

BUSINESS IMPROVEMENT DISTRICTS

- **Downtown DC: Washington, DC**
- **Times Square: New York, NY**
- **Central Johannesburg Partnership: Johannesburg, SA**

Information Excerpted from

www.mainstreetgrp.com
www.downtowndc.org
www.gtbid.com
www.timesquarebid.org
www.cjp.co.za

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PROPERTY BASED BUSINESS IMPROVEMENT DISTRICTS

The International Downtown Association estimates that more than 1,500 property based business improvement districts (PBID) currently operate throughout the United States and Canada. A PBID provides enhanced improvements and activities, such as security, maintenance, and marketing, in addition to those provided by local government.

PBIDs are based upon the "benefit assessment district" concept, which provides for an assessment on commercial property to be raised within a specific geographic area. Proceeds from the assessment are used to provide services that benefit the district.

Some of the advantages of a PBID are:

- A PBID allows a wide range of service options, including security, maintenance, marketing, economic development, and special events among others.
- It is designed and created by those who will pay the assessment.
- It is governed by those who pay through a property and business owner advisory board that supervises operations and submits a yearly service plan.
- It is implemented by those who pay through a nonprofit, private sector, management organization.
- It is established through petition support from property owners who will pay the proposed property assessments.
- PBIDs are established for a set term determined by those who pay the assessment and must be reestablished by those who pay through a new petition process.

Why Business Improvement Districts?

To reverse a negative image. Many urban areas are burdened with an image of being unsafe, unclean, and generally run down. Sometimes this reputation is well deserved and sometimes it is a perception—a holdover from an earlier time. An area's overall image effects the individual businesses located in and around the area. A Management District can provide effective tools, such as maintenance and security programs to help dispel a negative image by changing existing conditions of blight and crime. A district can provide unified marketing programs to communicate the positive changes in the district, effectively eliminating old perceptions.

To attract new businesses and investment. Many urban areas and other commercial districts continue to experience a high rate of vacancies and decrease in investment. A cleaner, safer, and more vibrant District will accelerate efforts to attract new businesses and investment back into the District. A Management District can provide results-oriented business retention and recruitment programs.

To establish private-sector control and accountability. An advisory board consisting of downtown property and business owners manages the district. Annual management district work plans and budgets are developed by the advisory board, ensuring that the district will be accountable to those who pay the assessment. Security, maintenance, and marketing programs are subject to private-sector performance standards and controls.

To create a unified voice for the district. A Management District will provide the foundation for developing a viable and unified private-sector voice for the district. For most downtown

areas and commercial districts, business interests are fragmented among a diversity of groups and individuals. One unified management entity, with reliable resources, increases a district's clout and ability to work effectively with the local government and other civic and social organizations in the community.

The process to form a PBID takes from 9-12 months and consists of the following steps:

- Creating the PBID Formation Infrastructure
- Property Owners Support Committee
- City Resource Team
- Database Development
- Local Staff Support Team
- Consensus Building/Education
- Property and Business Owner Focus Groups
- Informational Meetings
- Communications and Outreach
- Management Plan Development
- Improvements and activities-what will you do?
- Budget-what will it cost?
- Assessment Methodology-cost to individual properties
- Engineering Review of Assessment/Benefit Analysis-is it equitable?
- Governance-who's in charge?
- Plan Review/Consensus
- Plan Review Workshops
- Leadership Consensus
- Legal Review-compliance with City and State law
- Final Plan and Assessment Methodology
- Petition Campaign (requirements vary by state)
- Property Owner Sales Committee Assignments
- Communications Materials
- Petition Preparation and Distribution
- Collecting Signed Petitions
- City Council Hearings/Ratification
- Public Hearings
- Contract for implementation of plan between City and Non-Profit Management Organization.
- Submit Assessments to County Assessor

WASHINGTON DC

The Downtown DC Business Improvement District (BID) is a 110-block neighborhood where property owners tax themselves to make their community cleaner, safer and more vibrant. The tax is used by the BID to purchase services and capital improvements that supplement those provided by the city.

The Downtown DC BID is leading a new spirit of cooperation among property owners, businesses and the community by providing a range of enhanced management programs including safety, maintenance, marketing, physical improvements, transportation and homeless services. These program areas of the Downtown DC BID are designed to improve the environment, to retain, expand and attract businesses and investment and to help establish the center of Washington as the premier business, cultural and entertainment destination in the region. The Downtown DC BID is working to create one of the great downtowns of the world.

The Downtown DC BID contains approximately 825 properties and is bounded by the National Mall on the south, Massachusetts Avenue on the north, the U.S. Capitol to the east and the White House to the west. The Downtown DC BID encompasses all or parts of the Penn Quarter, Gallery Place, Chinatown, McPherson Square, Federal Triangle and Franklin Square neighborhoods.

Establishing a BID in Washington DC

Establishment of BIDs in Washington has been a top economic development priority for the city and private sector since 1996 when the Council, Mayor, and business community worked together to pass the Business Improvement Districts Act of 1996. The Downtown DC BID Committee was created in January 1996 to organize a BID for downtown. The effort was financed and overseen by a group of downtown property owners who raised \$280,000 to hire professional staff to help manage the process. To help develop the BID plan, the BID Committee enlisted the help of more than 150 business and civic leaders to create a Downtown Steering Committee. This process included hiring a staff, securing worthwhile consultant assistance, conducting a public survey of the perception of downtown and creating six task forces focused on the six program areas of the BID. At the end of this process, the Downtown BID made an application to the Mayor and became incorporated later that summer. In November 1997, the Downtown DC BID began services when the Downtown SAM teams took to the streets.

Safety and Maintenance

The most visible presence of the Safety and Maintenance programs of the Downtown DC BID is the men and women in red uniforms known as Downtown SAM. Downtown Safety SAMs provide reassuring presence on the streets and assist visitors with a variety of needs including directions, transportation information and emergency response. They patrol downtown daily on foot and by bicycle with emphasis on the busiest pedestrian areas and at special events. Downtown SAM teams serve as "eyes and ears" for local law enforcement agencies and are radio-equipped for instant reporting. Through high visibility and consistent coverage, they provide effective crime deterrence, warm hospitality and timely information.

SAMs are linked by radio to a central dispatch station, where computerized information is available on all local businesses, restaurants, attractions and services.

The goal of the maintenance program is to make downtown cleaner, more attractive and to deter crime and negative activity. Downtown SAMs supplement city services by providing daily sidewalk and curb cleaning, trash bagging and removal of litter in all 110 blocks of the Downtown DC BID.

Heavy street cleaning machines are utilized primarily in the early morning hours and steam cleaning is done at night. SAMs paint light poles, utility boxes, trash receptacles and make minor repairs. Street-level graffiti and illegal posters are removed or painted over within 24 hours of report. Keeping the streets free of litter and graffiti maintains order, sends the message that someone cares and discourages further violations.

Physical Improvement

Downtown DC BID is working with the city to implement a physical improvement program that includes brighter and more attractive new street lights, a top quality signage and wayfinding system, upgraded sidewalks, new street furniture and landscaping. New streetscapes and public places like markets and sidewalk cafes will also be developed to make downtown vibrant throughout the day and into the evening.

To build a great downtown, parks, sidewalks, and streets must be upgraded to a much higher quality. The Downtown DC BID's Physical Improvements Program is making this happen by:

1. Installing a directional sign and map system to help pedestrians and drivers get to and from their destination with ease.
2. Upgrading lighting, sidewalks, street furniture and landscaping throughout downtown DC through a multi-million dollar streetscape program. This is based on new design guidelines developed by the Downtown DC BID that recognize the unique character of downtown's distinct neighborhoods.
3. Creating "special places" with vibrancy and street-life out of dull and under-performing public spaces. This includes a project to create great retail streets

Transportation

Making it easier to get to and spend time in downtown DC will ensure frequent visits. The Downtown DC BID is working with the public and private sectors to improve downtown's accessibility by all modes of transportation. Better signage, maps, keen attention paid to streets and sidewalk repair, programs to discourage gridlock and red light running will improve the way people move through downtown. Projects currently under development include a published guide to parking in the downtown DC area, installation of bike racks, new parking guidelines, and the creation of a downtown shuttle.

Marketing

The BID uses an integrated combination of advertising, communications (public relations), sponsorship of events and activities, and assistance with cross-promotion between businesses to communicate the message of the rebirth of downtown DC. A comprehensive research and database program keeps track of shifts in consumer perception to keep downtown DC marketing programs on track. A set of economic development programs, designed to attract

office tenant and retail store operators, will be coordinated with area developers and commercial leasing agents. This downtown website serves to maximize awareness of the BID's numerous programs and service areas.

Homeless Services

Helping homeless people get off the street and into the continuum of care service programs is a basic goal shared by the Downtown DC BID and the local homeless service agencies. The Downtown DC BID helps coordinate communication between homeless service providers to ensure that resources are used most effectively. Downtown SAM will provide information to the homeless community and those who want to help. The Downtown DC BID's community outreach worker is developing long term relationships, building trust by spending five days each week on the streets getting to know this community.

Perception of Downtown Continues to Improve

Downtown DC BID Unveils Expanded Services on Second Anniversary

From *The Washington Post*: November 17, 1999

Two years ago, there were no red uniformed Downtown SAMs in sight. MCI Center hadn't hosted an event and restaurants like DC Coast, Palomino and M&S Grill had yet to serve a meal. However, the Downtown DC BID, the third largest organization of its kind in the country, was about to launch services. Flash forward two years and the reality of downtown DC is quite different. Downtown SAMs have assisted more than a quarter million visitors and workers. MCI Center and the many new award winning restaurants are filled each evening. Downtown DC is enjoying more than \$3.5 billion of new development and its BID celebrates its second anniversary today, Wednesday, November 17 by unveiling an expanded line of services.

The Downtown DC BID will now provide the new At-Your-Side Service. Downtown workers and visitors can be escorted to their car, bus, or Metro station when working late. Available Monday through Friday until 7:30 p.m., the At-Your-Side Service arranges for a Downtown SAM to meet workers at their office or any given location and escort them to their destination within the 110 blocks of the Downtown DC BID from 16th Street to 3rd Street and Massachusetts Avenue to Constitution Avenue. For the At-Your-Side Service, call (202) 624-1550. Also, the Downtown SAM teams will now be outfitted in new upgraded uniforms still sporting, however, the recognizable red.

Downtown DC BID research has shown that the public perception of downtown continues to improve. Intercept research conducted by Gentleman Associates for the Downtown DC BID indicates that 83% of those polled (pedestrians and telephone) feel safe in downtown DC, an improvement of 30% from the 1997 pre-BID results. Other indications of an improving downtown image include:

Percentage of those Surveyed:

	1997	1998	1999
Feel Safe in Downtown	53%	79%	83%
Downtown is Clean	25%	48%	55%
There is Lots to Do Downtown	29%	79%	81%

Other Key Statistics:

	1997	1998	1999
Office Vacancy	9.3%	8.4%	6.1%
Cultural Attendance	1,065,375	3,222,285	6,900,000

The Downtown DC BID is at work enhancing the downtown experience through marketing, physical improvements, safety, maintenance, hospitality, transportation, and homeless services programming. The Downtown DC BID is making this 110 block area of the nation's capital more clean, safe and vibrant every day. Learn more about the Downtown DC BID at www.downtowndc.org

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Development
Initiatives

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Development Initiatives

Today is May 1, 2001

Physical Improvements
Reinventing F Street
Development Map
Homeless Services

Physical Improvements

Reinventing F Street

Signage
Streetscapes
Special Places
Gridlock



Downtown DC BID is working with the city to implement a physical improvement program that includes brighter and more attractive new street lights, a top quality signage and wayfinding system, upgraded sidewalks, new street furniture and landscaping. New streetscapes and uses for public places like markets and sidewalk cafe will also be developed to make downtown vibrant throughout the day and into the evening.

F Street Vision
Transportation
Streetscape
New Development
Economic Indicators
Spending Potential




Since the founding of the District of Columbia, F Street has been the city's commercial heart and remains the oldest retail street in Washington. As far back as 1801, F Street was leading the District's commercial development. In 1934, the Washington Star boasted that "Perhaps no street in Washington has been so thoroughly transformed in the last 50 years as has downtown's F Street; one of the city's oldest thoroughfares."

History is about to repeat itself.

Development Map


Homeless Services

View The Map



More than \$5.4 billion is currently being invested in new development in Downtown DC. Learn about the new buildings, attractions and properties being developed. Click on the names of specific projects to the right of the map or their corresponding number on the map. Details about that project will appear in the space. Click here view the development map.

Services Center
Food/Shelter
Employment/Legal
Healthcare



Helping homeless people get off the street and into the continuum of care service programs is a basic goal shared by the Downtown DC BID and the local homeless service agencies. The Downtown DC BID helps coordinate communication between homeless service providers to ensure that resources are used most effectively. Downtown SAM will provide information to the homeless community and those who want to help. The Downtown DC BID's community Outreach Worker is developing long term relationships, building trust by spending five days each week on the streets getting to know this community.

NEW YORK CITY

The Times Square Business Improvement District (the BID) was established to make Times Square clean, safe and friendly. Since the BID began in 1992, it has provided a full range of supplemental services as well as promotion for the area, advocacy for the interests of the local businesses, information to enhance economic development, and public improvements. It has an annual budget of \$6 million.

WHO PAYS?

Property owners in the district pay a mandatory assessment collected by the city and returned in full to the BID. The fees are approximately 0.3% of the assessed value of commercial buildings. Residential owners pay \$1.00 per year. The BID is a 501(c)3 not-for-profit organization, accepts tax-deductible contributions, and is governed by a large, voluntary Board of Directors.

The BIDs First Seven Years

The Times Square Business Improvement District works to make Times Square clean, safe, and friendly and to promote the neighborhood to the world. The BID works in collaboration with private businesses, city agencies, the community boards and not-for-profit organizations in the area. With a \$6 million annual budget, raised by mandatory assessments on local property owners, and another \$1 million in grants and sponsorships, the BID provides security and sanitation services, homeless outreach in partnership with Project Renewal, and tourism services including the new Times Square Visitors Center. The BID acts as an advocate for the area's interests including the dispersal of adult use shops, easing pedestrian congestion, and a host of other issues. The BID undertakes public improvements including the sidewalk lighting, public art and the future enhancement of pedestrian passageways. And the BID promotes the entire neighborhood through maps and publications, press relations, the Internet and special events such as Broadway on Broadway, the Taste of Times Square and New Year's Eve. This year the BID will manage the most significant brand name recognition event ever for New York City and Times Square: Times Square 2000.

Public Safety

- 45 public safety officers, hooked by radio to the New York Police Department (NYPD), patrol from 10:00 a.m. to midnight seven days a week.
- Three daily tours with as many as 32 officers on duty during the evening rush.
- Street crime decreased 58.6% since 1992 as the NYPD implemented effective crime reduction strategies.
- Increased efforts to discourage three card monte games results in 98.3% decrease between 1993 and 1998.
- Support and participation in unique Midtown Community Court, a nationally recognized innovation established to handle misdemeanors committed in Times Square swiftly, locally, and visibly by assigning offenders to community service in the area and social services in the court.

- Initiation of Operation Affidavit, in conjunction with the NYPD and the DA, which allows police officers to make arrests of illegal peddlers, based on affidavits filed by BID officers. Illegal peddling is down by 37.3% since 1993.
- Completion of the Times Square Lighting Project which floods the sidewalks of the area with additional light, upgrades many streetlights from 250 to 400 watts and highlights landmark buildings.
- Placement of a security booth on Eighth Avenue at 44th Street, staffed from 10:00 a.m. to midnight.
- Computerized watchman system at 45 locations documents twice daily visits by BID officers, and records street and building conditions which require immediate attention.
- Daily patrols by BID mobile unit and BID bike.
- BID Public Safety Bureau licensed by New York State as Certified Security Training School.

Sanitation

- 50 sanitation workers sweep, scrub and paint from 6:00 a.m. to 10:00 p.m. seven days a week.
- When the BID began, the sidewalks of Times Square were rated by the City 54% clean; today they regularly exceed 90%.
- Graffiti removal throughout the district and continual painting of over 2,000 pieces of street furniture.
- Two state-of-the-art mechanical brooms that sweep, devour and grind glass, and scrub sidewalks and curbsides daily.
- Supervision of 1,135 offenders in 1998 from the Midtown Community Court.
- All sanitation workers are current clients or recent graduates of Project Renewal's long-term rehabilitation program.
- Supplemental sanitation during Broadway on Broadway, New Year's Eve and Taste of Times Square.
- Introduction of Frankensteamer, a hot water, high pressure steam-cleaner, for scrubbing sidewalks and removing graffiti.

Community Services

- The BID helped raise \$2.5 million over three years from federal and state agencies for pilot project developed by the Times Square Consortium for the Homeless (TSC) to address the needs of "service resistant homeless." TSC provides therapy on the streets to mentally ill/substance abusing homeless people by an interdisciplinary team of clinical social workers, nurses and drug counselors. Project Renewal and Samaritan Village are the lead agencies with St. Luke's hosting a small respite center and the BID continuing its role as facilitator of TSC.

- Establishment of Times Square Delivers, a project to solicit donations from local businesses and deliver them to local social service agencies. \$860,000 worth of goods donated and delivered in first two years.
- Sponsorship of a 225-foot long mural on the back of the Roseland Ballroom on 53rd Street, designed by Tom Christopher with input from five students from Graphic Communication Arts High School.
- Restoration of monuments: three students from Graphic Communication Arts High School apprenticed with A. Ottavino Corp. to clean and restore Times Square monuments: the Father Francis P. Duffy and George M. Cohan monuments in Duffy Square and the Flanders Field Memorial in Dewitt Clinton Park.
- Establishment, with the Mayor's Commission on Youth Empowerment Services (YES), of a summer internship program which places high school students in jobs at local nonprofit organizations.
- Publication and distribution of report on entry-level job opportunities in Times Square.
- Awarding of Community Service grants to local social service providers for public capital improvement projects that benefit the Times Square community as well as the individual agencies.

Public Improvements

- Selected artist (Monica Banks) to design, fabricate and then install public art fence on the Broadway center median between 44th and 46th Streets, supported by Bertelsmann, Inc., the New York Marriott Marquis, and Bethlehem Steel.
- Initiation of Pedestrian Passageway Enhancement Project, managed by Jeanne Giordano, to ease congestion on sidewalks by increasing use of mid-block passageways.
- Development by Cooper Robertson of master plan for the traffic islands of Times Square.

Advocacy and Economic Development

- Publication of major study on the effects of the concentration of pornography in Times Square and development of a successful strategy to address the findings. Leading advocate for dispersal zoning of pornography. Passage of legislation which has dramatically decreased the number of adult establishments.
- Preparation of "white paper" on long term development opportunities for Eighth Avenue.
- Publication and distribution of Retail Analysis of Eighth Avenue and Annual Reports, including comprehensive collection of economic indicators.
- Initiation of periodic sidewalk surveys to alert property owners of violations and to work closely with the Mayor's Office of Midtown Enforcement to monitor code and zoning violations.

- Monitor design and construction management of proposed Times Square subway complex renovations.
- Participate in various committees to advance and monitor peddler legislation and other issues affecting sidewalk use.
- Initiation of periodic pedestrian counts, as well as a pedestrian survey to determine who comes to the neighborhood.

Tourism

- Development of the multi-faceted, comprehensive Times Square Visitors Center in the landmark Embassy Theatre. Visitors can get information from multi-lingual tourism counselors or video of Times Square history. They can browse the Internet, send an e-postcard, get or exchange cash, or buy international magazines and official souvenirs. They can also buy tickets for Broadway shows, bus and boat tours, city transportation and airport shuttles. Booths are sponsored by Panasonic, Yahoo!, Fleet Bank, Self Change, Hotaling's, CityStore, Broadway Ticket Center, MTA and Gray Line.
- 10 tourist counselors speaking nine different languages.
- Initiation of Times Square Exposé, a free, weekly behind-the-scenes walking tour of Times Square.
- As of December 31, 1998, 2,831,802 directions given by the BID's public safety officers.
- Active participation in tourism organizations, including The Big Apple Greeter program and the New York Convention and Visitors' Bureau.

Special Events and Promotions

- Coordination, production and enhancement of the annual New Year's Eve celebration which drew more than 500,000 people to Times Square in 1998 and captured an estimated one billion viewers worldwide.
- Preparation for Times Square 2000, the Global Celebration at the Crossroads of the World. A 24-hour celebration marking the cultures in each time zone and using sight, sound and special effects as well as giant video screens placed throughout Times Square.
- Initiation of "Broadway on Broadway," a free annual concert of all Broadway musicals, in conjunction with the League of American Theatres and Producers, in the heart of the "bowtie," attracting 50,000 people.
- Initiation of the annual Taste of Times Square food and entertainment festival, highlighting more than prominent restaurants in the area.
- Publication and distribution of Restaurant Guide, Times Square Map, Entertainment Guide and other literature distributed throughout New York City, as well as the creation of the BID's web site, www.timessquarebid.org.
- Advertising campaigns and extensive press coverage of Times Square and its revitalization.

JOHANNESBURG CENTRAL JOHANNESBURG PARTNERSHIP

Mission

The CJP is committed to involving key stakeholders in Central Johannesburg in a co-operative effort to rejuvenate the central city area thereby promoting

- A sound economy
- An attractive, clean, safe and vibrant city center
- Affordable residential accommodation
- Employment opportunities
- And a focus for the community

CJP Aims and Objectives

- To promote the Johannesburg inner city fostering enthusiasm and encouraging people and organizations to support programs for its improvement.
- To establish a forum for discussion and action between the Greater Johannesburg Metropolitan Council ("The Council"), the residents of Central Johannesburg and/or the organization representing them ("The Community") and the private sector ("Business").
- To formulate a vision and strategy for the Johannesburg inner city from which issues would be jointly and effectively addressed.
- To assist as a facilitator and catalyst for development and management and to raise finance for specific projects and improvements.
- To monitor issues affecting the Johannesburg inner city as well as undertaking relevant research and to serve as an information resource center.
- To establish and manage city improvement districts.

Background

1992-1995

Arising from a mandate developed at a cross-sectoral Inner City Strategic Initiative Workshop held in November 1991, the Central Johannesburg Partnership (CJP) was established as a tri-lateral partnership between business, community and the then local authority. The agreed mission of the CJP was:

"A commitment to involving key stakeholders in Central Johannesburg in a cooperative effort to rejuvenate the central area thereby promoting :

- a sound economy
- an attractive, clean, safe and vibrant city center
- affordable residential accommodation
- employment opportunities
- a focus for the community

The initial success of the CJP measured against its mission, was problematic - certainly in some aspects its early years were more focused on researching and understanding the problems, trends and possible solutions associated with the decline of the inner city than with implementation. Through the early processes it however became clear that the rejuvenation of the inner city was not a short term outcome and would require extensive strategic intervention. Notwithstanding these comments, a number of significant successes were achieved and are included as part of this documentation.

1995-1997

The change in local government during 1994/1995 complicated the process even further. With the establishment of a democratic, representative local government by the end of 1995, the tri-lateral nature of the CJP was no longer appropriate and the CJP was restructured into a Section 21 Company broadly representing the inner city business community. The direction of the CJP now became more focused with its energies devoted to two main issues - influencing inner city policy and implementing private urban management.

Private Urban Management

Dealing with the latter issue first, the CJP, following intensive research into international private urban management practices, pioneered the local introduction of what in America are called Business Improvement Districts (BIDs). Not only had the CJP established five such districts in the Johannesburg inner city by mid-99 and with a great deal of success, but the CJP was also responsible for developing legislation providing for the establishment of BIDs throughout Gauteng, via the Four Point Plan Steering Committee of the Gauteng Provincial Government on which the CJP was represented. This legislation was unanimously approved by the Gauteng Legislature in mid-December 1997.(Gauteng Provincial Government City Improvement District Act No.12 of 1997).

As an aside, the CJP was honored by the International Downtown Association which operates out of Washington DC, at the 43rd Annual Conference and the 2nd World Congress of Downtown and City Center Management held in New York in September 1997. The CJP was awarded IDAs "Downtown Achievement Award" for their Johannesburg BID program, the only non-North American city to be so recognized and the second such award to be presented to the CJP.

Inner City Policy

Secondly, influencing inner city policy was undertaken through the Johannesburg Inner City Development Forum (JICDF) a body embracing four sectoral interests, Local Government, Provincial Government, Business and Community. The JICDF was established directly as a result of inter-sectoral discussions initiated by the CJP and was initially devoted to the development of an inner city vision. This process continued throughout 1996 culminating in the Johannesburg Inner City Renewal Strategy which

was announced by the Deputy State President, Thabo Mbeki, in July 1997 and which he hailed as part of the "African Renaissance."

The work of the JICDF moved into implementation of the vision. In addition, a measurement system, "Johannesburg Inner City Revitalization Index" was developed by the JICDF Social and Economic Regeneration Task Team based on research funded and undertaken by the CJP.

Business, via the NBI/CJP as process managers/technical support for the business sector of the JICDF, proposed that major changes be made to overcome the ineffective management of the inner city. These proposals included the formation of a body on which business could have representation and the appointment of an inner city manager. As a result, an Inner City Section 59 Committee, on which business would have representation was established. The proposal to appoint an inner city manager was also accepted.

The "New" Inner City Business Coalition

In July 1997 the CJP and the NBI developed a proposal to create unified business support for the processes and structures that had been established. Between August and early October the CJP/NBI introduced the proposals to a number of top business leaders and business associations within the inner city and received positive support.

However, it was obviously inequitable to expect those businesses which had financially supported the CJP since its establishment to fund both the CJP and this new process.

It was therefore proposed that all normal financial support for the CJP would cease on the 31st December 1997, i.e. both annual subscriptions and debenture investment. All future funding would be directed to the new process. It was proposed that business commit to this new approach for an initial two year period but this was subsequently extended by a further two years

ACHEIVEMENTS

During its initial five year existence, 1992-1997, the CJP became involved in most of the major issues bedevilling the inner city and achieved some notable successes as well as taking responsibility for some critical interventions and initiatives.

Establishment of Johannesburg as the Seat of Provincial Government

As early as December 1993, the CJP recognized that a move of the seat of provincial government from Pretoria to Johannesburg could be a catalyst for the revitalization of the inner city of Johannesburg. It not only promoted the idea to the "Provincial Government in waiting", but produced the detailed submission together with the then city council and subsequently led the Johannesburg delegation at the successful public hearings.

The initiative resulted in excess of 100,000 square meters of office space being taken up and many thousands of employees moving into the inner city.

This initiative earned the CJP, in 1994, its first "Achievement Award of Special Recognition for Superior Contributions in Downtown Revitalization" from the prestigious Washington based International Downtown Association.

Establishment of a Provincial Government Precinct

The CJP examined how the move of the provincial government could most positively and effectively impact on the city. It came to the conclusion that a concentration of provincial government in an area or precinct would be most beneficial. The conversion of the City Hall, which had had limited usage since the building of the civic center in Braamfontein, to house the Provincial Government Legislature, had been part of the proposal that the CJP had made for the move of provincial government from Pretoria to Johannesburg.

Thus, it seemed logical to concentrate the required office accommodation around the new Legislature, and the area bordering the so-called Civic Spine provided just such an opportunity. The CJP proposal was accepted in-principle by the provincial government.

The CJP provided the provincial government coordination team with an office planning expert, funded by the CJP, who worked full time with the provincial government throughout 1995.

Tenders for space were called for and some 80,000 square meters of office space was selected with subsequent requirements bringing the space to approximately 100,000 square meters. This was in addition to the accommodation provided by the Legislature building.

Economic Research

In order to advise and support the business sector as well as the whole ICDF process, the CJP undertook, either directly or in partnership with others, the following research :

1. The compilation of relevant broad economic data, indicators, benchmarks, etc. relative to the inner city.
2. Primary research, led by ICHUT and together with the Johannesburg Housing Company (JHC) into residential accommodation in the inner city.
3. Primary research into retail activity in the inner city.

Safety & Security Initiatives

Apart from its involvement in the Inner City CCTV Initiative, Improvement Districts, etc. the CJP is actively involved in the city's Community Police Fora and in all anti-crime activities related to the inner city.

Planning Charrette

The CJP organized a planning charrette which was led by international architects and Urban Planners, the Development Design Group Incorporated, Baltimore, USA, in October 1996.

The Establishment of Improvement Districts

The CJP, over a two year period, carried out extensive international research into practical solutions to the problems of urban decay and urban management. The most appropriate of these was identified as an intervention that had spread over the previous almost two decades throughout Northern America and was now to be found in a number of countries outside of the US. This approach was known as Management or Business Improvement Districts.

By the end of 1997 the CJP had established four improvement districts in the Johannesburg inner city covering nearly 50 city blocks. In 1999 a fifth district was established.

Employing in excess of three hundred security officers, cleaners, informal trading and environmental management personnel, the improvement districts have proved to be a positive intervention in the city.

As a result of its improvement district success, the CJP was requested by the Gauteng Provincial Government to assist in drafting enabling legislation to facilitate the establishment of Improvement Districts throughout Gauteng towns and cities. The resultant legislation was unanimously approved by the Gauteng Provincial Legislature in mid-December 1997 in the form of the Gauteng Provincial Government City Improvement District Act No. 12 of 1997.

Financial Support

From 1, January 1998, the CJP essentially became an independent organization although it retained its Section 21 status. The statutory "members" and directorate were altered to reflect its changed status and it would no longer enjoy any corporate membership.

The function of the CJP was therefore revised as follows :

- (a) providing management and support services for the JICBC;

- (b) focusing on the management of existing CIDs and expanding its private urban management role;
- (c) providing consulting services on all inner city and related matters to both public and private sectors;
- (d) initiating development proposals that could positively impact on the fabric of the inner city;
- (e) maintaining and building on its international and national city network.

Van der Byl

During 1998 the CJP was approached by an owner of a property bordering on Van der Byl Square who had a vision for the revitalization of the area. He requested that the CJP investigate the possibility of bringing together all Van der Byl Square property owners to test their interest in and the feasibility of leasing the Square from the City Council in exchange for upgrading the Square at their cost and managing the upgraded square as a CID.

At this stage the square had been allowed to deteriorate dramatically, was a center for homeless people and street children and petty crime was at a high level. This had obviously impacted negatively on the viability of the surrounding buildings. The type of retail tenants, in particular, had declined and many of the buildings had high vacancies and were having difficulty in attracting tenants. All property owners were approached by the CJP and the majority agreed in principle to participating in the renewal project and the CJP established the Van der Byl Consortium.

A lease agreement was negotiated with the Metropolitan Council. The agreement provides a lease to the consortium for 45 years, designates the square as a non-hawking area and requires the consortium to provide the necessary capital cost for the upgrading including a new ticket office for the bus company, and whilst remaining responsible for normal city functions and services, gives the Van der Byl Consortium the responsibility for the management of the square via a city improvement district. The consortium were requested to reconsider the renaming of the square to 'Gandhi Square' as the area had played a significant part in the decade that Mahatma Gandhi had spent in Johannesburg.