City Improvement Districts
Changing Mandate

AREA BASED MANAGEMENT AND DEVELOPMENT PROGRAMME, NATIONAL CONFERENCE 2006
South Africa
South Africa is the economic hub of Africa. It occupies a little over four percent of the continent’s total landmass.

Johannesburg
• Official population of 2.5 million
• Largest and fastest growing Metro in the country
• Three quarters of all corporate headquarters and the JSE are based here
• Generates 16% of South Africa’s GDP
• Employs 12% of the country’s workforce
• Average income levels more than double the national average
• Johannesburg’s buying power makes up 14% of the national buying capacity
Social and economic polarisation

Post-1994 population requiring services increased by more than 50%

3.2 million people more than half earn less than R1000 per month and 38% of adults unemployed

High urbanisation rates and influx of people

City services and infrastructure stretched to the limit within ‘feasible’ tax regime and governmental delivery capacity

Property owners realised the need to mobilise local resources/tax/levies for supplementary municipal services
The CID concept

The CID concept was brought to South Africa in the mid 90s.

The Gauteng City Improvement District Act 1997, stipulates the following:

51% of property owners representing 51% of the property value in a defined area vote to establish the CID. 49% have to join in. We insist on minimum of 60-70%

The levy payment is a statutory obligation

The board of the management body must have property owners in the majority and must have one council representative

The CID is required to enter into Service Level Agreements with council and its utilities

The council collects levies on behalf of the property owners – in 2003 the council appointed KUM to collect levies on their behalf
CID ESTABLISHMENT PROCESS

Define geographical area
Determine top-up services required
Record existing municipal service levels
Draft three year business plan

Apply to Municipality with a minimum of 25% support of rateable owners in vote & no.

If approved obtain 50% support Of rateable owners in vote & no.

Register Management Body – Section 21 Co

Implement Business Plan, collect top up Levies, commence service contracts

Advertise application & call for Comments. Council considers comments & application

Advise Council Of 50% majority

Advertise & hold a public meeting
A Section 21 (not for gain) Company

- **Members = Property Owners = Plenary**
  - **Elect**
  - **Board and Executive Committee**
  - **CID Management Company**
    - **Provides**
      - **Services**
Johannesburg City Improvement Districts

Legislated
1 Sandton Central Management District (3)
2 Rosebank Management District
3 Illovo Boulevard Management District
4 Central Improvement District
5 South Western Improvement District
6 Retail Improvement District
7 Braamfontein Management District
8 Wynberg Management District
9 Benrose Management District
10 Randburg Management District
11 Kramerville Improvement District

Voluntary
11 Civic
12 Legislature
13 Sloane Precinct
14 Newtown
15 Constitutional Court
16 Main Street
17 Wits

Special Projects
17 Ellis Park
18 Fashion District
19 Yeoville
20 High Court
21 Ghandi Square
Diversity of CIDs

There are two distinct types of CIDs operating in the retail, commercial, industrial and mixed use nodes of Johannesburg:

Areas of regeneration, called Improvement Districts, that address crime and grime

Competitive nodes, called Management Districts, with a focus on place marketing

Although each CID has its own focus and priority, as well as different level of managed urban space, property owner involvement, and city strategy priority, they all aim for the same end result…

An exceptional sense of place
Diversity of CIDs

Commercial
Our commercial improvement districts include the extremes of run down inner city areas and corporate headquarters.

Retail
Our retail districts are varied, from the European sophistication of the north suburbs to the street vendors of the inner city.
Diversity of CID's

**Industrial**
Our industrial districts are characterised by mainly light industrial functions and were all established prior to the rise of industrial park developments.
They have experienced rising decay and neglect of the public environment and infrastructure over time.

**Mixed use including residential**
Again these range from best practice planned mixed-use precincts to the typical urban decay of inner city life.
Creating an exceptional sense of place

AN ENVIRONMENT FOR INVESTMENT

- Messy, dirty, and unsafe
- Clean and safe
- Welcoming public space (painted, in good repair, good signage, good access, greeters, etc.)
- Attractive environment, aesthetics (flowers, trees, banners, window display, etc.)
- Programmed and promoted (information kiosks, historic trails, etc.)
- Attractive street life (cafés, vending, events, etc.)
- Vibrant users (retail, arts, entertainment)
- Theme story (visual communication)
- Easily interconnected with total experience of place
- Truly memorable experience
- Great city experience
- Poor experience
Cleaning and maintenance

Basic maintenance
Removing graffiti / weeds / unauthorised Posters and stickers
Collecting rubbish
Washing sidewalks
Cutting grass and trees

Safety
Highly visible patrol officers who deter and prevent crime

Getting the basics right

Working with the local authorities to ensure:

Cleaning and maintenance
Basic maintenance
Removing graffiti / weeds / unauthorised Posters and stickers
Collecting rubbish
Washing sidewalks
Cutting grass and trees

Safety
Highly visible patrol officers who deter and prevent crime
Try and identify the story of the node – does the node have a personality, history, particular industry or iconic building?

The approach is always the same – understanding of needs and mobilisation of the collective.

**Telling the story:**

- Streetscape – street furniture
- Pedestrianisation
- Way finding – signage and maps
- How the place ‘reads’
- Connectivity – smart city
- Special projects – Gautrain, Main Street
- Partnerships
Place making

Training
• PSA
• Cleaners

Environmental upgrades
• Roads and pavements
• Lights
• Stormwater drains
• Street furniture, bins, bus shelters, taxi ranks

Research
Research is vital in order to benchmark, as well as to monitor trends and changes in the property market, and changing perceptions. The results of the research is very valuable to the work of the CID, the property owners, industry and the public and can be used to produce:
• Databases
• Property listings
• Information sharing
• Knowledge of buildings and building stock
• Maps
Managing the relationship with the City

Urban design, town planning, transportation
- Precinct development plans
- Urban design frameworks
- Development manuals
- Transportation plans

Strategy, by-laws, legislation
- Law enforcement
- Informal trade management
- Taxi management
- Land use change
- Share matters of common concern
- Sit on committees
Place making

Marketing
- Corporate identity / brand development
- Websites
- Newsletters / annual reports / brochures
- Demarcation / banners / maps / signage
- Art / theatre / events
- Centralised bookings, venue management / retail management
The CJP was approached by an owner of a property bordering on the Square who had a vision for the revitalisation of the area.

The Square had been allowed to deteriorate dramatically, was a centre for homeless people and street children and petty crime was at a high level with a resultant negative impact on the viability of the surrounding buildings.

The CJP established a Consortium consisting of the majority of property owners contiguous to the Square.

A lease agreement over the Square was negotiated with the Council which required the Consortium to upgrade the Square and maintain it at their cost.

The Consortium named the Square 'Gandhi Square' in recognition of the significant role that Mahatma Gandhi had played in Johannesburg.
Main Street Mall

The upgrade of Main street, a voluntary CID, was part of a private sector / City partnership in the central improvement district.
CASE STUDY: Illovo Boulevard

Illovo Boulevard

Development rights for the expansion of the Illovo node westwards were approved in 1997 creating the ‘Illovo Boulevard’.

An extensive precinct development plan was drawn up and implemented as guiding controls for this ‘greenfield’ development.

The Boulevard is now a prime commercial note of 57 zoned properties of approximately 100 000 square metres and R700 million property investment.
Social Services

Homeless
Youth
Inappropriate social behaviour
Creches
Adult education
Increasing the CID Budget

Advertising income
- Web sites
- Outdoor advertising
- Cooperative advertising
- Print material

Raise bonds / loans
- Parking management
- Endorse local enterprise
- Stakeholders

JVs and partnerships
- Funding
- Lottery
- Trusts
- Government

National and international funding
A COMPETITIVE PLACE

- Formulating Viable Development Vision
- Attracting New Investments in Buildings and Business
- Strategic Relationships
- Investing in and Maintaining Infrastructure and Services
- Maintaining and Operating Public Space
- Securing Tenants and Service Providers
- Attracting Customers and New Business