Facilities Management – This is a quintessential business function, affecting not only revenue and costs, but also production, the work environment, health and safety. The focus of the approach is on assessing business trends, focusing on cost reduction and increasing shareholder value, the integration of facility resource information into corporate business data, an emphasis on speed of delivery, new ways of working enabled by mobile technology, new sustainability initiatives and targets and concerns about security.

**Property Management** – This function involves maximising the efficiency of the CoJ's portfolio of properties, including leasing the premises, collecting rental fees, overseeing building maintenance, paying service providers, managing tenant relationships, running the accounts and providing reports.

Outdoor Advertising – This function is tasked with managing and concluding outdoor advertising and cell mast leases. The department is responsible for managing various forms of Out-Of-Home advertising, comprising approximately 720 billboards, 3 800 on-premises signs, 30 000 different forms of street furniture, street pole advertising and 130 cellular mast sites and antennae erected on CoJ land and/or assets.

JPC maximises social and commercial opportunities within the CoJ's portfolio to unlock value and support the City's growth and development strategy.

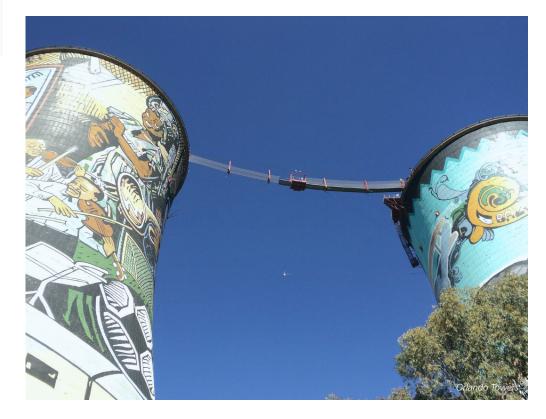
A drive for economic and social transformation is at the core of JPC's strategy and all its operations. Utilising council-owned land assets, JPC leverages private sector investment in public infrastructure, promoting innovative solutions to the development challenges of the City of Johannesburg.

All forms of outdoor advertising are regulated by the CoJ Department of Development Planning, which is responsible for the enforcement of the provisions of the CoJ Outdoor Advertising By-Laws and any other law or policy that includes the assessment of applications, enforcement and dealing with illegal signs.

## **Competitive Landscape**

JPC manages a diverse property portfolio made up of various classes of assets, i.e. residential, office, commercial, social (sport facilities and stadiums), and service delivery (clinics, fire stations, community centres) assets. Nationally there is no other municipality that comprehensively manages its portfolio through a municipal entity. This therefore makes JPC unique in the industry.

Furthermore, no company in the private sector provides the range of services that JPC offers as indicated above, ranging from asset management to outdoor advertising. In practice, there are companies offering property and facilities management and others dealing with property development. The social and service delivery assets are something unique to municipalities. Unlike other property companies in the private sector, such as JHI, Brol and Attaq, JPC is not only focused on the bottom line (profit-driven), but also has to fulfil the social, economic and empowerment mandates of the municipality, using its portfolio.



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