shuttle service that would cut the number of cars entering the city daily by 2 000.

The CTP formally submitted its proposals on smart development and urban planning to Council in May, after months of international and local research. It was prepared (together with a proposed tax increment financing system) to stimulate investment in urban infrastructure. The focus was on new development where there was already infrastructure, avoiding too much strain on the municipal budget, checking decentralisation and protecting natural environments and agricultural land. The CTP recommended eight nodes including the CBD, Claremont/Wynberg CBD, Athlone and Khayelitsha. Development districts would be declared tax increment financing districts. These would ultimately create new taxes, be locally administered, and would raise development funding.

The CTP also submitted a proposal to Council in June on effectively managing informal trading on the central city streets, particularly around Adderley Street. At that stage, investors, current retailers, shoppers and general city users were badly affected by some informal trading, while cleansing, safety and security and access were also compromised. The CTP did not want to get rid of informal traders, but aimed to increase opportunities in a regulated way, so that formal retail businesses and informal trading could co-exist happily.

The CTP, in addition, tasked UCT's Unilever Institute for Strategic Marketing to assess the competitive attributes of Cape Town, Johannesburg and Durban. A presentation on the summary report was given to Cape Town and Johannesburg business communities in June. It showed Cape Town was ahead on skills, access to professional talent, education standards and the costs of doing business. Internationally, Cape Town was comparable to global second-tier cities like Buenos Aires in Argentina, which was rated the best city for business in Latin America. "It has become clear that one of our most competitive advantages is that we are, statistically, a smart city that can capitalise on a strong knowledge base," said Michael Farr.

By the year-end, the completion of a R17 million redevelopment of Shell House – the 25-storey office tower in Riebeeck Street – had a positive impact on its immediate surroundings. Martin Rippon, GM of the managing agents, RMB Properties, commented: "So encouraged were RMB Properties by the success of the Shell House parkade, that Wesbank House, on the corner of Long and Riebeeck Streets, is also undergoing the conversion of deep and inefficient retail space into much-needed parking." Rippon added that the Shell House project had been a catalyst for refurbishing adjoining properties such as Ovenstone House and St Georges Mall, which RMB Properties also managed. The 19-storey, R460 million Arabella Sheraton hotel – South Africa's biggest five star hotel – was also rising out of the mud where the CBD and Waterfront met.

Four major blue-chip retailers – Woolworths, Clicks, Spar and Mr Price – announced expansion plans in Cape Town, a welcome festive season present that Michael Farr attributed to "significant and visible improvements to the CBD's urban environment." (Shell House upgrade rubs off on neighbours, Business Report, 24 November 2001) (Hotel to change face of city, Saturday Argus, 8 December 2001) (Retail groups flourishing in Cape Town, Business Day, 12 December 2001)

Efforts to promote Cape Town as an all-year-round destination were also picking up. Cape Metropolitan Tourism research showed that domestic and international tourists visiting Cape Town during the winter "Secret Season" were now staying longer in the Mother City. There was a marked increase in older tourists as more cruise liners called in at Cape Town after the fatal events of 9/11 in New York. Even the world tribe of young backpackers had discovered the delights of Cape Town, although the attractions were mainly "cheap drugs and unbelievably beautiful women" according to a snap survey by the Cape Times. (More winter visitors Saturday Argus 24 November 2001) (City is cheap and has the right buzz, say backpackers, Cape Times 10 December 2001)

"If a central city is good for South Africans, then tourists too will enjoy themselves. If you focus on a 24-hour city for locals to interact and enjoy themselves, that will be a plus for visitors," said Hanief Tisseker. (Interview)

Even actor Dennis Hopper, famous for cult movies like Blue Velvet and Easy Rider, was filming in the City Bowl. Interviewed after a hearty lunch and cigar at Constantia Uitsig restaurant, he said: "Cape Town? I love it. It is more beautiful even than I imagined. The people are wonderful, the food is incredible, and the film crews are as good as anywhere." Research by the City's film office showed that between October 2000 and March 2001, 380 international permits had been issued for advertisements and films – 60% up on the previous year. (Easy Rider star Hopper falls in love with city, The Cape Times 26 November 2001) (Die Burger 30 November 2001)

As year-end local and foreign tourists flooded into town, "The City of Cape Town and the Central City Improvement District are to be congratulated for their successful attempts to breathe life into the city over the festive season," commented the Cape Argus in a December leader. Colin Boyes, deputy director of the Cape Chamber of Commerce and Industry, said the work of the CTP in turning the city's CBD around into an area where significant revenue was being created "must be highly recommended."

Commercial ventures such as the planned building of the Cape Town International Convention Centre (CTICC) were now pushing new investments in the city close to an incredible R9 billion. "That is serious money for any city in the world," Michael Farr told the Cape Times. (Breathing life into the City, Cape Argus 18 December 2001) (Revival of CBD may make Cape Town a city that never sleeps, Cape Times 20 December)

Convention Centre construction was, in turn, encouraging cleaning up of the Foreshore. Derek Stuart-Findlay gave some background details of events leading up to the new building and how this influenced CBD improvements: "Tenders for a new (Grand West) casino had, as part of their submission, to come up with a proposal for a convention centre. David Jack was part of the adjudication committee for the casino facility and he gave a presentation to SAPOA outlining the various alternatives. All agreed they had to support the Convention Centre proposed for the Foreshore, in order to boost Cape Town tourism. They also realised that visitors who would visit the huge convention centre to do business had to enjoy a good experience in the rest of the city. There was this ghastly dichotomy between the Waterfront and how the streets of Cape Town were then evolving and there was a strong realisation we had to do something about the management of the city."

He also recalled how, when the location of the Convention Centre had been determined – “on a dusty place with the south-easter blowing” – it was vital to ensure that the surrounding areas were given a lift. Opposite the site was the Metropolitan Life building – with a concrete façade down to the streets and no retail. Theodore Yach went to a jewellery operation and pointed out the opportunity that would develop when international visitors started streaming into the Convention Centre. He also persuaded the Metropolitan building owners to convert the blank street façade into retail, which was initially pitched at a very low cost. Such initiatives persuaded other property owners to realise the retail opportunities. “Suddenly street level was more alive and attractive; everything started to feed on itself. People who had been unsure about the Convention site now built up the city around it. Now there are hotels around the Convention Centre and you can walk to the Waterfront,” said Stuart-Findlay. (Interview)

Figures released by the City’s Economic Development and Tourism Directorate, based on 42 000 businesses, showed that in 2001 Cape Town’s economy grew by 3% in real terms to R62,9 billion, compared to 2000. The biggest sector, manufacturing, which contributed 26% to the total output, was also the star performer in terms of growth. Total real output grew by almost 6.2% on the previous year and added almost 5 000 to employment figures. Trade and catering (with a strong tourism component) had 23% of total output and 4,6% growth. (Cape Town’s winners and losers Cape Business News 21 June 2002)

The Partnership’s increasingly high profile and reputation for getting things done meant it was now being pressured to tackle problems of homelessness, street children and general vagrancy. In practice the CTP did not have the mandate, authority, funds or expertise, but agreed something had to be done. It consulted with and researched the experiences of major cities such as New York, then recommended that Provincial Government create a Homeless Enterprise. This new body would comprise Province, Council, the private sector and civil society. As a pilot, it would manage all funds currently distributed in the metropole – direct NGO funding would now be re-directed to project-specific funding for street people, with business delivery closely monitored. This proposal, however, was never put into practice by the Province.

Derek Stuart-Findlay comments: “Soon after establishing the CCID, we realised a big problem not budgeted for – but crucial – was social welfare. The CCID decided to allocate some of its budget in order to make the rest work. It helped set up a home in Claremont where street kids could sleep at night, with a social welfare worker to try to integrate them back into their families. From talking to Pam Jackson who ran a home for girls in Harrington Street, it became apparent that children had to be found as soon as they entered the city. They should be counselled and taken back to school and their families as soon as possible before they became part of street life.” (Interview)

That year, the chairman of the CTP, David Jack, who already held an honorary master's degree in city planning (1996) and a gold medal from the SA Institute of Architects (2000) received the Simon van der Stel gold medal from Heritage SA for his role in conservation, architecture, town planning and tourism in the city centre. (City planner hailed for transformative role, Cape Times, 28 August 2003)

2001 HIGHLIGHT

Cape Town was voted the best value-for-money destination in the world at the 2001 Conde Nast Reader's Travel Awards.

Source: Saturday Argus 9 December 2001

2002: THIRD YEAR OF THE CTP IN OPERATION

After this extremely busy start, the CTP entered its third year with CBD investment having doubled in three years, much of it in the historic core. "The city is set for an economic lift-off in the New Year, with billions of rands in business investment and tourism revenue – fuelled by favourable foreign exchange rates – set to boost the city's coffers," said media reports. (Cape Town set for New Year boost, The Mercury 31 December 2001)



Research by the National Referral Services (NRS) real estate group confirmed a surge in foreign interest in Cape Town's residential property market over the recent holiday period, underpinned by the weaker rand. Cape Town NRS members reported increases of up to 50% in foreign interest levels. Crime, traditionally the property market's biggest turnoff, barely featured in the foreign quest for market ownership. However, a "breathtakingly ill-judged statement from the country's majority party" that foreign property ownership might be outlawed or subjected to new conditions caused a tremor in sections of the property market. (Foreigners on property-buying spree, survey reveals, Saturday Argus 20 January 2002) (Mad, bad and dangerous, Cape Times 23 January 2002)

Gensec Property Services reported in March that in the past 12 months it had let over 22 000m² of space in the CBD. "Whereas previously new tenants were only looking to move to decentralised areas, our experience in the past year has been that now they definitely list the CBD as one of the areas to investigate," said Alan le Roux, regional GM

of Gensec Property Services and the first CCID chairman. (City's older buildings attracting tenants again, Saturday Argus 9 March 2002)

Research confirmed the CTP and its partners' achievements. The second User Survey in January and February, canvassing 500 respondents ranging from office workers to informal traders and tourists, reported many positive findings:

- Security: The first User Survey two years previously showed only 16.7% of respondents regarded central city security as acceptable. Now, over 52% were satisfied. The figure leapt from 9% (acceptable in 2000) to 62% (acceptable in 2002) among business people;
- Cleanliness: In 2000 only 19% found the level acceptable, in 2002 it was nearly 35%. In the business community, the figure soared from below 7% to 39%; and
- Tourism crime: While 29% of tourists interviewed in 2000 had been crime victims, not a single tourist interviewed in 2002 had been affected. About 93% wanted to return to Cape Town.

"Regular perception surveys were important," commented Hanief Tiseker. "We then understood the thinking of the customer. The business people were the most critical initially, but when the CCID started, it all turned around." It was also important for no-gooders to perceive what was being done to limit their actions: "We had to work on the image too – you don't just do the work, you make people realise it is up and working. We made criminals aware there were cameras. There was also protection in a more subtle way with the correct image – not ugly burglar bars and high walls, but lighting up areas instead, protecting your business in a different way." (Interview)

The Cape Times applauded CTP efforts in an editorial headlined "Turning the tide": *"The Cape Town Partnership deserves our congratulations and continued support for their City Improvement District. We can look forward with confidence to its tackling of new problems, including our creaking transport infrastructure."*

Die Burger reported a "merkwaardig positiewe" (significantly positive) change in perception. "Met goeie nuus deesdae so skaars soos hoendertande, is die aktiwiteite van mnr Michael Farr en sy Kaapstadse Vennootskap 'n welkome lig wat helder in die hart van die Moederstad brand." (With good news as scare as hens' teeth these days, the activities of Mr Michael Farr and his CTP are a welcome light shining brightly in the heart of the Mother City." (Cape Times Turning the Tide, 6 March 2008) (Hart van Kaapstad verbeter sienderoë, Die Burger 6 March 2002) (Kaapstad – wenstad, Die Burger 7 March 2002)

Tamra's role in profiling the role of the CTP and CCID won her agency, Corporate Image, a gold at the Prism Awards for outstanding public relations practice. (Corporate Image Africa takes gold again, Communika March 2002) She was then awarded the best institutional communications campaign in the world, and the best research programme in the world, by IPRA in New York in early 2003.

In March it was announced that the CTP would upgrade and manage the Grand Parade in a mayoral priority project. While many South African leaders had made their mark at this historic gathering place, after 300 years it was "a glorified parking lot" in the later words of CTP deputy CEO Bulelwa Makalima-Ngewana, and in dire need of renewal and better management. A R10 million budget was allocated by the City. The revitalisation hinged on the adoption of a proposed lease agreement between the Unicity and the CTP, with the latter becoming the main leaseholder and managing the Parade on behalf of the city. A community consultation process with traders and parking leaseholders would now be started and a heritage impact assessment commissioned. The Partnership, however, did not finally receive the authority to proceed. (City's Grand Parade could be in line for R10m facelift, Cape Times 23 April 2002)

As for the Company's Garden, the CTP was working with Council officials to try to ensure private sector involvement in cleaning up this green lung – potentially one of the most important urban landscapes in South Africa. The CTP had been invited, at a Council meeting in May 2000, to submit a management proposal and this was approved by full Council in October. There was a delay in implementation because of complications relating to the Municipal Systems Act but discussions continued in 2002. Again, such efforts were stymied as new political administrations took over at the City headquarters and amended previous agreements. (Artists take to the streets, Cape Argus, 14 March 2002)

Meanwhile the CCID further beefed up its operations with three new staff members, two security managers and a marketing manager. A closer working relationship with the SAPS and Council, plus a new command and control centre at Caledon Square, bolstered their efforts. Newspapers carried regular reports of the new peak-capped city police nabbing criminals, including one particularly fleet-footed shoplifter who outran sports shop staff, with stolen rollerblades under his arm. He eventually fell foul of a mounted CCID Security officer. Jack Lemkus Sports owner Rose Lemkus said: "It's a lot safer than six months ago and we are seeing improved retail sales figures, so hats off to the Cape Town Partnership for their efforts to clean up the city centre." In May the CTP announced that crime in the Cape Town CBD had decreased by 60% since the CCID was set up in November 2000; 96% of crime was now of a non-serious, non-violent kind. In other improvement districts in Cape Town, crime had dropped by 40%-51%. (City horsepower outruns quicksilver thief, Saturday Argus 27 January 2002) (Crime down 60% in central city, Cape Times, 14 May 2002)

Crime committed by the poor and unemployed, particularly street children, was still of grave concern, however. The second User Survey had shown that over 71% of respondents considered the presence and behaviour of street children the number one problem. A typical reader's letter in the Argus added: "There are also far too many vagrants who brazenly bed down on the CBD pavements." (Michael Vermeer, Vredehoek, Cape Argus, 8 March 2002.)

The City was planning to introduce a stringent new bylaw (drafted by the Council legal department with input from the CTP) to promote a safe and clean urban environment. A wide range of old regulations would be brought under one law. This covered everything from loitering to urinating on the streets, to appearing nude and causing a public

disturbance. Rollerblading and skateboarding would also be off limits in city streets, as would washing or drying any objects including clothing. (City zeroes in on beggars, Cape Argus, April 2002) (Cape Town gets tough, Cape Argus 4 April 2002)

While many agreed that anti-social and illegal behaviour was unacceptable, social workers and others were concerned that the City and the CTP were failing to introduce meaningful policies, programmes and legislation to help the poor. The social development director of the Big Issue magazine, Paul Hooper, said that current traffic by-laws were a problem for their vendors. When the police responded to complaints of beggars and uncontrolled vendors at traffic intersections, "they respond by confiscating Big Issue magazines and write it up as a job well done." A Sea Point community worker alleged that street children were being beaten up daily by Metro police, while the national police turned a blind eye. (City's war on the poor, 11 April 2002) (Metro cops beat us up daily, streetchildren claim, Cape Argus, 15 May 2002)

Social workers also claimed that while the clean-up operation by the CTP was considered successful, many children had simply moved to neighbouring areas like Woodstock, Sea Point and Camps Bay to escape law enforcers. They also expressed fears that once the children were put into a police van, they could stay in prison for weeks as their cases were postponed; and once they landed behind bars, rehabilitation work was destroyed. (Zero tolerance in Mother City puts kids in Pollsmoor, Saturday Argus, 9 March 2002)

The criminal justice system's inability to deal effectively with criminals was making the CTP's attempts difficult, countered Michael Farr. About 600 people were arrested in the city centre every month, but the challenge was "the inability of the criminal justice system to deal effectively with the people we arrest every month – because the same people are arrested time and time again." (Homeless children holding city centre in grip of crime, Saturday Argus, 16 February 2002)

The CCID committed funding of over R400 000 towards the establishment of an assessment and care centre for CBD street children. Over and above offering shelter, food and clothing to street children, the care centre ensured that the children received schooling. The City Council offered to help by making available a municipal property for the care centre, and the CTP was in discussions with the municipality to identify a facility on the CBD periphery. The Partnership and CCID would participate in the management decisions affecting the operation of the centre. The Cape Town care and assessment centre, to be called Clarrie Cape Town, would be modeled on Clarrie Care in Claremont. Southern Sun donated beds, First National Bank gave furniture, and CNA donated art and educational materials for the Cape Town centre. In March the CTP authorised the employment of a social worker, three care workers and an area manager to work with the street children. (Cape Town CID to establish care centre for street kids, Atlantic Sun, 31 January 2002) (City partnership launches scheme to help streetchildren, Cape Times, 5 March 2002)

In an attempt to deal with the "rough sleepers" in Sea Point, Green Point, CBD and City Bowl areas, the City, in cooperation with the private sector through the CCID and major NGOs, undertook to raise awareness about their plight and asked that people not give

directly to the poor, but rather make their donations via a recognised charity. (Atlantic Sun, 4 July 2002.)

In addition, with construction of the new Convention Centre surging ahead for the planned opening in July 2003, there was an increased focus on the refugees and destitute (they included a lot of illegals) who lived in its shadow. Many people lived under the arches of the parking area of nearby Customs House, where temporary visas and permits were issued. The Council regularly stepped in to clean the area and remove structures and squatters, but there was no refugee centre and they ended up living in appalling conditions. (City seeks solution for squatters of Roggebaai, Cape Times, May 2002)

During September six tons of soiled bedding, plastic and other possessions were confiscated from street people in a huge blitz by CCID officials, after a request from the City Council Vagrancy Unit. Some of the bug-infested mattresses were so filthy that cleansing workers refused to handle them, even with gloves, and their managers ended up doing the job. The street people were being asked to sleep in proper night shelters, but many refused to do so. They argued that shelters cost money and families could not stay together. There was an outcry from some quarters but Farr argued: "Given the volume of public complaints, it would be irresponsible of us not to act – and especially because these are often environments which not only pose a health risk but from which crime emanates..."

"If anyone thinks for one minute that we will ever let people living on the streets, however poor, pose a health hazard to Capetonians, or let small children live among disease-ridden blankets and mattresses, I would suggest that would become the day you confine me to my own place of mental safety." (Huge blitz to get bergies off the streets, Sunday Argus, 29 September 2002) (Balloons on a city street tell own story, Sunday Argus, 29 September 2002) (Cleaning up the CBD had to be done, Sunday Argus, 6 October 2002)

Shortly after this, there was wide coverage of a mother and son, Feroza and six-year-old Fadiel Petersen, who had been living on a pavement in Church Street. The CCID had found them temporary accommodation at St Anne's in Woodstock and a job for the mother. Having scrounged for money and food in the city for six years, Feroza now had a job cleaning streets and pavements and removing graffiti from walls. (Fadiel, 6, gets first taste of a real home, Cape Argus, 1 October 2002)

"Rescuing many streetchildren from a life of drugs and sexual abuse, and a mother and her six year old child from living on the streets of Cape Town, is something I'll always remember," said Farr. (Interview)

On the cleaning side, 30 tons of additional waste were now being collected in the Central City each month – no easy task, as street cleaner MC Smith, on the job for three years, commented drily: "Capetonians are uncivilized. They walk past a rubbish bin and will throw their papers directly next to it. When we ask them to throw it in the bin they tell us it's because of their littering that we have a job." (Uncivilised litterbugs make sweepers' lives a chore, Sunday Times 24 February 2002)

An article by Cape Argus journalist Helen Bamford, who accompanied precinct manager Abe Abrahams on his rounds, highlighted the myriad challenges the CCID tackled every day. Over several hours Helen saw Abe dealing with illegally dumped black bags, drain covers that had been tampered with, businesses dumping trade waste on the pavement, street kids storing their clothing in drains and blocking them, and constant queries such as a call from the Spanish consulate enquiring whether it was safe to park at night near Greenmarket Square. (How Abe keeps a handle on the vagaries of city life, Cape Argus, 4 March 2002)

Interventions by CCID security officers were not always welcome. An attempt to liven up St George's Mall during lunchtime turned ugly for the Straight and Narrow band, when security officers on horseback asked them to "turn it off." "Instead of being where the crime is, they're stopping jazz musicians from playing," fumed Ms Tougheeda Jacobs to a Cape Argus reporter. The CTP explained that the officers were under strict instruction to enforce city by-laws, but agreed to strike a balance and issued an instruction that "zealous" security officers should only intervene when there were complaints. (Music lowers tone on mall, security staff rule, Cape Argus 25 October 2002)

The Council, fed up with spending up to R5 million annually cleaning up graffiti, meanwhile proposed a new bylaw to crack down on the plague. While groups like "Aerosolics Anonymous" challenged middle-class suburbia to "catch a wake-up", night stakeouts by the Council resulted in two "free art" activists being caught red handed. (Tag them, Cape Times March 2002)

Around this time the CTP also launched a free security service for tour groups nervous about venturing onto the CBD streets. Despite the dramatic drop in CBD crime levels, some tour operators still had a perception that the city was unsafe – "a hangover from three or four years ago," according to Farr. The CTP would arrange for community patrol officers to accompany tourists. One tour operator, who faxed through a thank-you letter, reported that "we were bothered by a determined street person who was promptly and efficiently sent on his way." (Free security for tourist groups on visits to CBD, Cape Times, 10 May 2002)

The success of the CCID was being noted. Ratepayers in the eastern section of the City, up to Mill Street, were now interested in joining the CCID. Upper City Bowl residents were also urged to counter a "wave of crime" that was threatening property values, by setting up a CID for the area. Already 530 neighbours had signed up for the Upper City Bowl CID and another 50 ratepayers were needed to get the CID operational. Committee members manned an information table at the popular Carluccis coffee shop to make it easy for owners to sign the required form. (Decision time for Upper City Bowl CID, Atlantic Sun, 18 April 2002)

Since the nearby Green Point CID had been instituted in mid-2001, with the CTP assisting with its establishment and management, investment worth half a billion rand had been made. Crime in the Green Point area had fallen by over 50% by February 2002. Colin Boyes of the Cape Chamber of Commerce and Industry said the introduction of a CID had "done a great deal to improve the area, reduce crime and attract

investment which had led to the all-round upliftment of the area." (CID helps cut crime by half in Green Point, Cape Times, 8 February 2002)

The Oranje-Kloof CID was implemented in February 2002 (also with CTP input) and a full-time roving security vehicle was brought in to counter household burglaries.



The Sea Point CID was established around Main and Regent Roads, again with CTP assistance; while there was some resistance, generally the positives were acknowledged. An Atlantic Sun letter summed up: "For those of us who have taken the time and effort to attend the public meetings and get educated on what exactly the CID is and what it offers, I am sure most will agree that it is a serious plan with serious objectives, managed for the most part by people who have a personal interest in seeing positive change in Sea Point. Most of the negative opposition is coming from people who are grossly misinformed and are too tight to contribute towards the additional services so badly needed." (Letter from C Munnik, Atlantic Sun, 29 November 2001)

CCID precinct manager Tasso Evangelinos was born and raised in Sea Point and has lived there for 45 years in three buildings within 500 m² of one another in the Regent Road area. He saw at first hand how the area changed from restaurants and clubs that were open till late in the morning, to a decline from the late '80s. Finally the street life died after the Waterfront opened.

"Drug lords, prostitutes and criminals moved in and it was bad for a long time. Only in the last four years has there been a rebirth with investment coming in – and the CID has made a remarkable difference. Hopefully it will stay on a high and even improve." (Interview)

The Partnership also helped local property owners and other stakeholders to investigate the potential for CIDs in Stellenbosch, Paarl, Worcester and other areas. Michael Farr recalled: "I remember well getting shouted at during a meeting of Camps Bay ratepayers when the suggestion of a levy on their rates was proposed to provide additional security and cleansing services. Rather oddly, this was the only ratepayer group where the vast majority was completely opposed to the whole concept of an improvement district." (Interview)

Parts of the CBD, meanwhile, were starting to pick up and Peter Golding, MD of Golding Commercial Properties, commented that a "significant number" of small business

entrepreneurs were looking for commercial CBD retail space. Many wanted small areas of 75m² -100m² for businesses like coffee shops, internet cafes, hair salons and franchise operations.. "This is extremely positive news as it confirms that the regeneration of the CBD is not only creating business confidence, it is also helping inject a new entrepreneurial energy into the very heart of Cape Town. This is no doubt prompted by the fact that of late there's been a noticeable upturn in pedestrian traffic in the CBD, comprising both an increased number of tourists as well as locals." (CBD attracts small business sector, Cape Business News 11 April 2002)

In July, research by Market Decisions (commissioned by the CTP and CCID) found that consumers' "purchasing tendencies" had changed, with more people choosing to shop in the city centre. More consumers were using city shops to buy groceries (50% in 2002 compared with 44% in 2001) and clothing (up from 50% to 60%). Sales had mainly increased in the area bordered by Hout, Buitengracht, Hans Strijdom and Adderley Streets. The survey also showed that 65% of respondents now did their personal banking in the city, compared with only 52% a year ago. (Shoppers give CBD thumbs up, Cape Argus, 11 July 2002)

In July the CCID started a new initiative, the Club and Bar Association, to help rid the central city's nightlife of its sleazy underside. Newly elected chairman Adrian Lazarus said the association was designed to be a self-regulating authority for the club and bar industry. He said fly-by-night operators had been opening up "sub-standard" drinking holes with no regard for those who had invested thousands of rands in upmarket venues. CABA also wanted to clean up drug peddling, violent turf wars and protection rackets that plagued clubs in the city centre. (Nightlife dirty war, Cape Argus, 8 July 2002)

Again, not everyone wanted such interventions. "Outraged drag queens and angry clubbers" from popular gay night spot Club 55 were on the warpath in October when the club was raided for three mornings in a row, despite a Cape High Court ruling that its revoked liquor licence be reinstated. Owners fumed that there was an anti-gay agenda, while Colleen Backstrom, chairman of the De Waterkant Residents Association, said the club's noise levels made it unpopular: "Many of our residents are gay," she said, "and gay people want to sleep as well." (Cops killing nightlife, say city DJs, Argus, 22 October 2002)

A major battle was also raging for control of popular trading spot Greenmarket Square. In one corner was leaseholder Badih Chabaan, in the other was the City and Michael Farr, who reported that the CTP had been petitioned by a total of 66 Greenmarket Square retailers. They claimed the decay of the square had harmed business and devalued a building. A City source confirmed that the City was taking legal advice on ways to terminate Chabaan's lease and looking at alternative management arrangements. (Retailers petition CTP over decay of Greenmarket Square, Cape Times, 27 March, 2002)

Meanwhile a social development project named e-City was proposed by the CTP, together with the Cape Information Technology Initiative (CITI) and the Cape Technikon through its e-Business Centre in the Faculty of Business Informatics. The goal, although

the ambition was never fully realised, was to revitalise and rehabilitate a depressed area of eastern Cape Town on the Buitenkant Street corridor, while introducing technology to address the digital divide and create jobs. A project team for developing the precinct was created and the project got a welcome mid-year boost when the hero of the day, astronaut Mark Shuttleworth, agreed to lend his name and endorsement to the precinct. (www.abouttravel.co.za, 19 June 2002)

The CCID completed its first full year of operation and was responding to consumer demand more effectively. Many of the City's working groups sought CCID input on various issues as it increasingly won acceptance. Meetings were held with the City to fast-track the Business Assistance and Smart Buildings funds approved in 2000, but whose implementation had been slowed by administrative delays.

The Partnership also fully supported Council's investigations into an inner city transport system, as 82% of the second User Survey respondents supported it and 75% confirmed they would use it. Of the 240 000 reported commuter trips to the City each working day, nearly 60% were public transport users and 40% of this number travelled by train. There was currently no transport between Adderley Street and the rest of the city, with many compelling reasons for systems to improve: The Convention Centre would shortly come on stream; inner city transport would encourage a central residential market, in turn helping sustain small retail businesses; over 2 000 fewer vehicles would enter the city daily; and investment in the city should increase, as currently over 90% of people considering investing cited the lack of inner city transport as a major disincentive. Feedback from tourism bodies and media confirmed that tourists found the lack of transport the single biggest inconvenience when visiting Cape Town.

Michael Farr said: "The saving in time from both the public transport interchange to their (workers') place of work, and in moving from one area to the other during the working day, cannot be understated." He added that the Partnership was looking at making parking more affordable – currently people paid an average R600-R800/month for a city parking garage bay, while planned periphery parking garages should cost R450-R500/month. Visitors also needed to access the burgeoning Waterfront – and in March the Council confirmed that a new bus demonstration project would be introduced early in 2003 between the city and the Waterfront. Michael Farr said the Council had given the go-ahead for an inner city transport system with 11 buses operating every 15 minutes in and around the city and into the Waterfront. All the buses would operate with closed circuit TV cameras that would also be installed at all pick-up points. Municipal police and the CCID law enforcement officers would patrol the routes. (Inner city transport system rolls on, Cape Argus, 18 April)

There was also a proposal to introduce a toll road on the major arterial routes into the city centre. The Partnership slammed this. Farr argued that such a plan would not encourage commuters to use alternative modes of transport, because these alternatives were currently neither acceptable, nor viable. "All that private commuters will do is shift their business from the CBD to other, probably private, space. Clearly this is anti-investment and benefits no-one. Business will vote with its feet." (Toll road proposal slammed, Cape Business News, 22 October 2002)

The City also began developing a framework for city centre development, and the CTP was invited to comment on the draft. There was general consensus, with the Partnership commenting on aspects like more pedestrianisation and encouraging specialised retail or commercial activity in niche areas.

Around this time, popular CTP chairman David Jack decided it was time to pursue a new career as a maker and marketer of wines. After chairing his last CTP board meeting, Jack said: "There have been few opportunities that I have enjoyed more than this one. An incredible amount has been achieved during our first two-and-a-half years. While there is still a significant amount of work to do, I believe that with public support, and the continued cooperation of business and local government, much more will be achieved."

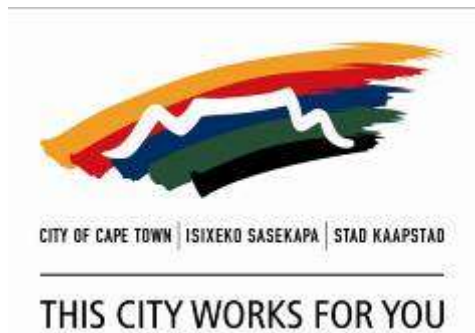
Mayor Gerald Morkel commented: "Jack has been at the forefront of virtually every major development in Cape Town during the past quarter century and is a proof that individuals can make a difference." (Johnson replaces Jack as partnership's new chair, *Atlantic Sun*, May 16 2002) (Johnson's new post 'a chance to put city on par with world's best', *Cape Argus*, 10 April 2002)



Jack was succeeded mid-year by Shaun Johnson, MD of Independent Newspapers Cape. He recalled being asked if he would be interested in being considered to chair the board: "My immediate reaction was, I'm in newspapers, and it seemed to me to be an unusual choice. I was also younger then, my reaction was that there are plenty of the great and the good and elder statespeople around Cape Town, so I did not think I was a natural choice.

"The more I thought about it, however, I realised it would be an interesting role to play. And I did bring the advantage that, if you run the newspapers in this town for a long time, you understand it, how it works, and so it would be useful for me to give it a try because the main role is to ensure this very diverse group of influential people held together in terms of pursuing the goal, the bigger picture."

“The political complexity was already huge,” he said diplomatically of the early days of his tenure as chairman. “One realised that the key partner in the partnership was the City of Cape Town. If the idea of the CTP is valid enough to really defend, and promote and maintain, it must be irrelevant who’s in power if you are going to get that total buy-in. The structure must be so relevant and beneficial that whoever’s mayor or Mayco, the CTP must continue.”



Derek Stuart-Findlay recalls: “I was appointed chairman in the second year of the CID structure and immediately found myself in a very difficult position. CID directors were private sector property owners and the CID was supplying the cash flow for the full structure. But it had no structure of its own – the CTP was the managing agent that organised various services. Tensions arose between the two organisations because the CTP had to deal with problem areas such as rolling out parking. The Company Gardens were poorly run with people sleeping there, the CTP made a strong bid to take over management, but was ultimately thwarted by the Council. In Greenmarket Square, nobody would face up to Badih Chabaan; Council had cancelled his lease but he carried on. Public authorities such as the Province were not dealing with some areas that fell under their aegis, such as street children, and the CTP could not address many challenges because it lacked public sector support.

This led to bitterness among some property owners on the CID, who threatened to take away the managing agent role of the CTP. The CID, which was supposed to be topping up Council services, found that City resources were being taken away and used elsewhere so they felt they were doing it all. This was against a background of many transitions at local authority level, with different mayors and political structures. The CTP had to sell themselves all over again with each infusion of new blood – they were re-establishing the mandate all the time. It was also very difficult getting the attention of the city fathers and mothers to look at problems at a time when the Convention Centre was about to open.”

It was a crucial time when all the hard work could be undone. Derek Stuart-Findlay went to Shaun Johnson, who had strong political connections through the media, Mandela Rhodes Foundation and other contacts, and called an emergency meeting attended by some CID directors in Johnson’s office on a Sunday. Shaun “shook the hell out of them” and it became utterly clear that the structure could not be allowed to collapse as they would not be able to revive it again. (Interview)

Cape Town applied that year to join BestCities.net, a global network of convention bureaux aiming to provide information to people planning large conferences. (City seeks to join global information network, the Cape Times, 29 January 2002.)

The city was also becoming a hugely popular destination for film crews. The Film Office issued 600 permits in January alone, well up on the 300 issued in December. One of the biggest commercial film shoots ever staged in Cape Town transformed Upper Adderley Street in March, with swaying performers dancing under a spray of hoses to the lyrics of Sunshine Day. There were 200 crew, 450 extras, 60 dancers, four camera teams, four cranes and 3 000 balloons. As part of its campaign to boost the film industry, the City supported a series of workshops for potential producers and directors (Soaring demand for Cape Town, Cape Business News) (City film industry enjoys record shoot in best season ever, Cape Times, 11 March 2002)

Wealthy cruise liner passengers spent R1,4 billion in the city in just seven months and there were discussions about building a passenger terminal so that visitors' first impressions were not the grim industrial setting of the fruit and container berths in the Duncan Dock. (Billions pour into city from upmarket cruise liners, Cape Times, 7 March 2002)

Golding Commercial Properties reported the relocation of two major educational institutions to larger, upgraded premises in the CBD: Both the Boston Educational Group and Oval International IT training colleges had moved – Boston to take up 1 200m² in the former JHI building in Adderley Street opposite the railway station, while Oval bought the 2 400 m² former headquarters of the SA National Parks Board at 45 Long Street. A 700-bay parking garage on eight levels, part of a development of five buildings between Bree, Riebeeck and Loop Streets, was also seen as a positive factor in helping inner city revitalisation. (700-bay parking garage for new complex, Saturday Argus, 27 April 2002) (CBD benefits from relocation, Cape Business News)

Farr estimated that new investment in the CBD could soar from R2 billion in 2001 to R8 billion in 2002. Also significant was more than R100 million worth (in capital value) of new A-grade office space let during the year. Projects changing the city skyline included the Convention Centre and Roggebaai Canal, the planned redevelopment of Cape Town station, the Foreshore headquarters of Nedbank and the Clocktower precinct of the Waterfront. "There are projects on the go throughout the city centre – and this, to me, is proof that investor confidence is in the central city as a whole, and not just one precinct," he said. Other developments, while not in the same capital value league, were still of enormous value to the CBD. These included the development of Adderley Park, which would supply badly needed parking in the Heritage part of the city centre, the expansion of the Woolworths head office and the Old Town Square development. Pick n Pay was also doing well in the CBD. (CapeAfrica No1/2002)



CAPE TOWN HERITAGE TRUST
ITRASTI YELIFA LO LUNTU YASE-KAPA
KAAPSTADSE ERFENISTRUST

The Cape Town Heritage Trust's Laura Robinson, said: "The CTP's a very good vehicle for talking issues around development. As it's a developmental organisation, some issues are not always in line with heritage, but they guide potential investors so people come in realistically. They get a balanced view. You can mention anything that might be problematic, and this will be brought on board and carried through."

The CTP had always operated against a background of warring local and provincial government factions and in October, outgoing DA mayor of Cape Town Gerald Morkel cleared his office, while his successor, Nomaindia Mfeketo of the ANC, vowed to "bring stability and restore confidence in public office." This was the third change in political control since the CTP was formed. (Mfeketo in inauguration No 2, Cape Argus, 30 October 2002)

That same week Cosatu's provincial secretary, Tony Ehrenreich, accused the CTP of polarising communities in the Western Cape by separating the city centre as "an elitist hub." He called on the new mayor to take immediate steps to ensure that the CTP and Michael Farr be "restrained from further polarising the Western Cape communities." Farr said Cosatu's remarks came "as a real shock" with an "unprovoked attack on an initiative which seeks the upliftment of all communities." He said Cosatu was probably unaware that 70% of all businesses in the city centre were black-owned and that the CTP's project to revitalise the city centre had been launched with the full support of the Unicity in 1999, while Mfeketo was mayor. (Cosatu accuses Farr of creating 'elitist hub,' Cape Times 31 October 2002)

Tamra Veley commented: "There was lots of criticism that they (the Partnership) were doing this to make the CBD exclusive. But at the time they were getting a lot of feedback, through questionnaires and personal engagement, and much of it was from people who lived in Mitchells Plain, whose residents begged them to keep the CBD clean and safe because 'that's our area, that's our only recreational area, because there's nowhere else to shop', because there was no major regional shopping area in the centre of the Cape Flats at that time. You had to come here. It was one of the things that drove my blood pressure through the roof. I stood on every platform and

said, 'you don't understand! What we are trying to do is keep it a safe environment so everybody can continue to use it.'"

She recounted "the biggest fight" with a Council representative: "I said, do you mean that making the city centre clean and safe is exclusive?' And they said 'yes'. I said, 'are you suggesting that black and coloured Capetonians deserve less? Do you equate exclusivity with clean and safe, with white people only?' It turned into a major row. Why should an area that's clean and safe be exclusively white?"

In the first week of November, Nomaindia Mfeketo told the Sunday Times that she was dissatisfied with the perception that the Partnership was governing the city, and not the council. "We need to know if the tail is wagging the dog. We need to relook the concept of partnerships." Farr said the Partnership would meet the new leaders the following week, pointing out that 22% of the city's economy was generated by business and taxpayers in the CCID. He explained this meant that the Council had more money to spend on other areas. (Taking charge of Cape Town, Sunday Times, 3 November 2002)

Wendy Hartshorne: "Personalities who were happy to go against the grain and be innovative right in the beginning, turned around afterwards and had a problem they had helped create. It was rather like a marriage, you don't get to criticise us in public."

Councillor Serritslev recalls: "Around 2003-2005 the emphasis on the CBD was starting to be reduced, and I think that was a general feeling of the ANC government, you couldn't put resources into it without giving all the other areas of the city resources. With the DA governing now it's gone back to that strong footing. We've got a much better CBD than the rest of the country. The strength of the partnership, and the (City's) confidence in the Partnership and giving them the leeway to do what they think is necessary to keep the city up, is an important aspect."

Following a meeting between Council Exco member Saleem Mowzer, CTP chairman Shaun Johnson, deputy chairman Kevin Roman and CEO Michael Farr, Mfeketo said the City had committed itself to the successful continued operation of the CTP. She asked the CTP to formulate plans to extend its business model into areas such as Woodstock, Salt River, Athlone, Mitchells Plain and Nyanga Junction. "High level" city representatives would be appointed to the CTP board, and the CTP would stress the involvement of the council in all future communication with the public. (Partnership to pave way for others, Saturday Argus, 9 November 2002) (Partnership gets a boost, Sunday Times, 10 November 2002)

Shaun Johnson commented: "Around 2003 was a rocky period because political contestation was so fierce on all sides that the CTP found itself in great danger of being the meat in the sandwich. It is a willing partnership, not an enforced marriage. Once partners don't want to be partners any more, the partnership won't exist. I remember that time, it was quite hairy, particularly as I was very new to it. There was such contestation going on that politicians' commitment, across the board, to the Partnership, was not that reliable at that point. There were certainly people within politics and within the structures such as the Council and others that did not like the existence of the

partnership. Possibly they felt it was treading on turf that was rightfully theirs, and possibly that it was too successful at self-promotion.

“With a deep media background, I got that. I said the Partnership needs to be very careful, should not be seen to be claiming all the kudos and glory for itself because it is actually there to assist the other players to do their jobs as best they can. It’s not there to usurp the City. The conversations at the time were serious about how to balance letting people know what’s being achieved, without being seen to over-claim or show people up. Without the commitment of the City and business there is no partnership and one would have to start up again.”

“We gave credit all the time to Council and the officials who made it work, but the papers weren’t particularly interested,” commented Tamra. “The Partnership was the organisation *du jour* and they wanted its feedback and opinion. A call for comment on CBD issues to the Partnership was answered immediately. The Council *at the time* didn’t even answer the phone, as media reporters of the day would confirm.”

Back at the operational headquarters, the CCID allocated a further R1,2 million (a 20% increase) to security. This took CCID-funded safety in the CBD to R7,6 million/year. In addition, to keep pace with the increase in restaurant, club and bar frequency in the city at night and on weekends, it was agreed that security personnel would be more than doubled at certain times. From October, in time for the tourist season, 160 permanent security officers, paid for by the CCID, would patrol the streets in shifts. Security vehicles would increase from two to five, thanks to contributions from Hertz, Auto Porters and Securicor Gray. (Security stepped up further in Cape Town’s central city, Security Focus, October 2002)

Cape Community Newspapers, noting the influx of retail business, decided to launch The CapeTowner, a free newspaper targeted at the city centre from November. Editor David Hill said one of the new paper’s objectives was “to support the Cape Town Partnership’s drive to bring the CBD alive at night – retailers and other convenience businesses have already announced extended hours during the run-up to the festive season.” (New newspaper for Cape Town CBD, Cape Business News, 22 November 2002)

The first edition carried an interview with Michael Farr, who praised the degree of expertise and effort put in by many Council officials. “The Partnership was not coincidentally named,” he said, “it is a partnership with Council where they are equal owners of the company. And even this doesn’t make clear just how much work goes into making things happen.” (The story so Farr, CapeTowner, 28 November 2008)

In December, Farr announced that the problem of informal parking attendants and roving youths had cost the city more than R300 million in lost investment opportunities. “We are not going to tolerate the harassment and intimidation of motorists by a group of people who engage in behaviour that is nothing more than thinly disguised extortion,” he told the Cape Times, also calling for a municipal night court to be introduced to help process “those we are arresting daily for petty crimes and transgressions of the city’s by-laws.”

"We believe that the best way to deal with this is to arrest people who hijack public space for their own gain, take them off to a municipal court and give them the option of a fine or community service, which could be working for our CCID cleansing service provider for a week." He also called for a dedicated juvenile court to deal with offenders and reiterated an appeal to the public not to give money to informal parking attendants and children who begged on the streets, but to contribute to organisations that helped the homeless. (Call for night court to deal with city street gangs, The Cape Times, 3 December 2002)

In Green Point, the completion of the second phase of The Foundry cemented the area's growing reputation as a design and communications hub, with advertising heavyweights Saatchi & Saatchi and TBWA Hunt Lascaris moving in. The second phase of The Foundry added 4 000m² (four new floors) to the existing 8 000m² and an extra 200 parking bays. And in Sea Point, previously empty shop premises were being taken up. There were new retailers at the Checkers Galleria Centre and the area next to the Spar in Regent Road was let. Ross Swersky, who sat on the CTP board and had until recently been the CID manager for the area, said the new community policing officers patrolling the business strip had helped make a big difference to crime statistics and how people perceived the area. (Advertising heavyweights move into popular lifestyle and design centre, Cape Argus, 16 November 2002) (Mr Big at centre of Main Road bull run, Atlantic Sun, 20 November 2002)

As the year drew to a close, the Partnership announced festive fun ranging from an after-hours craft market in St George's Mall, to a giant Christmas tree outside the National Gallery and carols by candlelight in the Company Gardens. Pick n Pay offered to take pre-event orders and deliver picnic goodies directly to the Garden performance and parking garages extended their hours. More than 1 000 toys and gifts were collected for children at the Clarrie Care Centre. (And the fun never stops, Cape Argus 6 December 2002)

Cape Town was not only drawing attention locally, but internationally. Ghanaian authorities invited the CTP to help with the design of an urban renewal model to revitalise its capital city, Accra. Even the BBC was interested - Millennium International Corporation produced a programme for BBC America, estimated to reach 127 million homes, about Cape Town's new look. "This is really exciting stuff, absolutely awesome," said Michael Farr as he joined Mayor Gerald Morkel, City manager Robert Maydon and Investec Bank chairman Hugh Herman in the interviewee line-up. "We're flattered that that the CTP is to be profiled for its role in achieving this turnaround. New York took five years to transform itself, our turnaround has been very visible in two years." (Ghana invites city partnership to help revitalize its capital, Cape Times, 11 November 2002) (Turning the tide, Cape Times, 6 March 2002) (City's revival set to become a worldwide success story, Cape Argus 22 March 2002)

That month the CTP, with other South African partners such as the Department of Trade and Industry, took part for the first time in MIPIM in Cannes, billed as the world's largest international property investment exhibition. This exhibition focused on urban regeneration and there was considerable interest in Cape Town's urban revitalisation, its

public/private partnership model, and its promotion of niche industries like call centres. This event became a regular item on the CTP calendar.

Two months later, the BBC sent a team to Cape Town to produce a special report for a programme called 50 Places To See Before You Die – a special one-off travel programme from the makers of the flagship BBC Holiday Programme, Britain’s longest-running travel show. “With the marketing efforts of the Convention Bureau, Cape Town is already moving up the list of the top desirable cities to host conventions and incentives,” said Rick Taylor, CEO of the Cape Town Convention Bureau. (City something to live for – BBC, Cape Argus 20 June 2002)

2002 SECOND USER SURVEY

- Over 52% of respondents regarded Central City security as acceptable, compared with only 16,7% two years ago.
- Over 34% found the level of cleanliness acceptable, versus 19% in 2000.
- While 29% of tourists interviewed two years ago were crime victims, not a single tourist interviewed this time had been affected by crime in Cape Town.

Source: CTP Annual Report 2002

2002 HIGHLIGHT

A September Newsweek front cover classes Cape Town as one of the top eight creative cities worldwide.

Source: Newsweek September 2002

2003: FOURTH YEAR OF THE CTP IN OPERATION

This was another watershed year for Cape Town and the Partnership as the opening of the Convention Centre was scheduled for July. The CTP board had approved a new division dedicated to introducing, facilitating and managing development and redevelopment, and in addition to the e-city project (the creation of a cluster of e-commerce businesses) it was looking at creating a retail precinct in the Foreshore area and Manhattan-style residential blocks in the west city. Investment income to the city outstripped the previous three years put together. "The difference we made to the Foreshore area, where I used to go to the Monte Carlo cinema as a child, was particularly pleasing," recalled Michael Farr. (Interview; Investment in central district of Cape Town doubles from 1999, Business Report, 24 October 2002)



Some 24 international and 19 local conferences – translating into a R193 million cash injection – had already been secured for Cape Town until 2010. Rick Taylor said Cape Town was awaiting confirmation of additional conventions and conferences that would further boost the projected total to R309 million. Computicket reopened its office in the CBD and the VAT Refund Administrator in Pretoria confirmed it would be opening a central city office for the convenience of tourists visiting the city. (Mother City secures R193m conference boost, Cape Times, 19 February 2003) (Cape Town gears up for party and arty people, Saturday Argus, 25 January 2003)

ATM fraud syndicates had unfortunately also noted the increased numbers of foreign tourists. They were snatching at least R14 000 daily. Concerned business and tourism leaders, the Partnership and other stakeholders called a crisis meeting on the eve of the Cricket World Cup. Michael Farr said that while personal vigilance was important, the installation of security cameras at all ATMs was a minimum requirement, and frequently targeted ATMs should be moved inside banks. Thousands of cards featuring crucial safety tips were printed. (ATM fraud crisis in city, Cape Times, 27 January 2003) (City hits back at ATM fraudsters, Cape Argus, 24 February 2003)

That same month, Finance Minister Trevor Manuel announced Urban Development Zones in his Budget address that would hugely benefit the CBD. In terms of refurbishing existing properties, the full cost of refurbishment could now be written off over five years at 20%/ year. In the case of new buildings, the full cost could be written off over 17 years on the following basis: 20% in year one, and 5%/year for the next 16 years. "We are expecting increased investor interest in property development opportunities, as well as what we hope will be a surge in interest from property owners who are now incentivised to refurbish their properties," said Farr. (Come to the urban renewal party, Cape Business News, 13 March 2003) (Facelifts likely for inner city buildings, Business Report, 28 February 2003)

The Cape Town Unicity also kicked in with the appointment of a crack team of 30 professionals to speed up service delivery in key areas. Deputy Mayor Pierre Uys said they would examine how to cut the waiting time for building plan approvals. There was a proposal to house a building plan approval department in one building in the city, where staff could deal with ratepayers' problems and cut down the approval waiting time. (Crack team to deal with city building plan approvals, Cape Times, 12 March 2003)

A radical new plan was also unveiled by Western Cape transport minister Tasneem Essop and the City, promising a reliable, safe and efficient service incorporating the bus, rail and mini-bus sectors. Dedicated bus lanes would reduce travel time for tens of thousands of commuters through the Rapid Transport Bus Transit System (City commuters could be in for a smoother ride, Saturday Argus, 12 April 2003)

The CTP confirmed by mid-2003 that new investments for the central city exceeded R3.049 billion for the previous six months, outstripping its target of R1 billion for the entire calendar year. This was made up of the capital value of new leases (R84 million), new developments (R1.9 billion), new purchases (R192 million) and upgrades and renewals. Notable investments included several leisure projects, inner-city residential conversions, new developments at the port and in the Roggebaai Canal tourism precinct. Plans included a five star Marriott Hotel with 230 rooms of international standard, a Grand Hotel offering 50 residential apartments and an office and commercial complex. There would also be 30 to 40 sectional title units of different sizes in the Canal Quay residential development. The opening of the R490 million Arabella Sheraton Grand Hotel in August would bring the biggest international five star hotel to the city, as well as the Cape's largest hotel conferencing and banqueting facility.

Another coup, reports Tamra, was the first Pick n Pay store to open in the CBD ever, in Picbel. "I sat in Raymond Ackerman's office and literally wouldn't leave until he agreed to open a store. Today, it has one of the highest trading densities in the country."

In July it was announced that three historic buildings in Adderley Street would be transformed into a four-star hotel, sectional title luxury apartments, a restaurant and cocktail bar. The buildings were 25 to 31 Adderley Street and included the gracious Pearne and Fabian buildings built in 1903 and 1906, and the 11-storey Guardian Life building.. (Arabella Sheraton makes its debut, Cape Business News, 14 April 2003) (Canal to spark Foreshore development, Saturday Argus, 5 April 2003) (New Adderley complex adds to property boom in CBD, Cape Times, 4 July 2003)

In August the Heerengracht canal, a re-creation of the mountain stream that flowed between Table Mountain and the sea in the 1800s, was completed. This formed the first part of a R2.5 million project to upgrade pedestrian areas near the new Convention Centre. Its opening coincided with the introduction of the Arabella Sheraton water taxi route, running from the hotel to the Cape Grace hotel. It would be jointly managed by the V&A Waterfront, Propnet and the City Council.

Parking space was an essential component of such CBD redevelopments. Architect Dennis Fabian explained that, in some cases, converting only one floor into parking could save an old building and ensure higher rentals. He pointed out that the acceptable parking ratio in modern buildings was four bays/100 m², double the old industry standard. "We are faced with different challenges as the structure of the older buildings, some of which are older than 80 years, were not made to accommodate vehicles," said Fabian. "Some of these structural changes include retention of the exterior façade whilst reconstructing entire floors with new parking-friendly structural grids." (City's old beauties park off, Cape Argus, 13 March 2003)

Linked to this was the decision of a consortium of business people and the Cape of Good Hope Bank (later Nedbank Corporate) to acquire a site bounded by Adderley, Longmarket and Parliament Streets. Eight decaying buildings were redeveloped into a parking garage, while retaining the historic offices and retail premises. Crucially, the consortium – the Adderley Development Syndication – planned a garage that would be large enough to provide parking for other buildings in the precinct as well. One spin-off was the sell-out of the former Old Mutual head office building in Darling Street, for which The Adderley provided 218 secure parking bays. (Residential revolution under way in city, Saturday Argus, 19 July 2003)

Old Mutual Properties decided to launch a sectional title redevelopment of its former head office building in Darling Street that year. Mutual Heights was a fine Art Deco office building opened in 1940, when it was reputed to be the tallest commercial building in Africa, with the fastest lifts. While some snobby Capetonians wondered aloud "why one would want to live on the Grand Parade", Pam Golding Properties, awarded the sole mandate to market the apartments, announced that 178 units – ranging from a penthouse at R3,5 million to smaller apartments costing from R273 000 to R390 000 – had been completely sold out within three weeks. (It's revival time in Cape Town's CBD, Cape Business News, July 2003)

The building had been due to be mothballed in March 2003, but architect Louis Karol reportedly heard about it in October 2002 from an accountant who worked for Old Mutual and had been going to the building for most of his life. Karol and one of his young architects, Robert Silke, who had seen conversions in Europe and America, entered the building and reached the eighth floor via the fire escape. They came across an elderly employee positioned outside the fresco hall, who marched them back into the lift. However, they talked their way out of this quandary and even saw the caretaker's flat at the top of the building, giving them a true taste of the extraordinary loft-like space the building offered. Having only been with Louis Karol for two years, Silke took the building's drawings one night and went home and designed the units with an uncommon mix of apartments from 35m² to 600 m². They then presented the unsolicited scheme to Old Mutual. When the apartments went on sale in mid-winter "at completely the wrong time of year", Silke went to check on how sales were progressing. He saw Darling Street "lined with 4x4s and Mercedes" as people who could choose to live anywhere in the city decided to shop in town. (Bringing life back to an old 'mothballed' building, CapeTowner, 19 January 2006)

Derek Stuart-Findlay commented on the conversion: *"It just set the whole of Cape Town alight – suddenly redevelopment took off and numerous redundant office blocks were converted to hotels and residential units. It also meant the body of office space decreased and what was left became more valuable... Ironically, if buildings had not been empty, they would not have sold – the City did have to really go down before it could go up again."* (Interview)

That year the CTP annual report revealed that the cumulative value of projects completed, planned or underway had reached R5.8 billion since the Partnership was formed; many jobs had been created.

"Of the new developments since January 2000 some R4.7 billion has, is or will be in construction, sustaining over 29 000 jobs over the period, 4 000 of which are associated with the new Cape Town International Convention Centre on the Foreshore," said Shaun Johnson. "Indirect jobs created – mostly in leisure and retail – for the entire period since the Partnership's formation have been estimated as roughly double the figures for jobs sustained in construction."

He outlined three significant trends: International investors were sitting up and noticing Cape Town; decentralisation and the flight of capital from the city centre were reversing; and property owners and developers were converting and upgrading buildings to house people, not just offices and retail.

A third User Survey in 2003 confirmed that perceptions about service and the general state and potential of the central city were consistent with the previous year's dramatic improvements. That year 634 tons of litter were removed from the streets (in addition to Council cleansing); and in collaboration with the Council's cleaning department there were more stringent crackdowns on waste dumping. Some 160 security personnel were deployed, incorporating 102 foot patrol officers, ten horse-mounted patrols, and four patrol vehicles sponsored by Securicor. Mid-year, two bags of dumped medical waste

were discovered by two homeless people, with security officers from the CCID coming on the scene and alerting the authorities. According to Derek Bock, CCID security manager, the guards watched over the bags until they were removed. (Medical waste probe goes on, CapeTowner 10 July 2003)

The most challenging issues remained the homeless, unaccompanied minors and street children. The CTP regularly engaged with the Council, Province and NGOs to ensure properly coordinated assistance. Just after the year end, the CCID decided to support the Foundation for a Brighter Future. Founded by Cape Town businessman Chris Drummond and South African international cricketer Gary Kirsten, this Section 21 company is committed to helping disadvantaged children and youth. This initiative helped place a number of children into care and return others to their homes.

In a joint project with Admakers in Mowbray, five men and five women from shelters around Cape Town were given the opportunity to make a clean sweep of their lives. Admakers sponsored their uniforms, at a cost of R990 each, and allocated R10 000/ month for the cleaners' wages. They served as a back-up team to the Minizu cleaning squad of the CCID in city hotspots with high pedestrian traffic volumes. One of the cleaners had recently been paroled from prison. Now living with his family, his wages were their only income. CCID security manager Derek Bock said the project could be extended to other CIDs. (Cleaning project gives city's homeless another chance at life, CapeTowner, 10 July 2003)

The CCID often got involved in personal cases that aroused considerable public interest. Popular shoeshine man Emmanuel Ntuli lost his customised steel chair after leaving it unattended in Shortmarket Street, thinking that the shop owners would take it in. Muneeb Hendricks, CCID deputy security manager, immediately radioed all stations and told the City Police to look out for the special chair. Hendricks also encouraged Ntuli to report it to the police. The story eventually had a happy ending when a new chair was presented in May. (Shoeshine man loses his chair, Cape Argus 26 January 2003)
(Shoeshine man gets new chair, Cape Argus 8 May 2003)

Key marketing events continued to be supported, including the Chilli Fiesta, Christmas in Town and the North Sea Jazz Festival. Street entertainment was extended to the summer months to keep central city users entertained and to encourage retail turnover.

Managed kerbside parking was further rolled out and in March 2003, 15 marshals started operating in the Adderley and Plein Street areas. In the first two weeks of this project extension, paid-for occupancy rose from an average 3% to 20.3% (an almost 600% increase.) This translated into one in five car users paying, compared to one in 35 before. The scheme was again extended in September and then comprised Dorp, Leeuwen and Pepper Streets between Buitengracht and Keerom Streets, with plans to eventually extend the plan across the entire central city. The newly included, unmetered area in the West City had 20 marshals, with the management contractor now employing a total of 88 marshals. The contractor also exceeded the target that 80% of marshals should be drawn from the currently unemployed, while 80% should also be previously disadvantaged. (Cape Business News, 9 April 2003).

The Council had published its proposed Informal Trading Policy and Management Framework for public comment, and after stakeholder consultation, the CTP submitted its comments, which included recommendations such as a better product offering mix.

A revised business plan was resubmitted in early 2003 for the Company's Garden, with the CTP intending to play a role in managing this critical urban space. In February the green light was given for Unicity officials to conclude an agreement with the CTP to manage and maintain the facility. The City had budgeted R2.4 million for the management and maintenance of the garden in the 2002/2003 financial year, but this would now be supplemented by private sector funding raised by the CTP. Farr said the Partnership had given an undertaking to the Unicity that it would engage with the private sector in upgrading the garden and laying on public entertainment, the new restaurant and other events and facilities. In June the mayoral executive committee proposed a business plan that would see just over R1 million pumped into upgrading the historic site in the coming financial year. R100 000 would be allocated to installing adequate lighting and a further R250 000 would be spent on upgrading the memorial garden. The site would be split into four precincts that would be managed by different Unicity directorates. The CTP would be on the steering committee. (New lease of life planned for historic city garden, Cape Times, 11 February 2003) (Plan to transform Company's Garden into a top attraction, Cape Times, June 2003)

The CTP felt that many of its efforts were recognised when Lorlene Hoyt, Assistant Professor of Humanities, Arts and Social Science at the Massachusetts Institute of Technology (MIT) in Boston, visited Cape Town with a team of researchers conducting a global study of CIDs and urban partnerships. They had studied well over 1000 cities worldwide, including more than 1 200 USA CID, and the visit was facilitated by Tamra. In a report back to the CTP on her preliminary impressions, Professor Hoyt wrote: *“Comparatively speaking, CID/BID (business improvement districts) organisations in Cape Town set new standards for accountability.”*

Compared with other cities globally, “Cape Town's CID organisations approach structural obstacles with tremendous creativity and tenacity.” Nowhere else in the world had the team encountered the same level of public-private partnership in policing employed in Cape Town, she said. (Cape Town CIDs 'setting standard for rest of world, Cape Times, 7 May 2003)

There were two promotions in August: Derek Bock, former CCID security manager of the CCID, started his new position as the chief operations officer. He was described by the City's area cleaning manager for solid waste, Claire McKinnon, as “an amazing man who lived and breathed the CID – it was not uncommon for him to phone on a weekend and ask an opinion – he was an amazingly dedicated man... but all the CIDs have got dedicated, wonderful management.” (Interview) Bock, whose role models included former New York mayor Rudolph Giuliani, Richard Branson and Nelson Mandela, would manage the day-to-day running of the CCID, concentrating on cleaning and security. He would also be responsible for the financial aspects of the CCID and ratepayer liaison. A former military man, he was known for his hands-on approach and was often verbally and physically abused by street children when he confiscated their glue bottles and was in the front line when angry residents and retailers wanted vagrants removed and litter

cleared up. He said the CCID, criticized in the past for its handling of homeless people, would be working more closely with the Foundation for a Brighter Future.

Derek was succeeded by his former deputy, Muneeb Hendricks. Muneeb had started his career as a security guard and had worked with many private security companies before joining the CCID in 1999. In an interview with *The CapeTowner*, he said the hardest part of the job was dealing with people after they had been robbed or attacked. He was involved in the SAP-led Project Childhood, which rehabilitated street children, and worked closely with street people, helping many "strollers" find work and accommodation. Less than a month into his new post, he took an aggressive stance on illegal trading. He said many of the illegal vendors used their stalls as fronts for drug deals and stolen goods. One of his other challenges was illegal dumping of business waste. His goal, as the new security manager, was "to make the city safe for my family, and all families in Cape Town." (Meet the CCID's new security manager, *CapeTowner*, 14 August 2003)

That month, swift action by CCID officers led to the arrest of a suspected street children ringleader, who reportedly forced street children to steal, mug and beg on the streets in exchange for protection. CCID security officers Lionel Nyl and Frans Daniels also prevented a man from committing suicide. He threatened to set himself alight with petrol before he was apprehended by Nyl and Daniels and taken to Somerset Hospital. (CCID's security officers arrest 'ringleader' – and stop a suicide, *CapeTowner*, 28 August 2003)

Fed up with continued complaints from businesses, the CCID decided to take action against leaflet distributors and sandwich boards, worn by vendors and propped on pavements. According to Derek Bock, "these pamphlets end up on the streets and then the council and CCID cleansing have to clean up the mess afterwards." (CCID clamp down on illegal leaflets, *CapeTowner*, no date.)

Since the Shuttleworth e-City Precinct project was first mooted, the incubator focus had been extended to include emergent tourism operators. A plan for the entire East City precinct had been formulated and it was introduced to an 18-member delegation from Ireland in May, led by the Minister of International Trade, Michael Ahern. They visited Cape Town to look at business, investment and trade opportunities, specifically in the IT industry. A partnership deal, facilitated by the CTP, was announced between Irish software companies and the Cape Information Technology Initiative (CITI). The aim was to fast-track the creation of partnerships between Irish software companies and those in CITI's 'Bandwidth Barn' incubator – most of which were SMMEs and one-product companies

But that was just the tip of the iceberg. On the same trip, the Irish investment consortium clinched a massive R350 million urban renewal upgrade deal in the heart of the city. Eight buildings would be bought for about R50 million from Nedcor, in the biggest private sector inner-city renewal project to be undertaken by SA in the past few years. It involved buildings on Adderley and Wale Streets and along St George's Mall, including the famous BOE headquarters, the Cape of Good Hope Bank building and the

old Reserve Bank building. The deal should create 2000 jobs in construction and 4000 indirect jobs in the CBD.

“The huge success of, and investment into, the area around the old BOE building on the corner of Adderley and Wale Street was personally rewarding as it took a lot of effort and intervention,” recalled Michael Farr. “That was certainly one of the major highlights because I knew that once that particular deal was signed, massive investment would follow – which it did.” (International trade ventures focus on city’s IT potential, Cape Times, 6 May 2003) (Cape Business News;IT deal to be fast-tracked, Business Day, 12 May 2003) (Interview)

Chairman of the Irish property group Howard Holdings plc, Frank Gormley, announced that his company had established a separate company, Eurocape Investments, to focus on investment and development opportunities in Cape Town. Gormley said he had been hugely impressed by the “remarkable turnaround” in the CBD of Cape Town and said work done by the CTP “has put Cape Town’s CBD in an international league” that would result in significant interest from the international investment community. Michael Farr was upbeat in a Cape Talk radio interview: *“The significance of this, is a six star hotel in the middle of the CBD of Cape Town. I think many people, not only Capetonians, but throughout South Africa, thought the days of six star hotels or even five star hotels in central cities in South Africa were days gone by. Well, this shows that that’s not the case.”* (Tax breaks help seal Cape property deal, Business Day, 13 May 2003) (Cape Talk Midday Report, 13 May 2003)

While almost unimaginable that something positive could come out of the brutal murders of eight men in a massage parlour in Sea Point, this event in early 2003 put the spotlight on the suburb and its changing demographics. Various authorities got together to devise a plan to save Sea Point, starting by removing criminal elements, forcing landlords to maintain their buildings, clamping down on drugs and providing shelters for vagrants. (It’s not too late to save Sea Point, Saturday Argus, 25 January 2003) (CID for Green Point?, Atlantic Sun, 10 April 2003)

The Green Point Estate Residents’ Association (GERA) was reported in April to be looking at quotes from private security companies and investing in a CID. Later that year it was announced that the site of the landmark Claridges Hotel in Green Point would be completely revamped in a massive R120 million transformation. Paschal Phelan, an Irish millionaire, bought the famous hotel for over R18 million and was planning to pump almost six times that figure into the location to turn it into one of SA’s most luxurious getaways. Capetonians speculated on what the final result would be like: Phelan already owned a restaurant, Mars 2112 in New York, which catered for almost one million diners annually. Customers were treated to a simulated trip to Mars that included a 10-metre spaceship, friendly aliens to guide guests, passenger spacecraft simulators ferrying them to the restaurant, and a dining chamber divided into the massive Crystal Crater, a more private Empress Chamber and the Crater’s Edge. (Irish magnate to transform city hotel, Cape Argus, 29 August 2003)

In late August 2003 the full Council approved the revitalization framework for Woodstock and Salt River – historical areas then characterised by urban decay, lack of investor confidence and general environmental decline. The approval meant that the City, together with about 30 NGOs that endorsed the framework, would start motivating for the funding of several imaginative projects that were set to change the face of these areas. (Decaying suburbs to get a makeover, Cape Argus, 29 August 2003)

Michael Farr had resigned in April, with a departure planned for the end of July, to head up communications for The South African Breweries (SAB). . Radio stations dug for the story behind the move, with suggestions of a rift between the CTP and some city politicians over the power that Farr was perceived to wield. Moves that gave rise to speculation included the city's recent withdrawal of its support for a project that would have seen the Partnership managing the Company's Garden. Mayor Mfeketo had also recently announced a new strategy for partnerships in the magazine Delivery, indicating that different partnerships would be entered into with different constituencies in the metropolitan area, although the CTP had not been informed. The council refused to approve a proposal for a CID in the inner suburb of Pinelands, nor for an Upper City Bowl CID. (Michael Farr quits position, Cape Times, 14 April 2003) (Farr heads for greener pastures, The Mail and Guardian, 17 April 2003)

There was concern that the momentum so carefully built up had to be maintained. "We need to recognize that a solid platform has been established and all players, including the partnership, council, ratepayers and the CID, need to see that it continues," said Derek Stuart-Findlay, who would take up the post of acting CE for about two months until a replacement was found. The Cape Times warned that the new incumbent would need "nerves of steel", while Farr himself suggested someone with "a passion for the product and strong emotional ties with Cape Town." Other traits should include "relationship management, investment promotion skills, tolerance and patience." ("Vital' to maintain momentum in CBD, Cape Times, 17 April 2003) (A man or woman with nerves of steel wanted to replace city's Michael Farr, Cape Times 23 April 2003)

"My farewell function at the Mount Nelson hotel, and the number of people who came to the event, was a very special night," recalled Farr. "And just how emotional I was when a video of my time at the Partnership was played that night, (it) was particularly poignant. I still feel that way when I watch that video which captured such a very special time in my life." (Interview)

At the function on 23 June, Michael said that in 42 months he had worked with three administrations, three city managers, four mayors, and "a changing of the guard that would give Buckingham Palace whiplash."

"Never before have I had a job which has so tested my patience, nourished my soul, boiled my blood and stirred my spirit." He thanked the people of Cape Town for their support.

Throughout his time in this job, he had "encountered more people of dubious integrity than I ever would have expected. I have been offered inducements, had my life threatened and was too often assaulted by offers of 'special arrangements' from

individuals from both local government and private business." Shaun Johnson thanked Farr for his unfailing commitment to the city and said: "The Partnership will always be partly the house that Michael built." (The Farr-reaching effects of partnership's ex-CEO, CapeTowner, 26 June 2003) (A Farr cry from sleepy hollow?, Business Day, 24 June 2003)

Farr added that four lessons he had learned in the job were that there could be no urban renewal without passion and conviction; if one had public opinion behind one, "nothing much else mattered"; one had to keep trying to achieve things one thought were not achievable; and "you can't always please everyone." (Farr recalls the good and bad at city Partnership, Cape Times, 24 June 2003)

Cosatu said it welcomed Farr's departure, with Western Cape spokesperson Tony Ehrenreich labeling him a "stumbling block to the effectiveness of the Partnership," an attack Farr labeled "personalised" and "disappointing." (Cosatu welcomes Farr's departure from city's Partnership, Cape Times, 26 June 2003)

The Cape Argus wrote in an editorial: "Farr drew criticism for what some regarded as egotistical self-promotion. The validity of this criticism is doubtful. Farr was the figurehead, and to a very large extent, the driving force of the initiative. It was natural, and necessary, that he should have gained prominence, and used it to good effect... Ironically, we also have Michael Farr to thank for those miseries in positions of influence whose resentment, envy, territorialism and antipathy could serve to derail the best laid plans. Cape Town can do without them, along with others of 'dubious integrity' Farr encountered in local government and business." (Sustaining the Partnership, Cape Argus, 25 June 2003)



Former City manager Andrew Borraine would be returning home as the CTP's new CE, chairperson Shaun Johnson announced on 4 August 2003. He was currently special adviser to the Minister of Provincial and Local Government, Sydney Mufamadi, and would take up his new post on 1 September. As City manager, Borraine, 44, together with SAPOA and others, had been instrumental in helping create the CTP, and had worked together with the private sector to formulate a new Council policy which allowed the CIDs to be set up. He would remain chairperson of the South African Cities Network, which organised and promoted the exchange of information, experience and best

practices on urban development and city management. (Boraine new boss for Cape Town, Cape Business News, 5 August 2003)

"In many ways, this is a homecoming for me," said Boraine, who was weary of commuting during his two-year contract with the Ministry. "The success of the entire city is critical for all Capetonians. It remains the single most important economic and social centre and has the potential to develop even further with the correct amount of focus, energy and dedication." (Boraine set to build bridges to partnership, Cape Argus, 5 August 2003)

The Cape Argus reported that his appointment was expected to help restore the "apparently faltering" relationship between the City council and the CTP. Boraine said: "The upgrade of Cape Town's city centre is vital, but the development of the people who study and work there is essential if the city wants to be a serious player on the global economic stage." (Partnership for the people, Cape Argus, 6 August 2003)

Derek Stuart-Findlay was acting CEO for a couple of months before Andrew Boraine took over as CE. With his extensive business experience, and close relationship with Michael Farr, he was aware that the time was right to upgrade the staffing structure. He oversaw the promotion of Derek Bock to managing the whole city operation and acting as the CCID's representative on the CTP. Mo Hendricks took over security from Derek and more people were appointed in a pyramid structure so that the incoming CE could be freed up to focus more on promoting the city and improving private/public sector links. The new structure was swiftly bedded down in new, larger offices on the tenth floor of the same building and everything was in place for Andrew Boraine to take over and run with it.

2003 HIGHLIGHTS

Cape Town took the City of the Year title in the Engen Town of the Year competition (Pride of place makes Cape Town a winner, Cape Argus, 21 February 2003)

Fashion writers from some of the world's leading fashion magazines, including Vogue and Harpers Bazaar, were spotted at the Cape Town International Convention Centre during the city's first fashion week.

Source: Cape of Style, CapeTowner 28 August 2003

2004: FIFTH YEAR OF THE CTP IN OPERATION

Andrew Boraine soon settled in at the helm of the Cape Town Partnership. “There were a couple of themes I became aware of while I was away,” he said. “I was aware that the City Council was disenchanted with the Cape Town Partnership. There was a feeling that the Cape Town Partnership was getting too much credit for its successes, while the City was not getting too much. The Partnership was quick to name, blame and shame Council. There was tension. Was the Cape Town Partnership a business lobby against Council, or was it a public/private partnership? And if it was a lobby, why should the Council fund it? I realised relations were at a low point. Independence is its strength, but I have tried to steer it back to being a partnership. We try not to name, blame, shame. People are held accountable in different ways – there is shuttle diplomacy rather than issuing press statements.” (Interview)



Tamra added: “We in fact were careful to give Council credit all the time, but the media wouldn’t let go. They wanted to see who was delivering and who wasn’t. To their mind, the CIDs had formal and contractual agreements with the Council to deliver a certain set of guaranteed services and they were convinced Council wasn’t delivering.”

“... it is also critical to remember that there were so many fantastic people at Council, who were smart, decent and committed.”

Michael Farr commented: “We gave Council credit all the time, even where it wasn’t due. The press didn’t buy this though. We went to great effort to recognise Council in the press releases we issued on CTP achievements. The fact that the media, who were highly sceptical at best, disbelieving more often, of Council’s delivery, ignored this in their reporting which was beyond our control.”

Hanief Tiseker commented: “Michael Farr drove a particular programme in a businesslike way, he got the basics of clean and safe right. Andrew Boraine understood government and knew what was needed to bring the Council and private sector together. Internally in the CTP, he created a space for his staff to excel. He ensured they really felt part of the Partnership.” (Interview)

The Council’s Claire McKinnon said: “With Andrew on board, it gave a wonderful insight from the Partnership as to the workings of the municipality, which I think was a huge advantage, because he understood what made the municipality tick, and he led the City,

Partnership and CIDs down the route with great coordination and understanding. I have a great respect for Andrew, I always have had, he has that ability to understand and lead things in the right direction.”

Terri Carter commented: “Michael Farr was very focused, strong on mandates. He had to continuously bring people on board and sell concepts to them. With Andrew Boraine – who was more publicity-shy – much had already been proven, so Andrew could take more risks and spread his wings. He allowed individuals to run with things and be accountable. This just lifted everybody, it instantly injected optimism and energy. He was also able to build bridges with the City, there was more cooperation, funding and confidence, and we could get into projects that had not been done before. Andrew made the organisation more inclusive and it became more organised like a proper company.”

The CIDs had been well bedded down under Michael Farr’s tenure, with contractors well established and successful projects running with NGOs. “We could now think bigger,” said Terri, “and we organised ourselves into a project-based company.” IT systems were improved, and a Knowledge Management System developed, with improved filing and easier data access. Management reports to boards of directors, previously written by the CEO, were now prepared by staff.

Cape Town itself was an increasingly cool destination. It was voted fifth among the top ten cities in the world by readers in Travel & Leisure magazine’s prestigious World’s Best Awards for 2003. The Mother City was also the top overseas destination for meetings and incentive travel planners in the UK, according to the 2003 Annual Trends and Spends survey published by Conference and Travel Publications. Cape Town moved into the top 10 destinations for Americans traveling abroad, according to a report by CBS MarketWatch published in the US. The top cities were listed as Vancouver, Montreal, Dublin, Cape Town and Sydney. (City hotels voted tops by travellers, Cape Times, 17 July 2003) (City takes bite out of Big Apple’s visitor numbers, Cape Times, 16 July 2003) (Cape Town now fourth favourite destination for Americans, Sunday Argus, 9 March 2003)

“The levels of confidence and buoyancy which characterise public attitudes today are in stark contrast to the pessimism and scepticism which hung over the central city just over five years ago,” said Shaun Johnson in his 2004 Review. “All over the Central City, new developments are underway, old buildings are being renovated or recycled, retailers are reporting greatly increased turnover and – for the first time in decades – there is a renewed enthusiasm for inner-city residential opportunities.”

Notable developments included conversions of historical and/or vacant buildings previously used as offices, to apartments and for mixed use. Young professionals, in particular, were buying up apartments and penthouses with views of the sea and docklands, the Company Gardens, Table Mountain and the East City precinct. Décor and property magazines began carrying enthusiastic articles on Cape Town’s chic new urban lifestyles:

"We have been amazed at how many services are actually right on our doorstep – from the Department of Home Affairs and the consulates' offices for picking up visa applications when we travel, to Pick 'n Pay and Woolworths for groceries, and even the Post Office – perfect for fetching our amazon.com purchases. Life is so convenient here," reported The Property Magazine on Cartwright Corner occupants Dylan Stanton, who walked to his architectural firm every morning, while John Morison, an ironman triathlete, cycled to his job as a chartered accountant.

"With so many eateries and coffee shops on their doorstep, eating at home is a rare occasion for these city slickers," the story continued. "Of course, as more developments come to fruition, an increasing number of happening hotspots will open up in the vicinity and John and Dylan are certainly looking forward to stepping out of their apartment building straight into a trendy new bar or nightclub."

By November that year, most of the newly launched Mandela Rhodes apartments would be snapped up; 80% of the 163 apartments that would finally be built had been sold within four months of going on sale. (Mandela Rhodes Place units go fast, Cape Times, 11 November 2004)

The rapidly expanding financial district on the Foreshore, too, was finally creating the long-anticipated linkage between the older city precinct and the Waterfront. Soon it would be possible to walk from the lower slopes of Table Mountain down Government Avenue and St George's Mall to the Convention Centre and on to the Waterfront. Plans for the Desmond Tutu Peace Centre opposite the Convention Centre were also helping to raise the profile of the central city as a place of remembrance and symbolism.

A R300 million office development on the Foreshore was announced. The properties known as Broadway, Monte Carlo, 44 Hertzog Boulevard and Douglas Murray House had been bought by the Georgiou Group. Cape Town's Market House, built in 1930 for Commercial Union and designed by renowned architect WG Grant, would be completely restored and converted into 47 apartments. A key feature of the project, conceptualized, managed and marketed by Theodore Yach Properties, would be the cataloguing, restoring and refitting of the interior art deco fittings such as lights, handles and doors. The six ground floor shops would be remodeled into seven shops averaging about 70m². (R300m complex for Foreshore, Cape Argus, 16 November 2004) (Cape deco classic set for revamp, Business Day, 17 November 2004)

The wraps were also off a new R50 million office, parking and motor dealership project in the Culemborg district. The area had already emerged as a motor industry node, but a new look aluminium-clad, ultra-modern building offering 8 800 m² of motor dealership space and up to 3 000 m² of A-grade lettable office space would add a new dimension. It would also provide two floors (290 bays) of undercover secure parking, which was in short supply in the area. The 30-year-old Golden Acre city landmark, the largest covered retail space in the city centre that had degenerated from a "modernist work of wonder" into a glorified walkway, also sold for R130 million to Devland Holdings. (Development to change the face of Culemborg area, Cape Business News, 30 November 2004) (Golden era for the Golden Acre, CapeTowner, 23 December 2004)

The East City, that houses significant buildings such as the Castle, Grand Parade, Granary and Slave Lodge, was also under the spotlight in private sector and government bids to reverse urban decay. An investment and development conference was hosted by the Partnership and the City in October 2004. Following the rapid rate of development and investment on the Foreshore and in the West City, the Partnership believed it was important to bring this historically and culturally rich area on a par with development activity in the rest of the Central City. Cape Town's Mayor Nomaindia Mfeketo, who delivered the keynote address, said the City recognised the historical, social and economic importance of the East City and the Central City as a whole in the Metropole and fully supported the conference and its aims.

Andrew Borraine said the aim of the conference was to consult public and private stakeholders on an urban renewal strategy for the area, to popularise existing initiatives and activities, to align public and private efforts and to promote partnerships for joint action

"The East City precinct has lagged behind levels of investment compared to other parts of the Central City and its wellbeing is of enormous value for a number of reasons. Firstly it houses the National Parliament and is the location of important government and educational services. It is also the arrival and departure point for thousands of Capetonians using public transport. Lastly, it contains important people's heritage sites and public spaces." (www.eprop.co.za)

The CTP and SAPOA Western Cape launched a new commercial property portal, hosted on the CTP website, geared at potential investors. A number of investment properties could easily be viewed and enquiries seamlessly directed to the providers. This portal was also linked to the Major Investment and Development Opportunities (MIDO) website, carrying regularly updated information on Cape Town investment opportunities. The CTP took part in MIPIM for the second time, and showcased its urban renewal success stories at SAPOA's 36th International Convention and Property Exhibition at the Convention Centre. A comprehensive database on central retail investment and development was also available, with a retail map highlighting where retail activity was concentrated and showing where more was desired. With support from the Partnership and the CCID, the City was in the final stages of completing its by-law on informal trading, and an implementation strategy for the central city.

The City submitted a proposal for two urban development zones in the municipality, one of which included parts of the Central City with surrounding areas of Woodstock, Salt River, Maitland and Observatory. The CTP helped prepare the Council's submission to the National Treasury on urban regeneration tax incentives contained in the Revenue Laws Amendment Act of 2003.

The CTP, with the City and other stakeholders, planned the implementation of a Central City Development Strategy. Numerous subjects were covered, including improved public spaces, pedestrianisation, social development programmes, informal markets and housing.

Internationally acclaimed Copenhagen-based Jan Gehl and Associates, renowned for work on public spaces in major cities, were contracted to advise on improving public space in the central city. This project included a qualitative spatial analysis, a pedestrian survey, and a report on traffic management, public transport, parking and other subjects. Gehl, an international consultant and urban design professor at the Danish Royal Academy of Fine Arts, has noted: "Cultures and climates differ all over the world, but people are the same. They will gather in public if you give them a good place to do it."

In a "Robin Hood move", premier Ebrahim Rasool said at the end of year annual meeting between the Provincial cabinet and labour that compulsory social investment could be on the cards. If 10% of the Western Cape's property development boom of R2.5 billion over the past two years had been invested in social upliftment schemes, he said, it would have meant an extra R250 million for housing. His remarks were "welcomed" by Andrew Boraine and received "a cautious comment of approval" from Colin Boyes of the Cape Regional Chamber of Commerce. (It's premier Robin Hood, Cape Argus 18 November 2004)

The CTP, increasingly invited to address local and international urban regeneration bodies about its accomplishments, had now consolidated its development, management and promotional functions. With cleanliness and safety bedded down, it faced the challenge of reintegrating the central city with surrounding communities and making facilities more accessible to those who had formerly been excluded. It also wanted to help create affordable housing around the historic core, probably through mixed income housing.

Crime continued to drop in core areas, with 95% of occurrences described as petty. Security was boosted at night and on weekends because of the increasing number of people visiting the central city for entertainment and leisure. Despite these initiatives, the murder in October of 43-year-old Wallace Keay, who was the latest in a long family line to manage the business of Keay's Jewellers on the corner of Burg and Castle Streets, was a very sad occasion for many. The business shut after 80 years. Wallace's father, 75-year-old gemologist Graham Keay, said, however, that the area where the jewellery shop had stood for 37 years was "one of the best parts for business in central Cape Town and as safe as any other part in the CBD." (Jeweller's murder shuts business after 80 years, Cape Argus, 8 December 2004)

The City Community Patrol Board was disbanded during the year, so the CCID contracted in private security, supported by the Metro Police and SAPS. CCID also applied to have its boundaries extended into the Company's Garden, where all affected property owners had already agreed to incorporate their properties into the CCID. The new area would incorporate landmarks such as the National Gallery, the Planetarium and the Great Synagogue.

The parking management contractor had now ratcheted his staff up to 130 to cover the entire CCID area, while an annual perceptions survey highlighted that this system was working well for both businesses and visitors.

In December the CTP began running municipal open-air parking areas on behalf of the city until operating tenders were awarded to private operators. Soon after taking over the Riebeeck Square parking area in Bree Street near the Christian Barnard Memorial Hospital, the CTP doubled the daily rate to R50. Andrew Borraine explained that the city wanted to regularise the municipal parking areas before they were handed to private operators, and had increased the daily rates in an effort to discourage long-term parking so that more bays would be available for people coming to the city to shop. (Parking bonanza for Partnership, Weekend Argus, 4 December 2004)

Two new faces had joined the small yet dynamic team at the CTP: Bulelwa Makalima-Ngewana was appointed senior programmes director for the CTP, to direct the implementation of existing and new programmes and projects, later becoming deputy CEO to Andrew. Gavin Joachims was appointed the social development coordinator for the CCID, where he would be responsible for addressing poverty and homelessness in the CBD.

Bulelwa had been a senior manager at the Centre for Conflict Resolution in Cape Town, handling training and mediation in numerous Africa countries. That year (2004) the 2010 win for South Africa had been announced. While her office was in Upper Orange Street with the Centre for Conflict Resolution, she spent very little time in South Africa, and wanted to become more involved in what was happening on the ground.

Coming from a construction centre background – where projects were monitored closely according to a budget – she realised that within the CTP ambit, projects were often initiated by the City or another partner, and monitoring it was not within the Partnership's control. The key was now managing such relationships. Her mediation experiences, from Zimbabwe to Ethiopia, Uganda, and Swaziland, had taught her that "resolution is not within your power - you can only move as fast as the slowest contributor." (Interview)

A film maker, Joachims had also been running programmes for street children for the past four years, particularly in Long Street and the Grand Parade. "My focus has always been on gangsterism and what leads children to the streets... we need to look at the family structure," he said. (Meet the two new faces on the block, Cape Argus, 1 November 2004) (Partnership appoints film maker to work with city street children, Cape Times 1 November 2004) (Give time, not money, to help get children off the streets, Cape Times, 2 November 2004)

Joachims' appointment was intended to underpin a new social development programme at the Partnership. "When I arrived here there was lots of tension between the Cape Town Partnership, the CCID, and NGOs involved in social development," said Andrew. "Street children were seen as a problem and a very strict law and order philosophy had been applied. I disagreed. I had a quite a big tussle with some business people who worried I was getting soft on petty crime, etc." The CCID now employed a social coordinator and two field workers, who worked closely with a range of NGOs, especially in the youth sector.

The National Prosecuting Authority (NPA) sought financial and logistical support from the CTP for setting up community courts in Wynberg, Mitchells Plain and the Central City. The courts promised to help address petty crimes, and incorporate diversion programmes and community service sentencing. The CCID's head was nominated to serve on the NPA oversight committee and many city businesses contributed to helping set up the courts. The two community courts opened in November (in the old municipal buildings in Gugulethu and in the Mitchell's Plain Magistrate's Court complex) and a third court, partly sponsored by the CCID, was planned for opening in Buitenkant Street in December. (Petty criminals face wrath of new community courts, Cape Argus, 23 November 2004)

There was also popular support for walking tours through the central city. The CTP had helped pay for reprinting the brochure of the Footsteps to Freedom Central City walking tour that showcased the rich heritage, retail, historic and cultural significance of the central city. The guides were trained in local development issues, which they discussed with tourists. The route took visitors through the San and Khoi periods, Dutch rule, slavery in the Cape, British rule, self rule and apartheid and finally, the diversity of the local people. Another tour, The Cape Town on Foot route, paid particular attention to some of the city's famous architecture. Locals as well as tourists found out fascinating snippets, such as the fact that Long Market Street was the longest street in the city centre. The Partnership also gave input on the Table Mountain National Park's planning for the Hoerikwaggo walking trail, a 72 km guided walking trail aimed at locals and visitors. It would start with a walk through Cape Town's Central City and finish at Cape Point. (Cape Times, 20 December 2004) (Walk through history for fresh perspective on the Mother City, Cape Times, 23 December 2004)

"We found that few people had walked through the city," said Terri, "and we regularly held inner city walking tours for people like estate agents and the general public. There would be an explanation of development and services, possibly with a lunch. We have changed the mind-sets of so many people, and one person tells another." (Interview)

After years of planning, the CCID committed resources to security in the Company's Garden area, while the municipal Parks Department replanted flowerbeds, painted street furniture, cleaned fishponds and generally improved the look of the precinct. Plans were made for more improvements, such as the aviary and ablution facilities. A ten-point plan was presented in November during the health, amenities and sport portfolio committee meeting at the Civic Centre outlining plans to improve conditions. A team of four security officials had been appointed to guard against criminal activities overnight at the park, while another eight police officials patrolled during the day. This visible police presence led to a decline in infrastructure damage and fewer displaced people in the area. A consultant was appointed to investigate redesigning the gardens, improving direction signage and introducing an Aids memorial in the rose garden. A steering committee would prioritise special events and an events management plan was being drawn up. (Drive to upgrade city's garden, Cape Argus, 5 November 2004)

Various investors and developers approached the Partnership for advice on upgrading Thibault Square and environs in conjunction with the Council, property owners, retailers and restaurants. The Partnership approached Council to form a project team.

Following heated debate the previous year, when representatives of various sectors met to discuss issues involved in rezoning adult entertainment enterprises, it appeared there would be no red light district for Cape Town if the second draft policy aimed at rezoning sex shops, strip clubs and escort agencies was passed without changes. Instead, adult entertainment venues would be "dispersed in suitable locations across the city". While some religious leaders wanted adult shops and brothels to be rezoned to industrial areas, those in the industry said they would actually "become much seedier" if moved out of town. (Sex industry 'would become much seedier' if moved further away, Cape Times, 14 December 2004)

Claremont was also picking up. Developments that year included the City of Cape Town and Corevest's upgrade of the Claremont civic amenities, Property Partners' Intaba East and Intaba West apartment conversion in Protea Road and RPP Development's Seven Miles South apartment development on the former ABSA bank site in Old Stanhope Road. The Claremont, a R290 million four-tower apartment development bounded by Draper Street, Main and Stegman roads in central Claremont, was launched in September. The landmark Sanclare building in Protea Road, Claremont, was sold for R85 million to a consortium. The conversion of a number of office buildings into apartments, together with the construction of new apartment buildings, was estimated by Pam Golding Commercial to amount to a total investment of over R1 billion over the next 18 months. (Landmark in Claremont sold, Sunday Argus, 21 November 2004) (Claremont apartments selling like hot cakes, Saturday/Sunday Argus 30/31 October 2004)

Cape Town was constructing at such a frenetic pace that by end-November Andrew Boraine said developers had told him that there was a two week delay in getting supplies such as bricks and cement to sites. "I am also told that we have virtually run out of construction cranes as developments continue to mushroom around the CBD and greater Cape Town. Of course, even the shortage is ultimately excellent news because it not only highlights what is happening around the city, but these new developments create thousands of jobs and revitalize the local economy." Colin Boyes, deputy director of the Cape Regional Chamber of Commerce, said the good news was that much of the development was taking place in a sector where workers did not need high skill levels. "This means that particularly those people who have for some time been excluded because of a lack of skills for particular jobs, can now be accommodated in the construction industry where such skills are not required." (City growth outstrips all records, Saturday/Sunday Argus 30 November 2004)

The negative side of this burgeoning development was that the backlog in building plans approval had reached crisis proportions. The current scenario included 7 085 unapproved building plans in the system. Building plans worth R8 billion (40 904 plans) had been submitted within the previous 12 months, or one plan every three minutes of every working day. By May 2004 less than 50% of building plan applications were being processed within the statutory time limits. Responding to a SAPOA initiative urging the city to address the problem, Mayor Nomaindia Mfeketo committed the city administration to alleviating the backlog. Reporting to a SAPOA contingent, including Wendy Hartshorne, she said her plan included appointing 26 new staff members to formerly vacant positions. She also said plans now went directly to the Section 79

Environment and Land Use Committee instead of sub-committees, obviating lengthy reporting delays and saving six to eight weeks. (Mayor in battle against backlog crisis, Saturday/Sunday Argus, 30/31 October 2004)

International interest in Cape Town continued to grow as well. Confidence in the South African property market prompted Kingfisher Homes, a UK residential developer and building group with a successful European track record, to move its head office to Cape Town. It had already launched 55 units in the R50 million Dukes Estate secure residential development in Wellington and the units had sold out in two weeks

Icon, the new R390 million residential, commercial and retail lifestyle centre to be constructed on the Foreshore, would receive all its development funding from Barclays UK. "They saw the development as having tremendous potential, particularly given the wonderful growth Cape Town is experiencing," said Adam Essa of developers Coessa. "This is a Black Economic Empowerment (BEE) deal and one that the City of Cape Town itself has also helped to make possible."

A R36 million investment in property on the Foreshore was another BEE deal, with African Alliance Properties buying the Foretrust building, with 24 000 m² of office space and 650 m² of retail. Spearhead Property, whose focus was on Cape-based properties, reported in December that it would be developing South Africa's first factory outlet mall at the 7ha Sable Square site next to Century City. The Sable Square mall would focus on leading local and international clothing and sportswear brands. The group was also finalising plans for the erection of a 15 000 m² office block of about 16 storeys adjacent to the Convention Centre at a cost of about R140 million. (UK property group moves its head office to city, Weekend Argus, 29 November 2004) (Barclays UK funds R390m project in city, Weekend Argus, 29 November 2004) (Spearhead aims to double size of portfolio to R1.4 billion, Business Day, 10 December 2004) (Cape Town to get multi-million rand foreshore investment, www.eprop.co.za, 30 November 2004)

While the renewal of the inner city was applauded, an article in Delivery magazine had Western Cape Minister of Environmental Affairs and Planning, Tasneem Essop, reminding stakeholders of the need for low and middle-income groups to also have access to inner city developments. There were particular concerns about the future of the Bo-Kaap, a predominantly Muslim community that faced gentrification as "developers, yuppies and estate agents eye the pretty homes and prime location." Andrew Boraine was also quoted in the article, saying that making a city into a "place for all" started with acknowledging memory and history. One attempt at redressing the imbalance, said Delivery, had come from the Desmond Tutu Peace Trust, which aimed to develop an interactive museum of peace and a leadership development school on vacant council land close to the Convention Centre. This was being taken forward by the Trust in partnership with the City.

The CTP had that year investigated an appropriate legal, financial and tax incentive framework for providing mixed-income social housing in the central city and its outskirts. Both the Council and Western Cape Provincial Government supported affordable rental housing in the Central City and were willing to direct social housing subsidies towards such an initiative. (Cape Town's vision is blinkered, Cape Times, 13 December 2004)

At its fifth annual general meeting, Andrew Boraine said the CTP was happy with what it had achieved during the past five years, but was now looking to do even more. "It's not growth or poverty reduction, not a productive or inclusive city, it's both. We have to grow the city and share." The CTP identified eight steps to enhance the productivity of the city and another eight to enhance equitable access and make the city a home for all over the next five years. The Western Cape premier, Ebrahim Rasool, spoke at the same event about the renewed confidence in the city with R7.95 billion spent since 2000, while construction sustained 40 000 jobs and another 40 000 were created in the retail, leisure and entertainment industries. Now it was time to "ask some hard questions" like who was benefiting from the renewed investment confidence and whose histories, identities and aspirations were being acknowledged. (How to grow – and share – our city, CapeTowner 28 October 2004)

As the year drew to a close, City festive season decorations included a three metre high Christmas tree, a sleigh, Santa's helpers and reindeer all made out of wire and paper by Cape Town street children. Their "Tree of Hope" was on display in the Company's Garden. The project was part of Cape Town Central police station's Project Childhood, which had been running for three years with the aim of improving the lives of vulnerable children and reuniting them with their families where possible. About 50 street children were also treated to a fun day that kicked off with an excursion on an Explorer double decker tourist bus, accompanied by two police vehicles with blaring sirens. The project was hosted by the CCID, the SA Police Service and City Mission. (Children build Tree of Hope, Weekend Argus, 29 November 2004) (Street children shown another way to improve their lives, Cape Times, 21 December 2004)

City authorities and professional Father Christmases were, however, outraged by reports of a "Sulky Santa" in St George's Mall who was "apparently part of the Cape Town Partnership's festive entertainment line-up". He was refusing to be photographed with youngsters or to field gift requests. Confronted by a Cape Times photographer, the grumpy Father Christmas said it wasn't part of his job to talk to children. The Cape Town CCID's COO, Derek Bock, confirmed he had gathered the five CCID Santas together "and read them the riot act."

"They are paid to cheer up our lives. I take a very dim view of this man's attitude," said Bock, who had asked the unhelpful Santa to come forward. The sulky Santa did indeed turn himself in; Bock approached the promotions company that had outsourced the Santas, and he was redeployed to another position. (City's bad Santa to be 'sent back to North Pole', Cape Times, 8 December 2004) (Sulky Santa faces the music, Cape Times, 9 December 2004)

"Party-hungry jollers in the city" no longer had to look far for a drink and fun after sunset. Cape Town was "well on its way to becoming a 24 hour city" as events such as the annual Adderley Street night market and live entertainment commenced. "We want to bring families back into Cape Town and break the notion that town is unsafe at night," said Bock, while Andrew Boraine spoke about the special excitement of being together with 50 000 people for the switching on of the festive season lights. (Sun won't set on Mother City's party this summer, Saturday Weekend Argus, 11 December 2004)

(‘We want to bring families back into Cape Town’, Cape Argus, 14 December 2004) (A special time for everyone, CapeTowner, 23 December 2004)

This year was also the tenth Mother City Queer Party and organiser Andre Vorster said it was time to stop focusing on tourists and start looking at Cape Town. “It’s time for us to look at one another. We have responsibilities closer to home,” he said, with this year’s “Jungle Fever” African theme celebrating ten years of democracy. He estimated that the project brought up to R100 million to Cape Town, as couples spent about ten days in the Mother City and supported industries such as crafts and wine. (Mother City Queer Party focuses on Capetonians this year, Cape Times, 15 December 2004)

2004 HIGHLIGHT

Cape Town was voted the top international offshore contact centre location, toppling India from the number one position. This was the finding of a survey conducted among senior marketers at 1 000 top United Kingdom companies by the Ion Group, a UK company providing specialist marketing services including contact centre services.

Source: Cape Argus, 14 December 2004

2005: SIXTH YEAR OF THE CTP IN OPERATION

“As one walks around the Central City one feels that ours is a city on the move – yet with huge untapped potential.”

Shaun Johnson, CTP Annual Report 2005

“We have demonstrated that the centres of our cities in South Africa do not have to be run-down, degraded, unsafe spaces, and that public-private partnerships for urban regeneration can and do work.”

Shaun Johnson, CTP Annual Report 2005

Over the past five years the Partnership and the City of Cape Town had achieved considerable success in addressing issues like crime and litter, and instilling a sense of long-lost civic pride. By investing some R8 million over six years in the Partnership, the City of Cape Town had leveraged over R90 million for additional services from the private sector in the form of CID levies, enabling scarce public resources to be channeled to areas of greater need. Urban management services provided by the City and the improvement districts managed by the Partnership had grown to include film shoot management and recycling.

The central city economy was now more consolidated. Traditional sectors like finance and business support services were flourishing and the local economy was diversifying through investments in IT, call centres, business process outsourcing, tourism and creative and cultural industries.



A new Partnership programme was instituted for promoting cultural and creative industries as part of an economic strategy for the central city. This would link in with the tourism industry’s new focus on cultural tourism – promoting people and communities’ lived experiences, in addition to traditional icons and recreational tourism. CTP initiatives included:

- Support for the City's Memory Project: In June 2005 the Executive Mayor asked the Institute for Justice and Reconciliation to help develop a plan for memorialisation in Cape Town. It was felt that the city's public spaces reflected British and Dutch history, but not the experiences of other communities living here;
- Preparing a cultural industries strategy for the central city;
- Closer relationships with Cape Town Routes Unlimited and Cape Town Tourism;
- Support of a Cape Craft and Design Institute (CCDI) showroom and exhibition space at Mutual Heights. The CCDI was set up in 2001 as a Section 21 not-for-profit company by the Province and the Cape Peninsula University of Technology to promote and grow craft as an economic sector in the Western Cape;
- Support for a proposed African Jewellery City project; and
- Promoting the Central City to Capetonians through urban regeneration walking tours.

"We are very lucky with our social heritage – we have got a very vibrant, creative city, said Laura Robinson,. "It's more tolerant, and creatives thrive in that kind of city, it's more laid-back, which adds to a general feeling that nurtures creativity." (Interview)

Property was still on an upward spiral with the capital value of current leases, new developments, investment purchases, upgrades and renewals amounting to around R9.5 billion. Commercial property indicators showed more A and B grade office space rentals, increasing average prime retail rentals and decreasing commercial vacancies (at 7.9% the lowest since 2000.) Given that at least 40% of East City properties belonged to the Council, provincial and national government, their assets had increased dramatically in value.

This year there was plenty of interest in developments such as the conversion of the old Colosseum bioscope, on the corner of Adderley and Riebeeck Streets, into apartments and retail space. A wall, decorated with 180 colourful hand-blown glass flowers, got plenty of publicity. Property developers kept a close eye on Harbouredge, an apartment development at the intersection of Buitengracht and Western Boulevard. This was the first residential development in the portion of the CBD closest to the Convention Centre, and the first rental pool to be run. It was performing well – in January 2006 Ian Slot, MD of Seeff City Bowl and Atlantic Seaboard, reported that the occupancy level was between 80% and 100%. Returns, after deducting all charges, stood at 10%.

"In the same way that people stood in the Waterfront when there was only the Harbour Café and fishing vessels, and no-one would have believed that shortly thereafter people would be paying up to R40 000/m² to reside in the harbour, people will look back at the CBD and be amazed at what they could have got apartments for in the early days," Slot said. Increased traffic congestion and gridlocks should feed into an increased desire for CBD residential accommodation – rentals and purchases – spilling over into the City Bowl, Tamboerskloof, Higgovale, Oranjezicht, Devil's Peak and Vredehoek. (Delicate work, Cape Times, 30 November 2005) (CBD has not yet reached its full potential, Saturday Argus, 7 January 2006)

Over 980 retail outlets now provided a wide range of goods, with store vacancies at a six year low. The CBD housed over 1 400 informal traders and a greater number of poorer people could access the urban economy – informal trading accounted for nearly a third of Central City retail sales.

Despite this activity, the Central City still had one of the lowest inner city urban densities in the world (2001 census: 47 000, www.sacities.net) and the Partnership supported the goal of at least doubling this over the next 10 years, while also promoting greater cultural, racial and income diversity. It was estimated that by 2006, 2 700 new apartments would be built and transferred, bringing the total number of inner-city apartments to 3 500. This would introduce new residents to the central city and also facilitate the conversion and upgrading of B and C grade office space, which had been vacant for some time. Prices of these new units were high, in line with the property boom in the province, and the challenge was to bring more affordable housing on stream for a broad range of income groups.

At this time the Partnership helped a number of potential developers to identify vacant public land and buildings within the CBD for social housing; it also helped forge partnerships with social housing companies.

Discussions with both the public and private sectors on appropriate densification were well received. "There is an accepted view that an enhanced number of people living in town will ultimately yield benefits for the retail, hospitality and services industries, and serve to consolidate a proper residential community in the central city in its own right," said Andrew Boraine.

Security and cleansing efforts continued unabated. There were now 60 foot patrol officers and 10 horse-mounted patrols on duty during the day, and 40 foot patrol officers at night, with six mobile patrol vehicles on 24 hour duty. Numerous crime prevention operations were set up with law enforcement agencies in the four CIDs. Group 4 Securicor also moved its operational office into the central city, resulting in a 24 hour CCID/G45 security command and control centre accessible to the public.

Keeping the city safe was not as easy as it appeared. In an interview with the Cape Argus, Muneeb Hendricks, the CCID security manager, said he had been stabbed three times, shot at, and received an average of five death threats a day. "You see there are some guys out there who regard me as public enemy number one because they know I stand for the zero tolerance of crime."

The CCID's duties included dealing with complaints about noisy, sometimes inebriated buskers who used amplifiers and microphones to enhance their performances. They were only really allowed to put on their shows at specific times over lunch hours, but some used electronic aids in front of coffee shops and restaurants, whose customers left when the din became too much. Companies also complained that their office workers could not think straight with all the noise outside

Law enforcement officers also had to defuse a row that year between St Georges Mall traders and the Surfers Christian Church from Muizenberg. A loud sermon conducted

outside the First National Bank entrance attracted a crowd of about 30 people, leading to numerous complaints from businesses about dancing and excessive noise. One of the church leaders, Dirk Wood, dressed in brown overalls painted with various Bible scriptures, explained that they adopted "adrenaline evangelism" because "nobody wanted to go to a boring church."

Supplementary security and cleansing services were provided for key events such as the Community Chest Team Twilight Run, the Mother City Queer Project and the Cape Town Festival. Minizu, the CCID's cleaning service provider, removed 611 532 kg of refuse from the central city. This was in addition to the City's work. The number of parking marshals had now grown to 205 who oversaw the efficient rotation of short-term street parking.

The CCID even ran a life skills training and security programme for a group of newspaper vendors. Gavin Joachims, CCID social development coordinator, said the course dealt with subjects like work ethics, cleanliness and life skills, with the vendors taught how to be polite and to ensure litter did not collect. They were also taught the correct procedures when reporting illegal activity in their areas to the Police and the Community Policing Forum. The CCID also investigated getting each vendor special bibs to make them more identifiable, plus name badges. (No rest for Muneeb in securing city's streets, Cape Argus, 23 December 2005) (Mall traders up in arms over surfer 'adrenaline evangelism', Cape Argus, 14 December 2005) (Loud outcry over noisy city buskers, Saturday Argus, 17 December 2005)

Both the CTP and CCID contributed to creating and managing special events, entertainment and sponsorships that offered fun times as well as increasing retail and restaurant sales. They funded the open-to-all part of the Cape Town International Jazz Festival, drawing thousands of visitors to Greenmarket Square in March 2005. The CTP also invested in a Jazz Festival corporate suite that was good for networking. In December the CTP and CCID managed the Adderley Street night market on behalf of the City and hosted a number of festive season events through its Christmas in Town promotion. The Adderley Street night market attracted hundreds of traders and thousands of visitors, with the number of nights extended from eight to 13. Organisers said the number of participants had easily doubled since the previous year, although gale force winds affected trading at times. (Perils of the night market, letter by G Abdurahman, Rylands Estate, 3 January 2006)

The City Hall was the venue for hundreds of formerly homeless people to celebrate their improved fortunes through the Partnership's upliftment programme named Sohlangana Khona ("We will meet there.") The programme, run with other NGOs, helped get people skills and jobs and off the streets. Andrew Borraine said the programme had taken about 80 adults off the streets in 2005 alone. (From street life to working life, Cape Argus, 6 December 2005)

Church Square was prioritised as an area for upgrading and pedestrianisation the following year (2006) and the CTP explored opportunities for temporary markets and adjacent restaurants to spill onto the square. It was historically significant for diverse reasons: Slaves had waited there under a "slave tree" while their owners attended

church, and a statue of the parliamentarian Jan Hendrik Hofmeyr was erected in the square in 1920, marking his efforts to have Dutch recognised on the same footing as English in the 1910 constitution. The prominent Slave Lodge had not only housed slaves, but also served as government offices, a museum and even the Cape Colony's biggest brothel. Despite this historical significance, Church Square was a run-down car park from the 1970s until it was transformed into a vibrant pedestrian-friendly public space.

Following upgrades to the built and natural environment of the Company's Gardens, a brochure was produced to help tourists and locals get the most from their visits. A CCID-funded information centre was opened near the entrance of the main garden and a dedicated manager helped with managing this historic area. There had been a brief ripple of protest when the salary of the new project manager for the garden was publicised – R366 741/year. There was criticism that this salary was more than double what a CCID precinct manager would earn – an equivalent position that covered a larger area. When approached for comment, Bock said: "I wish I did earn that amount." (Rich pickings for Company's Garden manager, Cape Times, 6 December 2005)

Back at its home base in The Terraces, the Partnership redeveloped its website. The new look was more dynamic and relevant and included a virtual development tour of the central city. A new electronic newsletter – Siyahluma, or 'We are developing' – was introduced, distributed monthly to over 1 000 local and international stakeholders.

The Partnership and four CIDs (Central City, Green Point, Sea Point and Oranjekloof) had grown to 25 full-time staff. The CTP was finally well positioned to broaden its activities and offer greater input and support on social challenges such as housing, transport and street people. Apart from interventions such as the community courts and labour-intensive cleansing, parking and security projects, these included:

- Working with the Haven Night Shelter, Street People's Ministry, Straatwerk, Men at the Side of the Road, and The Ark City of Refuge on providing homeless adults with outreach support, shelter, food and clothes, hospital treatment, family reunification and permanent or part-time employment;
- Joining up with City Mission, other NGOs and the SAPS in supporting the City's Smile a Child campaign to get homeless children and youth into support programmes and places of care, with a focus on community-based prevention programmes too; and
- Support for *The Big Issue's* Street Soccer World Cup to be held in Cape Town in September 2006.

At the end of that financial year, Derek Stuart-Findlay decided to stand down as a Board member and head of the Business Forum. The number of board members had grown to include an increasingly diverse mix of prominent Capetonians, with business decision-makers joined by creative industry leaders and other movers and shakers at the early, once a month meetings. Shaun Johnson commented on the CTP board: "It achieves its goal at extremely low cost; most board members, like me, are completely pro bono. They are serious people in their own right, and prepared to meet month after month on the principle that, for all the *slaapstad* jokes, things do happen pretty quickly here and

you have to be alert all the time. There is a lot of credibility and acceptance around the organisation. And the Partnership staff are high quality people.”

2005 HIGHLIGHTS

The book Cape Town Uncovered: A People’s City unpacked Cape Town in a fresh, honest way. It was produced by freelance journalist Gillian Warren-Brown, former Cape Times news editor Yazeed Fakier and photographer Eric Miller.

Source: Cape Times, 30 December 2005

Haiku restaurant in Cape Town’s Burg Street scooped one of the year’s most prestigious accolades on the gastronomic calendar when it was named the Best New Restaurant of the Year in the Eat Out Johnnie Walker Top 10 Restaurant awards.

Source: Cape Times, 28 November 2005

2006: SEVENTH YEAR OF THE CTP IN OPERATION

CTP 2006 HIGHLIGHTS

- Church Square Phase One upgrade completed
- Grand Parade urban renewal process starts
- Creative Cape Town programme implementations
- Launch Hoerikwaggo Walking Trail
- Formation Cape Town Business Areas Network
- Completion 18 building upgrades
- 1 302 homeless adults accommodated
- 246 homeless children and youth placed
- Cape Town Station Precinct Revitalisation process starts
- Siyahluma newsletter reaches 2000 stakeholders

Source: CTP 2006 Annual Report

The countdown to the FIFA 2010 World Cup had begun and soccer fever was spreading in Cape Town. In his 2006 State of the Nation address, President Thabo Mbeki said the World Cup would make a huge contribution not only to South Africa's socio-economic growth, but to the development of the continent as a whole.



According to consulting firm Grant Thornton, the World Cup would pump around R21.3 billion into South Africa's economy, generating an estimated R12.7 billion in direct spending and creating an estimated 159 000 new jobs. The country's tourism industry would benefit from some three million visitors, while construction and engineering companies would enjoy a tasty slice of the billions spent on infrastructure. The CTP worked closely with the City on 2010 plans that ranged from improving inner-city transport to exploring ways to showcase Cape Town's creativity. There was also an outstanding opportunity to design a Fan Mile between the central city and the Green Point stadium.

Convention Centre management reported in October at their annual press conference that in the past financial year, the Centre contributed about R1,5 billion to SA's GDP and created more than 5 000 jobs. It had also reached an agreement with the City and would pay R3.2 million in rates annually. Convenso CEO Dirk Elzinga said Cape Town ranked 36th in congress destinations, but was in eighth position for scheduled international congresses for the next 10 years. The Centre was gearing up for the largest conference ever held in Cape Town when over 10 000 delegates (some reports said 14 000 people) from diabetes organisations would gather in December at the CTICC. This was expected to inject about R80 million into the Western Cape economy. The record had previously been 4 000 delegates. The CTICC was also lobbying to be the 2010 FIFA World Cup broadcasting hub. Both the Western Cape Premier Ebrahim Rasool and Cape Town Mayor Helen Zille addressed a FIFA technical committee to try and convince them to use the CTICC as the headquarters for thousands of electronic and print media professionals. (Convention centre 'winner' for 2010 media, Cape Argus, 18 October 2006) (Cape Town wants to be media centre for World Cup, Business Day, 13 October 2006) (International diabetes conference to be Cape Town's largest, Cape Times, 26 July 2006)

Many Capetonians attended the fourth Homeless World Cup, a fast-paced 15-minute a game street soccer tournament. President Thabo Mbeki attended the event and Archbishop Emeritus Desmond Tutu addressed the crowd and the youngsters taking part at the Grand Parade. Russia emerged the victors among the 500 players who had called Cape Town home for the week-long tournament. Many had survived horrific events such as war and genocide. (Young Homeless World Cup stars bring facts home for spectators, Cape Argus, 2 October 2006)

After seven years of successful delivery to the public and private sectors under its belt, the CTP had now broadened its strategic objectives and range of activities under several themes:

- Access and Mobility: Promoting greater access to the Central City through better public transport for all communities;
- A Caring City: Addressing the needs of the poor and the homeless in the central city through social development programmes;
- Creative Cape Town: Using culture to build an inclusive civic identity and grow the economy;
- Investment and Development Facilitation: Building partnerships between investors, property developers and statutory planning authorities;
- Town Living: Promoting residential densification and more affordable housing through focused cooperation between property developers, municipal planning authorities and social housing companies; and
- Quality Urban Management: Maintaining high quality services for the users of Cape Town, mainly through CIDs and managed kerbside parking.

A partnership is only as strong as its partners and the CTP welcomed new Executive Mayor Helen Zille, who quickly made her presence felt in civic affairs. She appointed Councillor Anthea Serritslev and City Manager Achmat Ebrahim to represent the City on the CTP. Convenso CEO Dirk Elzinga also joined the Board. The Cape Chamber's Denis

Skeate and Colin Boyes stepped down after six years of support. Andrew Boraine was invited to join the Board of the Development Bank of Southern Africa.

Together with the CCID, the CTP worked closely with the City, contracted service providers, NGOs and other stakeholders to deal with issues like poverty alleviation, unemployment and homelessness. Many social development successes were achieved this year: In the Cape Town Community Court – a judicial programme that channels minor offenders into life skills training programmes – 3 782 cases were finalised with verdicts, and 1841 people were registered with the diversion programme. In total, 8 285 first appearances were registered. Together with City Mission and the Multi Service Centre in Salt River, the CCID successfully placed 246 street children and youth.

The City's Mayoral Committee (Mayco) endorsed key urban renewal proposals mid-year to transform the city into a thriving business and cultural hub. The Creative Cape Town project aimed to breathe new life into the city centre. It would use culture to drive economic growth and urban regeneration and foster an inclusive city identity and vibrant economy. A CTP proposal – based on three months of consultations with 30 specialists in various cultural fields – proposed dividing the city into cultural precincts. History and memory would build an inclusive sense of local identity. This would include elements like architecture, crafts, design, fashion, festivals, food, music and theatre and would boost cultural tourism.

“In a sense it's happening already. We want to accelerate it. It's not just about the mountain but the people at the bottom of the mountain,” said Boraine, pointing out that just under 200 000 working people travelled to the city centre every day and 800 creative and cultural industries existed already”. (New plan gives CBD a shot in the arm, Cape Argus, 21 July 2006).

Anthea Serritslev recalled working decades ago in Adderley Street, with lunch hour concerts in the City Hall featuring Phyllis Spira and Gary Burns inspiring her love of ballet. Yvonne Bryceland did “wonderful lunch hour theatre” at the Dutch Reformed Church and “that atmosphere is actually returning to the city. For years it was really pretty dead and now we've come round to entertainment. When the Cape Town Partnership first started, Michael Farr introduced marimbas and music into the city centre, which we hadn't heard for years. It caused a bit of a problem because people had to get used to some music outside, but that would be the changing city for me, and it's returning to its old glory.” (Interview)

The Creative Cape Town (CCT) programme was implemented in three ways:

- Branding and marketing the Central City as a zone of creative and cultural activities;
- Promoting and facilitating the development and provision of spaces and infrastructure, to provide an enabling environment for creative and cultural businesses, activities and events; and
- Setting up networking for people in creative and cultural industries.

The Cape Town Station Upgrade was also in the spotlight. The CTP, together with bodies such as the South African Rail Commuter Corporation, Intersite and Metrorail,

constituted the Cape Town Station Precinct Revitalisation Steering Committee. The project aimed to upgrade the station as a multi-nodal transport centre, improving commuters' experiences and integrating the station more closely. A professional team was appointed to work towards a new Cape Town Station Development Framework, ready by April 2007. Intersite chief executive Nyami Mandindi confirmed in October that R95 million had been secured for the upgrading of the central station into an "economic hub" as part of the Province's transport plan leading to 2010. (Cape Town Central station gets first grant of R95m for major improvements, Cape Times, 20 October 2006)

The City had started a three year project to repair and regenerate the Grand Parade and was committed to funding improvements over the next two budget cycles. This year a three-year-revitalisation plan for the Grand Parade was publicised. Formulated by the council and the CTP, it aimed to remove cars and replace them with people, and to address crime and grime. The first phase of the project would comprise transport and heritage studies, while the second phase would involve extensive public participation about potential developments. The City, in cooperation with the CTP, decided to commission a Heritage Impact Assessment for the Grand Parade, funded by the Partnership, to review and examine legislative frameworks and policies, as well as existing planning and heritage studies affecting the Grand Parade. Not only had vagrants made the historic landmark into a sleeping place at night, there were sections of the square that were not being used at all. The CCID had set up a security office at the Parade with CCID officers working to keep the space safe, yet it remained a high risk area for tourists and pedestrians, especially at night. Two public participation workshops were organised so that people could share their views and concerns about upgrading and developing the Grand Parade. Some of the main issues raised were informal trading, transport, events and preserving the area's history and culture. (Grand Parade set to become a 'people's place', Cape Times, 20 January 2006)

Despite a few delays due to factors like bad soil conditions, the revamp of Church Square went ahead, with most owners of the surrounding buildings contributing funds and Council investing R2 million in revamping the area. At one point there was a problem with parishioners at the Groote Kerk who had always parked in the square on Sundays and now were being ticketed for parking in the streets. The CTP helped make arrangements so that the parishioners could still use the streets for Sunday parking without being fined. (Revamped Church Square all set to boost business, CapeTowner, 27 July 2006)

The City was also upgrading St Andrews Square on Buitengracht Street, together with the South African Heritage Resources Agency (SAHRA) and the Green Point CID. In 2003, excavations for a new building in Prestwich Street revealed unmarked graves of at least 2 000 people buried outside the formal, documented historical cemeteries. Research showed that the burials dated back to the 1700s, many the result of a smallpox epidemic that devastated the Cape in the 18th century. The development is now known as the Prestwich Memorial on St Andrews Square. It consists of a visitor centre that, with the aid of a curator, explains the story behind the human remains, a memorial garden, an ossuary and a public square. The old cemetery walls lining Alfred Street house the remains, and are used to give background on those interred there. The proposed 2010 Fan Walk will pass these walls and the Prestwich Memorial.

Controversial flea market king Badih Chaaban, who added city councillor to his string of titles in July, continued to spar with the Council, CCID and others. Complaints directed at him included overtrading, maintenance and cleaning problems, sub-standard ablution facilities and ineffective security at Greenmarket Square. The CCID's Derek Bock accused Chaaban of mismanagement of the historic Square, but Chabaan said he was the victim of a smear campaign and accused the CTP and the CCID of trying to hold a monopoly on council land. (Monopoly on the square, CapeTowner, 3 August 2006)

It was reported in September 2006 that over a billion rand of private and public sector funds had been invested in the East City alone in the form of residential and retail developments. This oldest section of the city now included three major shopping centres, five national retailers' headquarters, five hotels, over 30 food outlets, more than 1 000 informal traders and 12 residential buildings, accounting for more than 1 000 apartments. Completed developments included Mutual Heights (worth around R100 million), Cartwright's Corner (R80 million), Adderley Terraces (R30 million) and the Cape Diamond Hotel (R15 million). Developments currently underway included the Drill Hall at a cost of about R40 million, which would house a magnificent library and educational centre, and a development at Long Market Mall, with the Australasian building on Church Square also set for an upgrade, including a residential section, worth about R54 million.

The West City was also the site of cranes and compactors. Abdul Kerbelker, CCID precinct manager, said some residential buildings already completed and occupied included Glaston House at the corner of Bree and Church Street. On the corner of Loop and Bloem Streets, the Flatrock development would bring a further 40 apartments to the area. (CBD moves on up, CapeTowner, 7 September 2006)

Canal Quays, a new inner-city complex to be built on the Roggebaai Canal, was launched in October. Designed by architectural firm Dennis Fabian Berman, prices in the nine-storey development ranged from R1.55 million to over R12 million. Apartments faced north towards the harbour and Atlantic Ocean, and the city and Table Mountain on the south, (Foreshore luxury block set for launch, Saturday Argus, 7 October 2006)

Other significant developments included Convention Towers, a R200 million-plus, 16-storey A-grade commercial development next to the Convention Centre. Some 3 000m² of glass on the outer facade alone not only made it aesthetically appealing, but also extremely energy-efficient. This was the first newly built, A-grade commercial office space in the central city in a decade, clearly indicating the return of business to the CBD.

A R420 million five-star complex with penthouse apartments, a luxury hotel and a boutique retail centre would be developed on the site of the old Nederduits Gereformeerde Kerk synod building on the corner of Grey's Pass and Orange Street in the city. Known as 15 on Orange, it qualified for tax benefits as the site was within the Cape Town Urban Development Zone. (5-star complex for city, Sunday Argus, 3 December 2006)

Seeff hosted an open day for potential buyers to view the R390 million residential, commercial and retail lifestyle centre, Icon, Cape Town's first 100% empowerment development. Another new venture, Metropolis, was sold off plan and resales took place shortly after while only a few floors were ready for occupation. Rich in glass, steel and brick, it was geared for "style-starved and imitation-weary loft-seekers". Architect Arthur Quinton said of his building: "If you're looking for some tarted up, pseudo-colonial inner-city conversion, I'm afraid you've got the wrong address." The two bedroom apartments were priced from R2 million up, with the one-bedroom units fetching R1.1-R1.2 million. (Foreshore skyscraper adds to city's spectacular skyline, Saturday Argus, 30 September 2006)

The long-awaited Adderley Hotel, situated near Cartwright's Corner and occupying three adjacent buildings previously used as office space, was finally set to open on 1 November. The facades of the buildings, built in 1903, were kept in their original state but the inside was revamped with a reception area, restaurant, bar, tower and 28 luxury suites. (Eurocape ploughs cash into inner city revivals, Business Report, 13 October 2006) (New hotel set to open on Adderley, CapeTowner, 14 September 2006)

It was still a buyer's market due to the plentiful stock coming onto the market. Erwin Rode, CE of property economics and valuation firm Rode & Associates, said office-to-apartment conversions and new residential developments had been "overdone". "Given the fact that public transport is such a mess", he saw good long-term potential in the Cape Town CBD, although the residents would probably comprise young professionals and empty nesters. (Cape Town's CBD now has too many apartments, say analysts, Business Report, 17 October 2006).

It appeared, however, that price and accessibility were not the only factors. RE/Max Living broker and owner Gerlinde Moser said a "small group of serious buyers" was choosing the City Bowl for its "perfect Feng Shui."

"The mountain is behind you, protecting your back, and the sea is in front of you, open and limitless. There is also lots of light in this area. It is popular among people looking for a balanced living space." (Buyers look to City Bowl for its 'perfect Feng Shui, Sunday Argus, 8 January 2006)

Décor magazines and newspaper lifestyle writers were eager to interview the new occupants of these stylish developments. Furniture designer Haldane Martin, who had turned his back on suburbia 18 months previously for an apartment in Mutual Heights, said: "What attracted me to living in this apartment was the volume and light. Among the advantages of living here are being right in the inner city, never getting into traffic and being able to walk everywhere. I can meet friends for coffee, take my children to museums nearby." Disadvantages were the lack of green space and no braais. "I do walk around, even at night," he said. "Initially it was intimidating but now I see the same faces all the time, there are a number of immigrants, internet cafes and I have come to like the multi-cultural aspect of living here. For me as a creative person it has something stimulating." (Larny locals come home to vibey city living, Cape Argus, 6 October 2006)

City centre dwellers and late-night revellers were also no longer limited to old favourite Cadiz in Long Street for post-midnight food options. There were now plenty of all-hour venues for when "that ravenous six-beer, six-tequila hunger" sets in. "Late-night fast food has come a long, long way and there's really no more excuse for a dodgy pie," said journalist Bianca Coleman in a review of numerous 24/7 CBD food options. "Go forth and eat well." (Late-night fast food has come a long way, Cape Times, 20 October 2006)

The inner city also offered more specialist, funky hotels for visitors. The Extreme Hotel opened on the corner of Bree and New Church streets in November, the first in a global chain of hotels targeting adventure travelers in some of the world's most popular tourism destinations. True to its image, the 130-bedroom hotel offered thrills such as a climbing wall up the outside of the building from the second floor to the roof and arranged trips for shark diving, parachuting and other extreme sports. (Protea gets extreme, Hotel & Restaurant, December 2006)

The original five Daddy Long Legs Suites (hotel apartments with private kitchens and living areas in Long Street) proved so successful that the owners expanded the concept with a second Daddy Long Legs, a 13-room "boutique backpacker" with each room decorated by an artist, poet, photographer, designer or musician. Sunday Times writer Casper Greeff checked into the hotel, set between Tommy's Modern Booksellers and the African Music Store, and found "rooms that are playgrounds, poems, journeys, dreams and destinations. Rooms that soothe, rooms that jangle, rooms that make you smile, rooms that make you shudder", even a room that made you sing, with five microphones – including one in the shower – hooked up to a karaoke TV. (Rooms with legs, Sunday Times, 8 January 2006)

At the more lavish, wealthy end of the market, the first phase of Mandela Rhodes Place, the R1 billion mixed-use development, was launched in spectacular style in November 2006, with over 650 guests celebrating between the lower round jazz bar and the pool deck on the seventh floor until the early morning hours. Work had also begun on the R400-R500 million joint venture with the Tata Group's Taj Hotels Resorts and Palaces to build a five-star Taj Hotel at the top end of St George's Mall. ('Catalyst of Cape Town's inner city residential revolution' launched, Cape Times, 13 December 2006)

However, easily affordable central city housing remained in short supply for both renters and buyers. For example, a newspaper story on Mutual Heights mentioned the plight of Nolundi Cima, a 30-year-old worker at a café and food store only a stone's throw from the upmarket accommodation. She left her Mitchells Plain home at 4.45 to get to work on time, spending R300/month on transport. A survey by the Trafalgar property group, dubbed "Princes and Paupers", confirmed that South Africa's inner cities had benefited significantly from government initiatives for regeneration, with the private sector investing billions of rands in rehabilitating derelict buildings and providing housing. However, the growing demand for quality inner city accommodation was creating pockets of gentrification that were displacing the poor: "While the demand brings with it long-awaited impetus for renewal, it also has the effect of moving the problems of accommodating the poor in decent homes." (Laryn locals come home to vibey city living, Cape Argus, 6 October 2006) (Inner Cities scoop billions, www.Fin24.co.za, October 2006)

The CTP focused on affordable housing in the city and forged partnerships with social housing companies. The CTP and the Social Housing Company (SOHCO) took part in the Design Indaba with an exhibition demonstrating the shared vision of creating a diverse Central City where a cross-section of activities and income groups could be located.

The CTP and the COCT's Business Areas Network was set up to link all types of business areas in greater Cape Town in an information and knowledge-sharing network. It was a powerful forum for interaction between bodies concerned with urban regeneration – regionally and nationally. It aimed to bring together organisations involved in managing and developing business areas across the metropolis, and was endorsed by the mayoral committee. Information would be exchanged and knowledge shared by the CTP with government and the private sector on managing and developing business areas, including forming and operating CIDs or other regeneration vehicles. The network would also help with upgrading and developing business nodes in previously disadvantaged areas and areas in decline. The interim steering committee comprised representatives of Century City, the City, the Claremont CID, Intersite, the CTP and the Cape Chamber of Commerce. (New bid to spruce up city, Cape Argus, 22 September 2006)

The development of a new strategic marketing document, the Cape Town Profile, gave a broad range of readers statistical and economic information about Cape Town, as well as offering specific information about Partnership projects and programmes. This trilingual document was available at all exhibitions during the year and was updated quarterly. The best way to market Cape Town, though, was to see it personally and this year the CTP took over 1 500 people on guided walks. They ranged from 900 German tour operators, to Cape Town International Book Fair delegates and visitors to the 10th African Congress of Shopping Centres.

The CTP dealt with over 200 development facilitation enquiries over the year, ranging from liaising with planning authorities, to retail trends. The Partnership hosted visits by delegates from Tshwane, Mangaung and the Nelson Mandela Metropole, and even offered advice to a CID launched in Libreville. The CCID's COO, Derek Bock, was made a member of the International Task Force of the International Downtown Association; this opened up further opportunities for knowledge sharing.

Influential business magazine Finance Week pointed out that the CTP had managed to leverage direct expenditure of R8 million in CID levies into more than R90 million in additional services from the private sector. All this was to the direct benefit of the city and City Bowl dwellers, plus the nearly 200 000 workers who commuted to the CBD daily. By the year-end, 2 700 new apartments would come on steam in the CBD, creating homes for an estimated 8 000 residents. "It's a vote of confidence in the Partnership's success in increasing the viable use of public spaces and stemming crime and grime through innovative and creative solutions."

There had also been spin-off benefits for black-owned companies taking part in R2 billion of property transactions in the city centre and black people were buying more than 40% of the new apartments available. The overall effect had been to boost the

value of local, provincial and national government buildings, which cumulatively owned 40% of CBD properties. (Cape Town streets ahead, Finance Week 30 November 2006, incorporating info from Princes and Paupers, sponsored by Trafalgar, 30 November 2006)

The CCID was now providing 66 foot patrol officers during the day, six horse units, 40 foot patrols at night, and six mobile patrol officers on 24-hour duty. The CCID increased its presence in town to include 10 response vehicles during the day and eight at night, and a core team of 16 undercover officers during a private security strike. Responses often went far beyond the normal call of duty. The CCID was, for example, the only port of call for people released from prison without housing or even an ID document. "The story is always the same. They ask Social Services for assistance and are simply shown the door," wrote Derek Bock in a letter to the Cape Argus. This was prompted by the newspaper story of 20-year-old Wandile Mgodile who was left to fend for himself in the city after awaiting trial in Pollsmoor for two months and then being found not guilty. "On average, we assist 10 people a month in getting back to their homes as soon as they realise they cannot find a job in Cape Town. The CCID pays for single train or bus tickets without receiving any funding from the Department of Social Services. The CCID has a measly social development budget compared to our security or cleansing budget, but we never turn away a person who needs help." (State not interested in helping homeless, Cape Argus, 3 October 2008)

The CTP continued playing a holistic role in its efforts to keep crime and grime at bay. It had a graffiti-clearing project with Straatwerk and the Haven Shelter, using homeless people in cleansing campaigns. Previously unemployed people – "The White Lines Brigade" - were also painting all the new lines on the roads, thanks to an intervention by Marc Truss, and at the Partnership offices, three previously homeless women operated the call centre. (Partnership and CCID breathe new life into town, CapeTowner, 7 September 2006).

The CCID also worked with the City to pressurise property owners to keep a check on what was going on at their premises. In the absence of legislation to ensure that landlords maintained derelict buildings, the city resorted to safety and health inspections to crack down on neglectful owners. Derek Bock confirmed that the CCID investigated city buildings that had become drug havens. (Inspectors in crackdown on dangerous CBD buildings, Cape Argus, 21 December 2006).

The City, which had run a trial of 900 new green litter bins over the past five years, ordered 1 400 of the new bins, designed to solve problems such as windy weather and vagrants searching through the refuse. (City's litter bins are going green, Cape Argus, 18 September 2006)

The CTP had created over 500 jobs in the past seven years in the security, cleansing, recycling, ablution, maintenance and parking management industries. A substantial portion of the annual CCID budget was now dedicated to social spending. Not only did the CCID spend money on homeless people, but the CCID paid for seven field workers to address the needs of homeless adults and street children. During the past year, 246 homeless children had been put in places of care or reunited with families; 1302 adults

had received shelter. The field workers helped people to access hospitals, clinics and counseling facilities on a daily basis.

The CCID also supported the Central City Community Court, which focused on reducing social and petty crime through diversion of cases and community sentencing. In the court, 3 782 cases were finalised with verdicts and 1 841 people were registered with diversion programmes. In total, 8 285 first appearances were registered.

On a broader level, the CTP actively campaigned for ways in which all Capetonians could be included in the process of urban renewal, including providing well-located, affordable housing, improvements to public transport, upgrading public spaces and improving conditions for informal traders. (City body works hard at caring for the poor, Cape Argus, 11 December 2006)

Council passed a controversial public nuisance bylaw that year, although numerous city organisations working for marginalised groups vowed to fight its enforcement. "It means that the city sees people such as the homeless, car guards, sex workers, hawkers, and roadside mechanics as nuisances who need to be fined," said a memorandum handed over to the city by an NGO task team. Derek Bock said: "The question is whether the NGOs and those opposing the bylaw will take responsibility if, for example, a person begs aggressively and assaults a member of the public for not giving money. Businesses in town are losing money because customers don't want to be harassed by people who cannot take no for an answer." (NGO task team presses for dropping of planned bylaw 'targeting homeless', Cape Times, 29 September 2006) (Opposition to nuisance bylaw hots up, Cape Argus, 27 September 2006)

A massive 1137 tons of waste were removed from the CCID during the year – a 537 ton increase on the previous year. Supplementary security and cleansing were provided by the CCID for events like the Twilight Fun Run and the Switching on of the Festive Lights. There were numerous central city events all year, such as the Fashion Festival, the Sithengi Film Festival and the Adderley Street Night Market. In celebration of National Grandparents Day, the CCID held a Grandparents Day event in Greenmarket Square. More than 100 of Cape Town's grandmas and grandpas – including 102-year-old athlete Philip Rabinowitz – were treated to lunch and entertainment, with Mayor Helen Zille and Premier Ebrahim Rasool in attendance. (Grey power, Cape Argus, 2 October 2006) (Top brass pay homage to 'golden oldies', builders of the city, Cape Times, 2 October 2006)

For the past five years, horses that patrolled St George's Mall had been stabled with the Metro Police's horses in Green Point. The horse patrols were a big favourite with tourists and all the mall shop owners, and often helped deter criminals or apprehend them, especially at the ATMs. Their stables were maintained and paid for by the CCID. It was reported that their future was in doubt after it transpired they were "sharing stables with civilian horses." Derek Bock reported that the Metro Police said that, according to National Policing Standards, a civilian equestrian unit could not be stabled with state-owned horses. Finally, in a story headlined "Neigh, my bru", The Capetowner reported that the situation had been brought under control and readers could sleep again, safe in

the knowledge that the police horses were no longer fraternising with the commoners. (Neigh, my bru, CapeTowner, 14 September 2006)

“When a CBD is well run and investors see it is a good place to be, they invest in the rest of the city. The CBD is the gateway that indicates how the Council and others operate.” commented Hanief Tisseker. (Interview). The ongoing renewal of Sea Point received a boost with the re-development of the existing Spar site into a multi-storey retail and boutique hotel complex. The R70 million project, to be called Piazza da Luz, consisted of about 15 000 m² of retail space and hotel accommodation. Tirzah Myers of project consultants Broll said this development was undertaken largely thanks to the confidence inspired by the success of the Sea Point CID, now entering its fourth year of operation.

In an effort to provide improved working conditions for Sea Point and to clean up pavements, the City launched prototypes of two mobile trading stalls. The pilot project, initiated by Councillor JP Smith, saw the City partnering with the CID to launch two pilot stalls. They comprised a 1.8 m tall steel frame that fitted a 2m x 2m trading bay and had three full shelves with lockable storage space, and were covered with protective canvas. (New vendor stalls will protect goods, Atlantic Sun, 3 August 2006)

Woodstock – one of the Cape Town’s most historically significant suburbs on the eastern side of the city – began a renaissance of cool that was partly kick-started by the launch of The Old Biscuit Mill, a mixed-use creative craft shopping destination on the old Pyott’s biscuit factory and silo complex in Albert Road. The 6 000 m² site comprised 44 units of varying sizes with competitive rentals that appealed to small-scale entrepreneurs such as artists, ceramicists and jewellers. It was supported by the introduction of the Woodstock Improvement District which ensured a secure environment with 24-hour security, controlled access, closed-circuit TV cameras and mobile patrols.

People who might previously have bought in the City Bowl, but could no longer afford it, now investigated this area. “Woodstock is only starting to happen now. In two years’ time I think Woodstock will be part of the CBD,” said Greg Schiffer of Seeff. “You can view the CBD as a horseshoe running from Tamboerskloof and Oranjezicht and Vredehoek and on to Woodstock. Whereas it used to be on the outskirts, it will become assimilated.” In one area near the railway lines, that Schiffer called “lower, lower Woodstock”, there was a slew of developments in the offing or already complete. There were already resales at Harbour View, with one-bedroom units for under R500 000. It was increasingly a creative node – in December, one of SA’s largest advertising agencies, Ogilvy, moved into The District. “Be the change you seek in others,” said Ogilvy MD Mike Abel, quoting Mahatma Gandhi as the company committed R70 million over a 10-year lease. Gauteng gallerist Linda Givon shook up the local art world with the announcement of a clean new space located on the top floor of an old clothing factory, Fairweather House on Woodstock’s Main Road. (Woodstock gets creative, Business Report, 6 January 2006) (The District adds to Woodstock rejuvenation, Sunday Argus, 8 October 2006) (Goodman Gallery heads south, Business Day, 1 December 2006)

There were also hopes that Cape Town’s new profile, led by the inner city regeneration, would finally help run-down Muizenberg to turn the corner. The old Empire Building on

the beachfront was renovated into seafront flats, while residential complexes sprouted along Baden-Powell Drive near Sunrise Circle. Trendy restaurants like the Empire Café opened and the neglected Atlantic Hotel on Main Road went under the auctioneer's hammer. (Hopes of renaissance for run-down Muizenberg, Saturday Argus, 9 December 2006)

Despite the many successes notched up this year by the CTP and its partners, it became increasingly apparent towards the year-end that Cape Town was still not performing as well as it could economically. The work of the CTP and the City staff had always been against a political background and this year was particularly onerous.

A report, the *State of Cape Town 2006*, was released by the City's strategic and planning directorate on 19 December. It showed that the city was faced with a highly skewed distribution of income and wealth – the number of households living below subsistence level had risen from 25% in 1996 to 36% in 2005. It was critical that social development strategies were integrated with economic development so that many benefited, not only a few. It was critical that the council formed partnerships with other authorities, business and civil society to create an "integrated leadership." (City on road to disaster, warns report, Cape Times, 20 December 2006)

Andrew Boraine, in his capacity as chairman of the SA Cities Network, said in a presentation to a mayoral committee meeting that Cape Town had failed to create job opportunities in line with its economic growth. He cited a lack of investment in service infrastructure and poor transport systems in the city as major constraints. Andrew said there had been upgrades to 160 buildings in the city since 2000, ranging from "a lick of paint" to totally refurbished buildings. However, the provision of affordable housing had been "far too slow" and the city needed to provide accommodation for shop assistants and lower paid public sector staff.

The political pendulum had always swung from one political party to another in the Western Cape, and this year attempts by the Province to change the city's government structure, exacerbated by battles between the city's and Province's leaders and the ANC's move to strip mayor Helen Zille of her powers, made it more difficult for the City, and its partner the CTP, to deliver on the ground. The City manager for public lighting, Charles Kadalie, wrote an open letter to the media in his personal capacity, "born out of extreme concern and frustration with poor levels of courageous leadership and integrity, and the obstructionist politics that are hampering service delivery and thwarting the efforts of public servants." He wrote that at the Council: "Staff morale is at an unprecedented low and extreme dissatisfaction will continue to accelerate the exodus of experienced staff and provide an accident-prone environment for others. Our workers are fast losing trust in the city as a 'caring employer.' It is only the commitment and dedication of staff in the trenches that is keeping electricity services from the brink of collapse."

Jonathan Faull, political researcher at the Institute for Democracy in South Africa (Idasa) summed up the legacy of seven years of political instability: Five mayors, an acting mayor, four city managers, a high turnover of senior staff in the city's civil service, low

bureaucratic morale and an embarrassing track record of service delivery. "If service delivery suffers, it is the poor who suffer most," he said.

By end-October, frustrated town planners and land surveyors were considering holding a picket outside the City Centre. Mayoral committee member for Planning and the Environment, Marian Nieuwoudt, said in June that "in a reversal of previous centralisation", 21 sub-councils would be allowed to make final decisions on planning and land use management of a "local nature." Matters with a city-wide impact would be decided by the newly established Spatial Planning, Environment and Land Use Management Committees (Spelum). This stripped planning officials of any authority to approve land use applications, including those that were submitted to Council without objection. Land surveyor Gavin Lloyd, also head of the SA Geomatic Institute, said changes in the delegation of authority to approve building and land-use plans meant that no applications had been approved since 1 October. This was obviously frustrating for the CTP and the investors it wished to assist. (City 'performing far below its potential', Cape Argus, 9 October 2006) (Poor will suffer if power struggles for city continue, Cape Times, 18 September 2006) (City planning chaos causes costly delays, Cape Times, 20 October 2006) (Cape Town's leadership is its biggest handicap, Cape Argus, 26 September 2005)

2006 HIGHLIGHTS

Cape Town was listed on Channel 4's 20 Best Places to Buy In the Sun. Compiler Amanda Lamb said "Africa's property hot spot still offers investment potential."

Two Cape Town vacation spots took top positions in the inaugural House and Leisure/Visa Best of SA award competition. Daddy Long Legs Hotel won the Best Hotel award and the Best Restaurant award went to Ginja restaurant, both central city destinations.

Source: Cape Times, 12 October 2006

Cape Town came sixth out of 10 in a Travel and Leisure Magazine 2006 readers' poll of the 'world-class cities of the world.'

Source: , Cape Times, 27 September 2006

Cape Town was voted the best tourism city in Africa and the Middle East in an annual poll of readers of Travel and Leisure magazine

Source: Saturday Argus, 22 July 2006

2007: EIGHTH YEAR OF THE CTP IN OPERATION

The City had, in July the previous year, released the first artist's impression of what the new Green Point stadium would look like at the time of the Soccer World Cup in 2010. Planned to tower almost 40 metres high and with a 5.3 hectare footprint, the impression gave city dwellers an idea of the scale of the stadium and how it would fit into its surroundings. Capetonians were divided on whether the new structure would be an icon or a blot on the landscape.



The Partnership and CCID were deeply involved in 2010 planning – while much of the focus was on the new stadium and Green Point urban park, the central city would be a conduit from the Fan Park to the stadium and would provide critical spaces for locals and visitors to celebrate match events. The CTP submitted proposals to the City on a Central City Fan Park on the Grand Parade, a Fan Mile and an inner-city activity zone.

The CTP was also part of a team compiling an Inner City Public Transport Plan, which would include pedestrian routes, cycling routes, parking strategies and a local bus service. The Partnership was involved too in the Cape Town Station Steering Committee planning upgrades for 2010, a possible airport rail link and the post-2010 revitalisation of the complete station precinct. "If this project is implemented to its full potential, it will be the most significant urban renewal project in the central city since the reclamation of the Foreshore in the 1940s and 50s," said Andrew Boraine. (Stadium design unveiled, Saturday Argus, 29 July 2006) (Council green light for stadium, Cape Times, 18 January 2007) (Cape 2010 stadium R1,2bn over budget, Business Day, 16 January 2007)

Within a larger, countrywide context, Johannesburg was pitching itself as a global economic hub in Africa and there was concern at the news that some 200 of Old Mutual's managers and staff were locating to Gauteng. Cape Regional Chamber of Commerce CE Albert Schuitmaker said the move indicated a need for Cape Town to look at strategies that would ensure companies wanted to stay in the region. Deputy head of the CTP, Bulelwa Ngewana, said too that Old Mutual's decision was a cause for concern. She said the Partnership, together with the City and the private sector, was developing a strategy to attract and retain businesses year. (The death of Cape Town?, Mail & Guardian, 19 January 2007)

The CTP was instrumental in the formation of an organisation named Accelerate Cape Town, an initiative aimed at bringing together stakeholders in the Cape Town region to develop and implement a long-term vision for sustainable, inclusive economic growth. The organisation was started by a group of business leaders who sought to mobilise

their combined expertise, influence and enthusiasm to drive delivery of a long term, socio-economic growth agenda for the Cape region.

The Cape Town central city was now regarded as one of the safest, cleanest and most successful economic nodes in the country. More than R28 billion worth of projects were in the pipeline for the next three to five years, and people were moving to the city to live, work, do business and enjoy the café culture. Increases in the market values of properties in the CBD, relative to the rest of the metropolitan area, were reflected in a new municipal property revaluation – the results were startling and the city benefitted enormously when the rates generated from the CBD jumped from some R90 million/year to close on R250 million/year. This increase represented a phenomenal return on the approximately R10 million that the municipality had invested in the CTP over the previous eight years. (Interview Derek Stuart-Findlay)

A huge range of public, private and community organisations were now working with the CTP. They were as diverse as the Bicycle Empowerment Network that promoted cycling in the central city, to the Madame Zingara Tent of Dreams that offered a magical evening of dining and theatre in a huge mirrored tent. “I am struck by the number of new organisations involved in the central city, and the wide range of innovative ideas, projects, events and activities on display,” said Andrew Borraine in the CTP’s 2007 annual report.

City businesses and other enterprises had been hugely hampered by power blackouts that impacted on the economy. Energy-saving was now a hot topic with various initiatives such as Eskom and the City distributing 4.5 million energy-efficient light bulbs in exchange for traditional light bulbs. The Cape Town CBD Energy Efficiency Initiative (EEI) was launched in February 2007, the country’s first city-level public private partnership to address energy-efficient commercial buildings. The CTP embarked on the EEI with the Sustainability Institute (linked to Stellenbosch University), the City and the Provincial Government, with seed funding from CORDAID, a Dutch foundation. (Eskom and City tot up savings from light bulb drive, Cape Argus, 19 July 2007)

This initiative built on the CTP’s existing property sector networks and promoted energy efficiency in existing and new buildings. Eight energy efficiency building audits were conducted, to be taken to Eskom’s subsidy scheme for implementation. A database of audited buildings was compiled for efficiency rating and benchmarking. Various business models, including financial incentives and institutional arrangements, were investigated and a proposal was made to Eskom to help train emerging energy service companies and to fast-track implementation.

The Partnership’s Creative Cape Town (CCT) programme was also thriving. Highlights this year included creating and hosting an eye-catching stand at the iconic Design Indaba Expo. Several leading creatives were contracted to showcase Cape Town’s creative industries at the stand. A dance performance was choreographed by Jay Pather, director of Siwela Sonke Dance Theatre. A former Fulbright scholar, he had created works for the World Social Forum in Mumbai, the Its Festival in Amsterdam, the Festival of Dhow Countries in Zanzibar and many others; A public space upgrade was illustrated by Paul Andrew, who practised as an architect until 1993 before turning to full

time water colour painting; and a special Madiba Jive cartoon was created by Zapiro, whose awards that year alone included the annual Courage in Editorial Cartooning Award from the USA Cartoonists Rights Network, the Mondi newspaper award for graphic journalism and the first prize in Berlin's international Entwicklungspolitik cartoon competition on Africa.

CCT also co-hosted a Community Jazz Concert with ESP Afrika on Greenmarket Square as part of the Cape Town International Jazz Festival. It designed vision and business concepts for the City Hall as a premier music performance, rehearsal and training venue on behalf of the City, and worked with the University of Cape Town on the design of the Hiddingh Campus as a creative hub. There was ongoing networking and information sharing through the CCT multi-sectoral advisory group.

Goemarati – meaning ‘you are welcome’ – was launched in February 2007 with funding from the Provincial Department of Economic Development and Tourism. It was designed to attract people into public spaces, especially the newly upgraded Church Square; provide physical and e-commerce platforms for local musicians and poets; contribute to the Cape Town Memory Project by providing living memorialisation of the Cape's indigenous, slave and African music roots; and to connect the central city, townships and the Cape Flats.

The Sunday Times newspaper celebrated its 100th birthday that year by placing four evocative memorials, designed by local artists, in the central city. They are of Cissie Gool, the first black South African woman to serve in local government; Manenberg, an installation that plays the haunting Abdullah Ebrahim melody recorded in 1974 and representing hope and resistance for many South Africans; Race Classification, a memory of a system where people were racially classified; and Purple Shall Govern, commemorating one of the last protest marches in the apartheid era in which a water cannon laced with purple dye stained demonstrators and made them easier to identify and detain.

The CCID and Sea Point CID achievements included:

- Managing and upgrading the Cape Town station deck through a joint effort led by the City. Crime dropped considerably and tax ranks and informal trading areas were now better managed;
- Innovative labour-intensive partnerships – for example, the partnership with Straatwerk that promotes rehabilitation of homeless and unemployed people and provides the CCID with vital street sweeping services;
- The Walking Bus project with the Provincial Department of Transport and Public Works helped train people, provided income for 30 people, increased street safety and promoted public transport; and
- Successful events included the Grandparents' Day event on Greenmarket Square and a youth development programme on Thibault Square.

The CCID's work was recognised when its former COO, Derek Bock, received an individual achievement award from the International Downtown Association in September 2007.

The CTP, long recognised for its innovative walking tours, had now notched up 82 tours since 2005, and had shown over 2 000 people from 90 different organisations the city's achievements at close range. Visitors included editors attending the World Association of Newspapers and World Editors Forum meetings, the City's 2010 Fanpark planning team and Mitchells Plain Steering Committee members.

The Business Areas Network organised events on topics ranging from energy efficiency in commercial buildings to expansion plans for the V&A Waterfront, and planning for 2010 in the Central City.

A-grade city commercial property market vacancies were now below 4% and the Foreshore precinct had become a major financial, media, convention and business services centre. There was continued growth of creative and cultural industries and a shift from residential conversions to office space development. New retail focused on restaurants, coffee shops, homeware, health shops, fashion and design. Booming property prices and a sustained effort by the CID and residents to stamp out crime resulted in a marked rejuvenation of Green Point and Sea Point. Home prices in the area were escalating as investors bought property close to the stadium in a bid to cash in on the Soccer World Cup. The Firmont, on the corner of Main and Firmont Roads, which had been "a haven for drug dealers, criminals and prostitution" was gutted upstairs and 40 luxury apartments created and the 650 m² of retail space upgraded to create a Parisian café atmosphere with a trendy coffee bar/deli, and security camera covering all angles of the street outside. It was also announced this year that the V&A Waterfront had been sold to a UK/Dubai consortium and there would be a considerable foreign funding capital injection into Cape Town. (CTP Annual Report 2007) (Run-down Cape area turns corner, Business Day, 19 January 2007)

2008: NINTH YEAR OF THE CTP IN OPERATION

The hard work of the Partnership, the Council and a large, diverse group of passionate stakeholders meant that over R16 billion had been invested in the central city since 1999. A further R28 billion was in the pipeline. "Now there is a need for a more integrated and coordinated response to the inflow of private and public investments in order to manage growth and lead change," said Andrew Boraine.

After extensive discussions between a wide range of central city stakeholders over the year, the Partnership and City developed a draft Central City Development Strategy (CCDS) for public comment.

"This is a process to establish a shared vision for the central city and a preferred development path and implementation path for the next ten years," said Andrew. "It supports private sector investment within a guiding framework that is consistent with public sector policies and planning."

The CCDS is built on five big ideas:

- To reinstate the historical connection of the city to the seas, the mountain and to water, through a range of public space interventions;
- To bring the people of Cape Town back to live in the central city, through appropriate residential densification and more affordable housing;
- To improve the public transport system, providing greater accessibility to, from and around the central city for Capetonians and visitors;
- To provide space for future growth and investment in the central city, in particular through the redevelopment of the Cape Town Station Precinct; and
- To divide the central city into 20 neighbourhoods, paving the way for development protocols. This is based on local characteristics that reinforce the distinctiveness of the central city. It addresses issues such as appropriate densification, mixed use, building height, parking ratios, street frontage and conservation.

A colourful, hugely informative workbook titled "Cape Town Central City Into the Future" was produced as a tool to help drive a public feedback process on the ideas and proposals in the CCDS document. The final outcome would be a measurable and realistic ten-year delivery plan.

Looking forward, the CCDS is designed around five interconnected outcomes:

- Building on Cape Town's globally recognised reputation as a premier business location;
- Creating a high quality, sustainable urban environment. Developments should be sensitive to natural resources, both in building and management. Densification should be encouraged while opening up historical connections between the mountain, city and sea;
- Entrenching the central city as the starting point of a greater Cape Town journey – rich in offerings and experiences;

- Cape Town must become the leading centre for knowledge, innovation, creativity and culture in Africa and the south; and
- A place that embodies the heart and soul of Cape Town, where diversity is celebrated and people are proud and passionate about Cape Town and Capetonians.

The Partnership Board also commissioned a Peer Review designed to help inform the next stage of its development. Three key questions were addressed:

- What has the CTP done well and what has it achieved so far?
- How are needs changing and how should the CTP evolve and adjust accordingly?
- What should others do to create a healthy environment for the CTP to succeed for Cape Town?

The Review team was led by Greg Clarke, a city and regional development advisor, speaker and facilitator whose current portfolio of roles includes Senior Fellow, Urban Land Institute, EMEIA, and lead advisor on city, regional and economic development at the Department for Communities and Local Government and visiting professor in City Leadership at Cass Business School, City of London University. Nisa Mammon, with a masters degree in city and regional planning from UCT, is a professional planner in private practice working mainly in spatial planning and design. Joe Huxley, a Cambridge graduate like Greg Clarke, has worked with the cities of Edinburgh, Sheffield, Barcelona, London and Toronto on themes such as city imaging and marketing.

The Review used sporting metaphors – rowing, steering, coaching and cheering – to delineate the Partnership’s various functions with stakeholders. The feedback was that the Partnership should remain focused on running its CIDs well; it should avoid taking on too many projects from the City and Province, and should stick to its core mandate. “It would be unwise for the CTP to take a major delivery role in relation to housing development, skills and employment, or urban regeneration. These roles are resource and labour intensive and would not mesh well with the CTP’s current roles of agenda building and facilitation of partnerships. Other specialist organisations might better play such roles.”

Based on the Peer Review meetings and international experience, the core recommendations for the future role of the CTP were:

- Continue to provide the core central city management services of CCID as the foundations of the CTP’s work. Redouble efforts to continue delivering local services of high quality for the central city;
- Bring forward the draft Central City Development Strategy (CCDS) for Cape Town and lead a partnership of organisations committed to its implementation;
- Take forward existing development roles in creative industries and expand the work together with the City in the public realm and the promotion of appropriate urban design;
- Focus additional resources on completing the City Hall project and the legacy opportunities offered by the 2010 FIFA World Cup;
- Contribute to developing new initiatives to increase central city affordable living and access to jobs, working with resources from other organisations and partners;

- Help to build capacity for business/local government partnerships in other parts of Cape Town outside the central city;
- Contribute to co-ordination efforts to promote the city internationally and regionally;
- Leverage the skills and assets of the CTP core business and public sector permits to develop property-based solutions to key challenges facing the development of the city. This was especially in the area of smaller-scale operators;
- Conduct research to more precisely understand the central city's dimensions, emerging trends, and the role it plays in the wider socio-economic development of Cape Town and the Western Cape; and
- Build and communicate the central city story more effectively to alleviate tensions between central city stakeholders and to justify further dedicated attention in the central city.

This past year also saw the CTP and CCID launch a new look corporate identity. Together with a brand new logo for the CCT programme, these logos were intended to "form a complementary family of brands to take us into the next decade," said Shaun Johnson in the 2008 annual report. These fresh "visual identities" were included in a newly launched website that, together with other social media, enables the Partnership to communicate real time information about the central city.

Many multi-million rand developments were submitted to statutory authorities for approval that year. The Edwin Rode Report on property described the Cape Town CBD as the "only healthy CBD" in the country, clearly illustrated by development projects worth over R1,4 billion completed in the central city. Executive Mayor Helen Zille was judged the world's number one mayor by urban affairs think-tank City Mayors, leading a group of 820 mayors nominated by more than 74 000 voters worldwide. The popular Lonely Planet travel guide also listed Cape Town as one of the Top 10 World Food Cities in its annual Blue List publication in 2008.

The central city then had 842 000 m² of commercial space – of which only 4% was vacant. A further 38 000 m² would become available in 2009 through the Boulevard Office Park development under construction in Woodstock.

In the public sector, major developments took place in preparation for the 2010 Soccer World Cup. The stadium was on schedule and the station undergoing major rejuvenation worth R400 million. The COCT was also implementing the first phase of an Integrated Rapid Transit System, using buses on dedicated lines with feeder systems to encourage efficient public transport.

The Energy Efficiency Initiative (EEI) had already been an invaluable learning process for tackling environmental sustainability issues - showing plenty of scope for win-win sustainability projects in the central city. Based on this research, the CTP decided to set up a Sustainable Cape Town programme, expanding beyond the current energy initiative to tackle issues like water efficiency, solid waste management, greening of new developments and recycling. Within the CCID, a recycling project to reduce landfill waste was a highlight – not only did the CCID exceed its target of 15% diversion from landfill by almost 45%, but it formed a valuable new partnership with the SADF and created

more jobs. The CCID also focused on skills transfer so that NGO employees learnt new repair and maintenance techniques.

There was an overall reduction in crime of 19% in the city during the year, according to SAPS annual crime statistics. The CCID's security department also helped establish the Central City Security Forum – a platform to share information on criminal activities and develop preventative measures. Anti-immigrant violence in South Africa flared up in Cape Town from 23 May, as troops and police appeared to quell the unrest in the hotspot of Johannesburg. With attacks against immigrants and foreign-owned shops in poor areas, the Partnership called on Capetonians to donate clothes, foods and other necessities. Truckloads of goods were donated at traffic intersections and key collection points.

The work of the social department of the CCID was rewarded when it received the International Downtown Association Special Achievement Award for its social development programme, which assists homeless people to find shelter, helps street children and assists jobless people find employment in the central city.

Creative Cape Town was now fully operational, with a full-time project coordinator appointed. The CTP launched the Creative Clusters Network (CCN) in February 2008, in association with retail giant Woolworths. This forum for the Cape's creative industries set up networking and development opportunities with speakers such as the founder of Design Indaba, Ravi Naidoo. The CTP's stand at the Design Indaba promoted creative industries with the screening of a virtual walking tour led by dreadlocked Soli Philander, who brought his own Cape humour to the scene. For the first time, the Partnership awarded a trophy for the most creative stand at the exhibition.

The Zip Zap Circus School, founded years ago by professional trapeze artists Laurence Esteve and Brent van Rensburg, was finally housed in a R3.3 million tent structure in the Founders Garden next to Artscape on the Foreshore. The new central library, known as the Centre for Excellence, opened in the restored Drill Hall in Darling Street. This was the result of a partnership between the City and the Carnegie Foundation New York. It not only houses 200 000 books but serves as a meeting and gathering place and a venue for cultural events.

The City Hall next door will shortly be upgraded into a premier music and cultural centre, and this year the Partnership and the Cape Town Heritage Trust formed a Section 21 company to manage its restoration and development in partnership with the City.

Cape Town landed a spot on the first ever World Edition Monopoly set after the public was invited to vote for the world's best cities. More than 5.6 million votes were cast during the six week campaign; Cape Town was the third most popular city in terms of votes received. The game is on sale in 50 countries and in 37 languages.

Tasso Evangelinos, COO of the CCID, travelled to Calgary, Canada in 2008 to collect the International Downtown Association's Special Achievement Award for innovative work done with poor and homeless people in the Central City.

Cape Town's very own community television station, Cape Town TV, ran a test transmission in August 2008 and started broadcasting its full programme line-up in September. This NGO was established by civil society organisations to provide a dedicated television service for the people of the Mother City.

There was considerable concern when a Provincial Circular dated November 2008 advised municipalities that in July 2007, the development rights of many property owners had lapsed due to an administrative mishap. Realising the consequences of such a situation, the Partnership drafted a memorandum to the Provincial Government and the City of Cape Town, stating the views of the top property owners, developers and financial institutions. After taking legal opinion and consulting with stakeholders, Pierre Uys, Western Cape Minister of Local Government, Environmental Affairs and Development Planning, speedily put a process in place to rectify the dilemma. He committed to preparing further extending legislation to submit to the provincial Cabinet and Western Cape Provincial Parliament to reinstate the unintended lapse of land use rights.

In a fitting tribute to his leadership, Andrew was named the 19th winner of the prestigious Die Burger/Kaapstad-Sakekamer Business Leader of the Year in August 2008. "Met hierdie toekenning gee ons aan hom erkenning vir sy besondere leierskap en vir die lewering van uitmuntende diens aan die sakesektor en die gemeenskap. Hy en sy organisasie maak Kaapstad 'n spogstad waarop ons almal trots is." ("We acknowledge his exceptional leadership and the delivery of outstanding duty to the business sector and the community. He and his organisation make Cape Town a showpiece city of which everyone is proud." (Top-Sakelui lewer deur jare besonder bydrae, Die Burger, 25 August 2008).

The inaugural meeting of the 2010 Central City Partners Forum was held in December, with more than 200 in attendance. The forum gives interested individuals and organisations the opportunity to learn more about how they can become involved in the 2010 FIFA Soccer World Cup.

2008 LEARNING OPPORTUNITIES

- CTP joined the World Business Network for Sustainable Development;
- Signed knowledge-sharing agreement between CTP and Barcelona Activa;
- Input from former Bogota mayor and former London Public Transport deputy director about fixing transport problems;
- Central City Development Strategy phase one

Source: CTP Annual Report 2008

2009: TENTH YEAR OF THE CTP IN OPERATION

The global recession that started in 2008 kicked in further this year. The South African Chamber of Commerce and Industry's (SACCI) Business Confidence Index (BCI) measured 82.4 in January –after falling to its lowest level for 2008 at 83.8 in December. “It appears that the depth of the global financial crisis is much more severe than initially anticipated. The financial practices preceding the crisis backed a level of real economic activity that was not sustainable. The level of global activity therefore stands to be corrected and appears to be entering what may be severe structural adjustment before the recessionary conditions will wane,” said the SACCI January BCI report.



Andrew Borraine said that, despite the economic recession, there was “no sense of a crisis” in Cape Town, with investors still investing millions in central city developments. “Developers may be more circumspect because of the recession, but they are not pulling back,” he said. The economic crunch had made the private sector more cautious and the public sector was picking up much of the investment opportunities. He said the private sector would once again invest in developments when the markets improved. Four new hotels, including Sol Kerzner’s One and Only, would be ready in time for 2010 and a further four hotels would be completed shortly thereafter. (Investors not pulling out of city – Borraine, Cape Times, undated)

To help support the retail sector, the CCID launched a new initiative called Retail Therapy in February 2009 . This sale across the central city aimed to bring feet into the area and to help shops (most of them independent and owner-operated) to weather the adverse economic climate. Shoppers benefitted from a range of discounted goods as well as extended shopping hours. This pilot programme exposed locals and visitors to the quirky and unique shops they might otherwise not have visited

For the second year, the central city was transformed into an impromptu theatre by the performers of Infecting the City. Presented by the Africa Centre, this year's theme was "Home Affairs", investigating issues of immigrant vs citizen, insider vs outsider, and exclusion vs inclusion. Infecting the City was curated by award-winning writer, director and designer Brett Bailey. A new component of this year's festival was the creation of collaborative works by teams of artists from South Africa, Africa and overseas.

Cape Town was crowned Africa’s leading destination by the prestigious World Travel Awards for the second year in a row at an event held in Durban in May 2009. The World Travel Awards were established in 1993 to acknowledge, reward and celebrate the enormous achievements in all sectors of the global travel industry. The awards are universally regarded as the highest endorsement that travel products can receive.

The International Downtown Association – the world leader and champion for vital and liveable city centres – selected the Cape Town CBD as the Downtown of the Month for June 2009. The IDA was established in 1954 and has more than 650 member organisations in North America, Europe, Asia and Africa. It is a guiding force in creating healthy and dynamic centres that anchor the interests of towns, cities and regions of the world. (www.capetownpartnership.co.za) This was a fitting birthday present for the Partnership as it celebrated its tenth year.

Apart from the R3,2 billion Green Point stadium and the R160 million Urban Park, the first phase of Cape Town station's long-term upgrading project is currently underway to ensure the station can receive 2010 visitors. There's also the construction of new roads, bridges and pedestrian walkways.

Cape Town's Integrated Rapid Transit (IRT) system, which will ensure safe, efficient, quality public transport around the city, is one of the largest and most far-reaching long-term projects currently being implemented.

It will benefit everyone in the city, from the poorest to the most affluent, and will run every day of the year from 4:30 am until midnight, making the CBD more accessible for everyone, while reducing carbon emissions and making Cape Town more enticing to tourists.

The new IRT system will be rolled out in phases over the next ten to fifteen years. Once complete it will cover the entire city and surrounding suburbs. The first phase will include an airport-city link and a city-stadium link, to be completed by the FIFA World Cup in 2010. The West Coast link along the R27, including Du Noon, Doornbach, Atlantis and Mamre, will be rolled out that same year.

The second phase will cover the areas south-east of the city, including Khayelitsha and Mitchells Plain, as well as the southern suburbs. The third and fourth phases will cover the northern suburbs, such as Bellville and Durbanville and the Delft and Blue Downs areas, extending all the way to the Helderberg. (www.capetown.gov.za)

The extension of the highly successful Convention Centre, the first six star-rated green building in South Africa, will almost double the size of the existing complex. It is a pioneering business model of three spheres of government to generate an additional R1 billion annual economic spin-off for the Western Cape. On the east side, one of the central city's largest commercial developments – the Boulevard in Woodstock – will be completed this year at a cost of R700 million. At the upper end of St George's Mall, Africa's first Taj Palace Hotel will boast 174 luxury rooms and magnificent apartments.

The Grand Parade is currently being refurbished by the City at a cost of R21 million, offering a suitable space for the FIFA official Fan Park. The CTP has a project coordinator to drive 2010 matters internally and has a mandate to promote the Fan Fare – activities around the Fan Walk between the CBD and the iconic stadium, and the official FIFA Fan Park at the Grand Parade. This will involve many functions, from

incorporating the retailers en route to advising on blocking off roads aesthetically and “managing experiences between buildings,” said Bulelwa Makalima-Ngewana.

The City’s Claire McKinnon said: “For 2010 we are deep into (waste) planning and the CIDs in town and Green Point are keen to coordinate with us, we will shortly be meeting to streamline services so there is a seamless service during the period of the 2010 World Cup. We will sit and coordinate the whole lot together, which will be an exciting and very close working relationship with them (the CTP).”

Further work on Greenmarket Square also starts this year – in time for its 300th birthday in March 2010. In addition, property owners and developers continue to restore and green many pavements around their central city buildings. Planners are also examining the possibilities of the Good Hope Centre: “Lots of Capetonians can’t afford the CTICC, the City Hall can’t accommodate as many people, and there’s a need for an affordable place,” said Bulelwa.

The CTP supported the Design Indaba for the fourth year and was involved in hosting two Pecha Kucha sessions – “chit-chat” in Japanese. Each presenter was allowed 20 slide images, each shown for 20 seconds, over which he or she spoke – giving 6 minutes 40 seconds of fame before the next presenter was up. Bulelwa was enthused that Conference speaker Ferran Adria, owner of the famous El Bulli restaurant in Spain (rated the top restaurant in the world for a number of years) promised to be an ambassador for Cape Town.

Energy Efficiency has evolved into the Green City Programme, covering inputs like water, waste management and energy and understanding how Cape Town can manage its carbon footprint. Littering, said Claire McKinnon, is not going to go away – “there is not that ethic in South Africa of not littering.” However, she is confident that dumping in business areas will diminish as offenders get “fat fines” under a new by-law. “I have started my own little by-law enforcement team and we will do blitzes in CIDs and other areas so as to start putting out the message that dumping and littering just won’t be tolerated any more. This will be publicly launched quite soon and the CID may in future be able to release some of its manual efforts that it’s using now and be able to concentrate some of its resources elsewhere.”

Pilot recycling projects are being implemented throughout the city. Some businesses recycle independently and informally in the central city, and the Council wants a more formal situation with them, assisting by making information available. Claire McKinnon: “We have huge problems in Cape Town where we are running out of landfill space ... there are massive amounts of paper in the offices in town, and the eating places and clubs and so on have a massive amount of glass and cans that should not be going into the waste. The City is currently liaising with the Partnership on recycling in the business areas of the CID and in future that will be a good development where both parties work together.”

Meanwhile, back at the CTP headquarters on the tenth floor of the Terraces, which have grown to include a staff of over 20 people, “we are not big on hierarchy and have a very flat structure,” said Bulelwa Makalima-Ngewana. “We have challenges, but they are

dealt with upfront. We monitor our organisational health very strongly as our staff are our ambassadors. This includes taking them away for an overnight stay during a team building exercise and having fun monthly staff meetings. People don't work in silos and are involved in City events such as the Jazz Festival."

Tasso Evangelinos: "It's wonderful to see how public perceptions have changed from very negative to positive. It's been wonderful for the city. I'm extremely proud of the work the CID has done, watching this baby grow into a teenager – it's a pleasure coming into town to be part of that experience. We are now more inclusive and the CTP and CID are closer with team building, encouraging staff participation – we want people to take charge of their areas and be part of the solution. We have had a low staff turnover and the fact that senior people have been here a long time shows the calibre of the organisation. People work weekends and at night – we have a very good, solid team here and I'm proud to be part of that."

Bulelwa: "The best way to manage is to have a relationship at all levels, from the mayor to the cleaner. We spend a lot of time at the City on projects, we meet regularly with the Department of Economic Development and have touch points throughout the city in various programmes such as integrated zoning schemes, etc, etc..."

Laura Robinson: "It (the Partnership) is respected as it's non-partisan – it is important to be seen as a professional, non-partisan organisation. There is also a very diverse Board respecting a wide range of interests. There is an exceptional group of people, shown by their involvement in meetings – they are interested and passionate. Lots of stakeholders bring credibility and it delivers on issues."

Councillor Anthea Serritslev: "From my point of view, it's pretty good, I promote it constantly and anybody who doesn't think it's wonderful, I will have in-depth arguments with! The mayor supports it fully, she is totally behind the Partnership, she knows that it's needed...The Partnership will always be in a position to challenge the City to achieve more, and they will keep them up to scratch with service, that will always cause a bit of tension, but I don't think it's an unpleasant tension. I think also the City appreciates the opportunity it has through the Partnership to provide a platform for what it's doing. At the moment there's Integrated Rapid Transport – the Partnership has had the opportunity to really promote that and enthuse the business world."

Claire McKinnon: "I don't think any city should be without the CIDs. It also teaches the people that they have to take a certain interest in their own surroundings. People in the business areas are all paying more now and are really, really interested in what is going on around them. Now they are inclined to take more ownership of the problems as well.

"I would like to forge even closer links with the Partnership, and would like to see a cohesive umbrella body, a one-stop entry point with similar guidelines for all the CIDs. Trying to make the time to speak to all (there are now 16 CIDs) is nearly impossible and I would like a forum where each CID manager could, for example, meet three times a year with myself and my key managers to discuss common issues and ensure we all work together."

Shaun Johnson: "As the City, Cape Town Partnership and its extensive network of allies gear up to welcome visitors to one of the world's biggest sporting events, we will be able to confidently invite our visitors into a well-managed, clean and safe urban environment thanks to the valuable private-public partnerships we have forged."

Theodore Yach: *"The original goals and objectives have not really changed – they are to create a 24/7/365 day place for all Capetonians to live and work in, enjoy and play – with visitors also welcome!"*

CONCLUSION

The CTP's budget has grown from R1 million in the 1999/2000 financial year to approximately R9 million in 2007/2008. Billions of rands have been invested in the central city and it is an unparalleled success story. Iconic buildings have risen from deserted lots buffeted by the south-easter, while gracious old landmarks have been given new leases of life. The success of the Partnership is literally shown in concrete terms with a changing skyline still dotted by swooping cranes. Office workers stroll along clean, safe pedestrian walkways and a café culture is thriving. Creative talents flourish. Local Capetonians and tourists flock to the city centre and in a year's time the Mother City will host one of the world's greatest sporting events.



Derek Stuart-Findlay sums up its achievements: "As a whole exercise, it's a world-beater: the combination of the Coventry model (the CTP) and its interrelationship with the New York model (CID) doing the work is unique. It brings a political power base from the public sector, with the financial strength of the private sector."

Adds Shaun Johnson: "A highlight is how gradually there has been more and more international recognition of the role played by the Partnership. I've hugely enjoyed the increasing focus on guided walks around the city, just connecting with the reality of it rather than our slogans. More and more international visitors have come through and been very impressed... What is happening in the world economy will affect inner cities, but if we hadn't done this and we went on a walking tour, what would it look like?"

"While it would be unrealistic to expect the pace of absolutely new investment to continue, here are lots of long-term projects to carry us through (the current financial downturn.) As for 2010 – I've said it's not about soccer, but a unifying goal and project for an otherwise very challenged nation, and it's having that effect. I'm just glad we've got a central city in the shape that we do and it will be better by the time 2010 comes round."

Colin Bird: *“I love seeing tourists walking around with cameras around their necks; and the hotels going up – that’s a sign that people are coming here. Cape Town has become an international brand; when you see letters in magazines with ‘Cape Town’, they don’t need to add ‘South Africa’.”*

Putting the bricks and mortar achievements aside, the story is essentially one of passionate individuals who decided to make a difference. No-one could have done it on their own; often, they were thrust together in precarious partnerships that had to be renegotiated over the years against a tempestuous political background. Tenacity, an ability to admit when you were wrong, perseverance and going beyond the call of duty are woven throughout this story.

Theodore Yach made two particularly pertinent comments during his interview: “We have learnt more from the street children than they have learnt from us”; and “This is not a property story. For me, property is an important catalyst that adds wealth and makes things sustainable. But it is a human story. You need to raise the level of communities to be sustainable.”

The Partnership has grown so much from the early days when it tackled basic issues of crime and grime. It is now a key catalyst in helping Cape Town to regain its core values: a welcoming port city linked to the sea, composed of vibrant and diverse communities that live together and share cultures, people living in town where they can enjoy work opportunities and the chance to simply relax with family in a beautiful setting.

Possibly one of the Partnerships greatest achievements is still to come, if it can help resolve the ongoing issue of repopulating District Six. Derek Stuart-Findlay said: “More residents are needed in the city and on the periphery. The lack of development of District Six is a huge disappointment. It is appalling that land of that calibre should not be developed after all these years – there should be people living there and the city needs it for the volume of people required to get street level retail working properly. When District Six was flourishing, residents simply walked down to Plein Street and supported numerous retailers serving the lower/middle income sector. In fact it can be argued that, up to the early 1960s, Plein Street was as important a shopping street in Cape Town as Adderley Street, largely as a result of the considerable number of residents living up the hill behind it.”

Thodore Yach: “The centre of Cape Town is only 80% (complete) until District Six is populated – you need a vibrant community... It is a collective blot on our national consciences – we need to make it happen. We must make it succeed – each day that it is not sorted out, our conscience gets worse.”

Economist Brian Kantor prepared a paper that stated: “The prevailing approach to the restitution of the terrible damage inflicted on the residents of District Six by the architects and planners of apartheid has an original fatal flaw. That was and is that the claims of the displaced original residents of District Six could only be satisfied by their resettlement in the District.”

Kantor argues that if the original residents could be compensated by residual land rights that they could realise through use or sale, the compensation offered them “could be very meaningful.”

“It could at long last provide for appropriate restitution and also lead to an appropriate and attractive (depending on the quality of the development plan) use of valuable inner city land.” (Settling District Six, Brian Kantor, 7 February 2008, received from Theodore Yach.)

Whatever course of action is taken by private/public sector partners, resolving this impasse could put the final piece of the jigsaw puzzle in place.



APPENDIX ONE: LEGEND

BEN	Bicycle Empowerment Network
CABA	Club and Bar Association
CCDI	Cape Craft and Design Institute
CCDS	Central City Development Strategy
CCN	Creative Clusters Network
CCT	Creative Cape Town
CITI	Cape Information Technology Initiative
CT	Cape Town
CTBAN	Cape Town Business Areas Network
CTHT	Cape Town Heritage Trust
CTICC	Cape Town International Convention Centre
CTIJF	Cape Town International Jazz Festival (formerly North Sea Jazz Festival)
CTP	Cape Town Partnership
COCT	City of Cape Town
CONVENCO	Cape Town International Convention Centre Company (Pty) Ltd
CTT	Cape Town Tourism
CC	Central City
CCSF	Central City Security Forum
EEI	Energy Efficiency Initiative
IDA	International Downtown Association
KMS	Knowledge Management System
MID	Municipal Improvement Districts
MIDO	Major Investment and Development Opportunities
NPA	The National Prosecuting Authority
SACN	South African Cities Network
SADF	South African Defence Force
SAHRA	South African Heritage Resources Agency
SAPOA	South African Property Owners Association
SAPS	South African Police Service
SOHCO	Social Housing Company

CAPE TOWN PARTNERSHIP

The Cape Town Partnership (CTP) is a development facilitation agency focused on the mobilisation, coordination and alignment of public, private and social resources. An independent, non-profit Section 21 company, it is a collaboration between public and private stakeholders working together to develop, promote and manage the Cape Town Central City. It is governed by a board of directors with diverse expertise and networks.

Source: CTP Annual Report 2008

CAPE TOWN PARTNERSHIP MANDATE

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, educational, entertainment and leisure activities.

Source: CTP Annual Report 2008

CAPE TOWN PARTNERSHIP 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, services and opportunities in the Central City for all the people of Cape Town
- Coordinate and facilitate urban regeneration 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

Source: CTP Annual Report 2008

CAPE TOWN PARTNERSHIP VISION

An inclusive, productive and diverse Central City that retains its historic character and reflects a common identify for all Capetonians.

Source: CTP Annual Report 2008

- **Shell House:** The 25-storey office tower in Riebeeck Street, redeveloped at a cost of R17 million in 2001.
- **Arabella Sheraton Hotel:** South Africa's 19-storey, largest five star hotel, a R490 million project.
- **Retail:** Woolworths, Clicks, Spar and Mr Price expansion plans in the CBD).
- **Cape Town International Conference Centre:** Officially launched in June 2003, offering 10 000m² of dedicated exhibition space.
- **Mutual Heights:** Fine Art Deco office building converted into 178 units, that, sold out within three weeks in 2003.
- **The Foundry:** Completion second phase added 4 000m² (four new floors) to the existing 8 000m² and an extra 200 parking bays in Green Point.
- **Computicket:** Reopened its CBD office in 2003.
- **VAT Refund Administrator:** Opened a central city office.
- **Marriott Hotel:** A five star hotel with 230 rooms.
- **Grand Hotel:** 50 residential apartments and an office and commercial complex.
- **Canal Quay:** Residential development with 30-40 sectional title units.
- **25 to 31 Adderley Street:** Three historic buildings transformed into a four-star hotel, sectional title luxury apartments, restaurant and cocktail bar.
- **Heerengracht Canal:** Re-creation of the mountain stream that flowed between Table Mountain and the sea in the 1800s, completed in 2003. Project to upgrade pedestrian areas near the new Convention Centre.
- **Foreshore:** Broadway, Monte Carlo, 44 Hertzog Boulevard and Douglas Murray House bought by Georgiou Group in 2004 for R300 million office development.
- **Market House:** Restored and converted into 47 apartments. Cataloguing, restoring and refitting of the interior Art Deco fittings, shops remodeled.
- **Culemborg:** R50 million office, parking and motor dealership project.
- **Golden Acre:** City landmark sold for R130 million to Devland Holdings in 2004.
- **The Icon:** R390 million residential, commercial and retail lifestyle centre, constructed on the Foreshore in a BEE deal.
- **Metropolis:** Situated alongside Harbouredge, rich in glass, steel and brick.
- **Foretrust building:** African Alliance Properties deal with 24 000 m² of office space and 650 m² of retail in a R36 million BEE investment.
- **Colosseum bioscope:** Conversion on Adderley/Riebeeck Streets into apartments and retail space.
- **Harbouredge:** Apartment development at intersection of Buitengracht and Western Streets.
- **Piazza da Luz:** 15 000 m² of retail space and hotel accommodation in Sea Point.
- **The Old Biscuit Mill:** Mixed-use 6 000 m² site creative craft shopping destination on the old Pyott's biscuit factory and silo complex in Woodstock.
- **Cartwright's Corner:** R80 million restoration development.
- **Adderley Terraces:** R30 million project.
- **Cape Diamond:** Hotel costing R15 million.
- **Extreme Hotel:** Attracting action sports lovers to the Cape.
- **Church Square:** Phase One upgrade completed mid-2006.

- **Mandela Rhodes Place:** Residential and retail components occupying historic city blocks, launched in November 2006.
- **V&A Waterfront:** Sold in 2007 to a UK/Dubai consortium. Multiple expansion projects.
- **Cape Town Station deck:** Managing and upgrading, crime decreased and taxi ranks and informal trading areas now better managed.
- **Jarvis House:** Green Point project worth R300 million.
- **De Waterkant Centre:** Green Point, worth R100 million.
- **Somerset Square:** Green Point, R100 million.
- **Cape Royal Hotel:** Green Point hotel.
- **Strand on Adderley:** R2.2 billion project.
- **Golden Acre:** Upgrade worth R475 million.
- **Oscar Pearce Hotel:** New project worth R220 million.
- **106 Adderley:** Commercial / retail, at R300 million.
- **Cape Sun:** R56 million upgrade.
- **Town House/Plein Park:** Upgrade project.
- **Citroen building:** R90 million project.
- **Oval Institute:** R12 million project.
- **Malgas/Brian Porter site**
- **Amway House site**
- **Liebenberg and Stander Building**
- **Harbour Bridge:** Roggebaai project worth R220 million.
- **Canal Quay:** Roggebaai, R180 million.
- **Riebeeck and Bree Streets:** Two sites on corner.
- **The Pulse:** R600 million
- **T1:** Strand / Buitengracht Streets.
- **New Hotel:** Buitengracht /Wale Streets.
- **Wembley Square:** Extension, Lower Gardens.
- **Creative House:** Church Square project.
- **#4 Church Square:** R20 million project.
- **Temple House:** Buitenkant Street.
- **Australasian Building**
- **Ogilvy Building:** Woodstock advertising mecca.
- **D6 Homecoming/Sacks Futeran:** R60 million project.
- **Desmond Tutu Peace Centre:** R140 million museum, reflection and leadership facility
- **Erf 9 and 10, Jan Smuts:** Foreshore.
- **Convention Towers:** Adjacent to the CTICC, first brand-new AAA commercial space in the Central City in nearly ten years. This R230 million development added 17 500 m² of commercial space.
- **11 Adderley:** The R345 million upgrade of 11 Adderley provided 28 000 m² of commercial space, including three floors of retail.
- **Liberty Life:** The R80 million refurbishing of the Liberty Life building in Long Street brought commercial space with ground-floor retail.
- **The District:** This R260 million mixed-use centre with a large number of parking spaces extended the high-end commercial sector into Woodstock.

- **The Boulevard:** The Boulevard on the Eastern Boulevard in Woodstock completed in early 2009. This R700 million mixed-use centre adds 38 000 m² of AAA grade office space, 1 900 parking bays, and retail.
- **Piazza on the Square:** This R70 million upgrade links the newly renovated Church Square to Adderley Street and the Company's Garden. It hosts three floors of retail space, as well as commercial and residential space.
- **The Decks:** This development clusters retail space worth R120 million, including a creative Jewellery Avenue, parking bays and residential units.
- **101 St Georges Mall:** Cape Town's first Holiday Inn Express (a R100 million, three-star hotel) on this popular pedestrian walkway added 160 rooms.
- **Taj Palace Hotel:** Located opposite Mandela Rhodes Place, Africa's first offering from this Indian luxury hotel group added 174 luxurious rooms and some magnificent apartments from mid-2009.
- **Cape Coral Hotel:** This luxury hotel targets Middle Eastern visitors, with 140 luxurious rooms and suites; some will be for sale under sectional title.
- **One & Only Luxury Resorts:** A R650 million hotel has opened at the V&A Waterfront.
- **15 on Orange:** This five-star, R420 million designer hotel includes 12 penthouse apartments and a boutique retail segment.
- **The Orangerie:** Luxurious R230 million development of 100 apartments built on more than 8 000 m².
- **Four Seasons:** This residential development on Buitenkant Street in the East City area completed at a cost of R100 million.
- **The Pepper Club:** A 20-storey inner-city residential development offering 250 apartments and undercover parking.
- **Pier Place:** A R2 million upgrade has transformed windswept Pier Place on the Foreshore into an inviting, art-filled amenity.
- **St Andrews Square:** Completed at R8 million
- **St Georges Mall:** Fitted with new ambient lighting for night-time activities, while permanent bollards ensure it is car-free.
- **Centre of Excellence:** The R70 million restored Drill Hall now houses the Centre of Excellence – the new Central Library filled with 200 000 books, a computer centre and children's area.
- **The Zip Zap Circus School:** Now housed in a R3,5 million dome structure on the Founders Garden next to Artscape.
- **The New Space Theatre:** Restored in Long Street
- **Creative:** The interior of an elegant Art Deco building, situated at 210 on Long Street, has been transformed into an office collective designed to attract the creative community.
- **Portside:** A R1,2 billion, 150 m mixed-use development called Portside comes on stream in 2011 with 24 office floors (33 000 m²) above a 10-storey hotel (14 000 m²) and retail (2500 m²) with parking on five basement and eight above-ground levels. This will be the tallest building in the city.
- **Green Point Stadium:** R3.2 billion
- **Green Point Sport and Urban Park:** R160 million
- **Cape Town's Integrated Rapid Transit (IRT) system:** One of the largest and most far-reaching long-term projects currently being implemented.
- **Granger Bay Bouvelard**

- **Somerset Hospital site**
- **Parliamentary Extension:** R750 million
- **Parliamentary residential complex:** Proposed, worth R1,2 billion
- **City Hall:** R81 million
- **Good Hope Centre:** R50 million - R70 million
- **Granary Building:** R35 million
- **Cape Town Station:** Phase one at R265 million, phase two
- **Cape Town harbour:** R4,5 billion expansion
- **Foreshore:** Blocks A (City) B (Media 24) and C (PGWC)
- **CTICC:** Expansion and hotel site (R730 million), the first six star-rated 'green' building in the country.
- **Site B:** Old power station site
- **Grand Parade:** R23,5 refurbishment
- **Greenmarket Square:** R4 million
- **Harrington Square:** Proposed
- **Electricity:** R300 million network upgrade
- **District Six**
- **Salt River:** Market at R1million
- **Social Housing:** Woodstock and Bo Kaap projects
- **Fibre Optic Network:** Rollout, phase one R50 million
- **Iziko:** Social History Centre worth R50 million
- **Company's Gardens:** R1 million upgrade

Source: Cape Town Partnership

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Interviews

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