



BUSINESS PLAN FOR THE

SALT RIVER BUSINESS IMPROVEMENT DISTRICT (SRBID)

SEPTEMBER 2018

Compiled in accordance with the City of Cape Town Special Rating Area By-Law 2012 as amended 2016

Compiled by Gene Lohrentz of Geocentric Information Systems



Urban Management Consultant to the proposed Salt River Business Improvement District

This report was prepared for the Board of the Salt River Business Improvement District NPC by Gene Lohrentz of Geocentric Information Systems.

Disclaimer

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This proposal covers the period 1 July 2019 to 30 June 2024:

SALT RIVER BUSINESS IMPROVEMENT DISTRICT SPECIAL RATING AREA Information:

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Commencement Date:	1 st July 2019
Municipality:	City of Cape Town

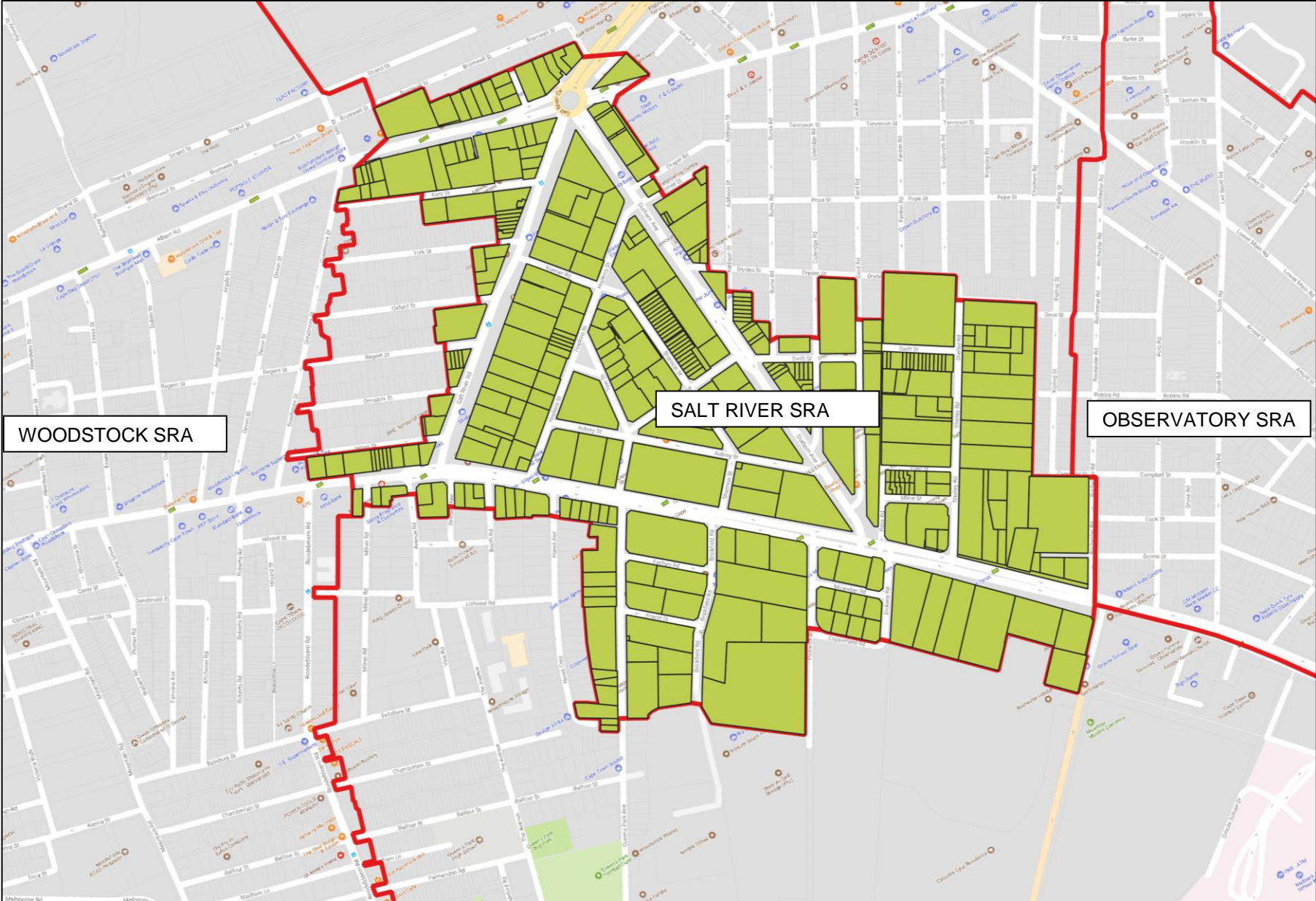
Principal Contacts

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Francois Steyn	Francois.Steyn@hilton.com	Co-opted Board Member

Boundaries of the SRBID Area (Also to Map 1 below)

The boundaries for the **SRBID** are outlined below (Commercial Properties Only):

- Northern Boundary –** From the intersection of Bromwell Street and Voortrekker Road along Albert Road up to Mill Street to include all properties bordering on Albert Road.
- Eastern Boundary –** From the intersection of Rochester Road and Victoria Road northwards to Campbell Street. The border then follows the eastern boundaries of properties 16081, 16080, 16079, 16078, 16075 and 16069 up to Dove Street. The boundary then follows Shelley Road, Dryden Street and Colridge Road up to Swift Street, the Burn Street and Addison Street to include all properties bordering on Durham Street. The boundary then follows Durham Street up to Salt River Circle to include all properties bordering on Durham Street.
- Southern Boundary –** From the intersection of Milner Road and Victoria Road eastwards up to Queens Park Avenue and along Queen Park Avenue up to the intersection with Chamberlain Street. The boundary then follows the southern boundaries of properties 13777, 13778 and 14109 up to Pickwick Road to Copperfield Road to Dickens Road and then along Victoria Road to include all properties bordering on Victoria Road up to the intersection with Browning Road and Rochester Road.
- Western Boundary –** From Albert Road along Greatmore Road to Kent Street and along Kent Street to Salt River Road. Along Salt River Road to include all properties bordering on Salt River Road up to Victoria Road and along Victoria Road up to Milner Road to include all properties bordering on Victoria Road.



Map 1 Boundary of the SRBID SRA in relation to the boundaries of the Woodstock SRA and the Observatory SRA.

Executive Summary

Salt River is a well-established residential and business district known for its specific character. Historically the area supported a unique business mix including some light industries, specifically in the textile and clothing sector. In 2013 business and property owners noted with concern that the area had experienced some levels of urban degradation. Some business owners attributed the business district's decline with increased homelessness in the area and the area also became a target of property related crime. With the redevelopment of a number of properties in adjacent areas, especially Woodstock, property owners in Salt River made prominent investments in upgrading many of their buildings thereby supporting the urban regeneration of the area. The property owners formed a steering committee that identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and improving public safety in the area. The formation of the SRA enabled the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town. The Salt River Business Improvement District came into operation on 1 July 2014. By 30 June 2019 the current five-year term will be completed, and this Business Plan focusses on the next five-year term that will commence on 1 July 2019.

The non-residential property owners within the area will pay an additional rate to fund additional municipal services for that specific area as set out in this business plan for the Salt River Business Improvement District (SRBID). The additional municipal services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

The SRA additional rates are collected by the City from property owners in the area and used to fund the budget of the SRBID, a Non-Profit Company (NPC). The budget will be dedicated to the specific area and will be spent in accordance with the approved Business Plan. The additional rates paid by the non-residential property owners in the area means an equitable split, based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed business node including a shared sense of communal pride, safety and social responsibility.

Vision, Mission and Goals of the Proposed Salt River Business Improvement District

The vision of the SRBID is to establish and maintain a safe, clean, well-managed CBD area that attracts and retains business investment and attractive retail opportunities.

It is the mission of the SRBID to create an inviting and safe business district attractive and safe for visitors and shoppers alike.

The Salt River Business Improvement District has the following goals:

- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract new investment to the area and build investor confidence.
- Support the promotion of the SRBID as a safe, clean and sustainable environment by promoting greening, energy efficiency and recycling.
- Support and promote social responsibility in the area
- The sustained and effective management of the SRBID area.

Main requirements identified

After four years of operation it is important that the Salt River BID continues to address the basic requirement of the area in terms of public safety, cleaning and social responsibility. This translates into the following requirements:

- Continue to provide safety in public areas.
- Continue to provide maintenance, cleaning and beautification of public areas.
- Continue to address anti-social behaviour and the presence of street people.

Proposed Services

To address these requirements, the following services will continue:

- Ongoing provision of visible safety patrols and monitoring of public spaces.
- Ongoing provision of supplementary cleansing services, beautification, maintenance and/or upgrading of the urban public environment.
- Ongoing support of projects and partnering with stakeholders who address social issues in the area.

BACKGROUND AND INTRODUCTION

Salt River is a well-established residential and business district known for its specific character. Historically the area supported a unique business mix including some light industries, specifically in the textile and clothing sector. In 2013 business and property owners noted with concern that the area had experienced some levels of urban degradation. Some business owners attributed the business district's decline with increased homelessness in the area and the area also became a target of property related crime. With the redevelopment of a number of properties in adjacent areas, especially Woodstock, property owners in Salt River made prominent investments in upgrading many of their buildings thereby supporting the urban regeneration of the area. The property owners formed a steering committee that identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and improving public safety in the area. The formation of the SRA in the area enabled the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town. The Salt River Business Improvement District came into operation on 1 July 2014. By 30 June 2019 the current five-year term will be completed, and this Business Plan focusses on the next five-year term that will commence on 1 July 2019.

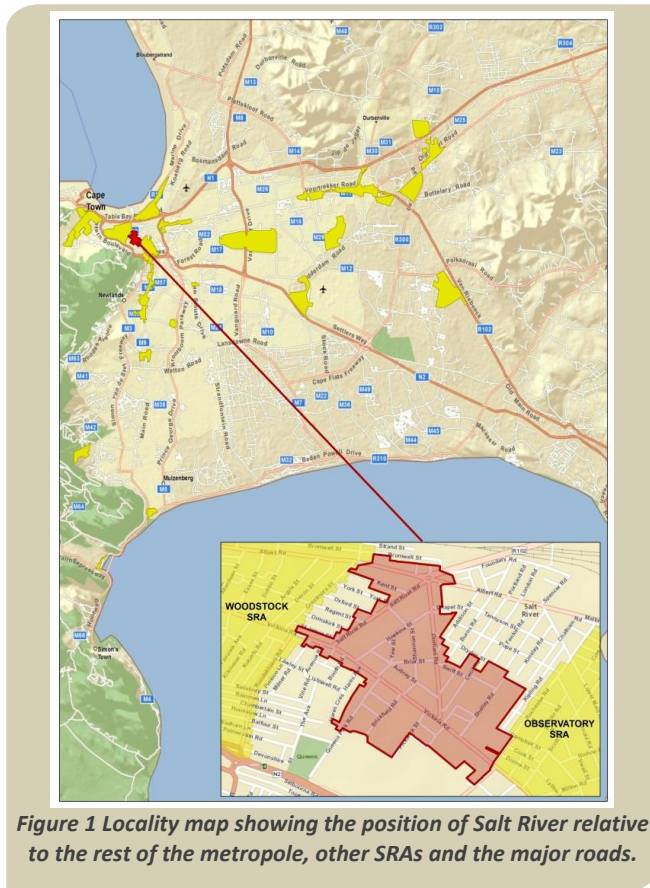


Figure 1 Locality map showing the position of Salt River relative to the rest of the metropole, other SRAs and the major roads.

The non-residential property owners within the area will pay an additional rate to fund additional municipal services for that specific area as set out in this business plan for the Salt River Business Improvement District (SRBID). The additional municipal services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

The SRA additional rates are collected by the City from property owners in the area and used to fund the budget of the SRBID, a Non-Profit Company (NPC). The budget will be dedicated to the specific area and will be spent in accordance with the approved Business Plan. The additional rates paid by the non-residential property owners in the area means an equitable split, based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed business node including a shared sense of communal pride, safety and social responsibility.

The implementation of a properly managed SRA most often results in:

- *A safer public environment to the benefit of all residents, visitors, businesses and property owners.*
- *Proactive and co-ordinated communication and direct consultation with the City's service directorates regarding service delivery to the Durbanville Central Business District area.*
- *An equitable distribution of the cost to all property owners for providing supplementary and additional services in the area in proportion to the municipal valuation of the property.*
- *The protection and tangible growth in property values and capital investments which encourages economic development in the area.*

Main requirements identified

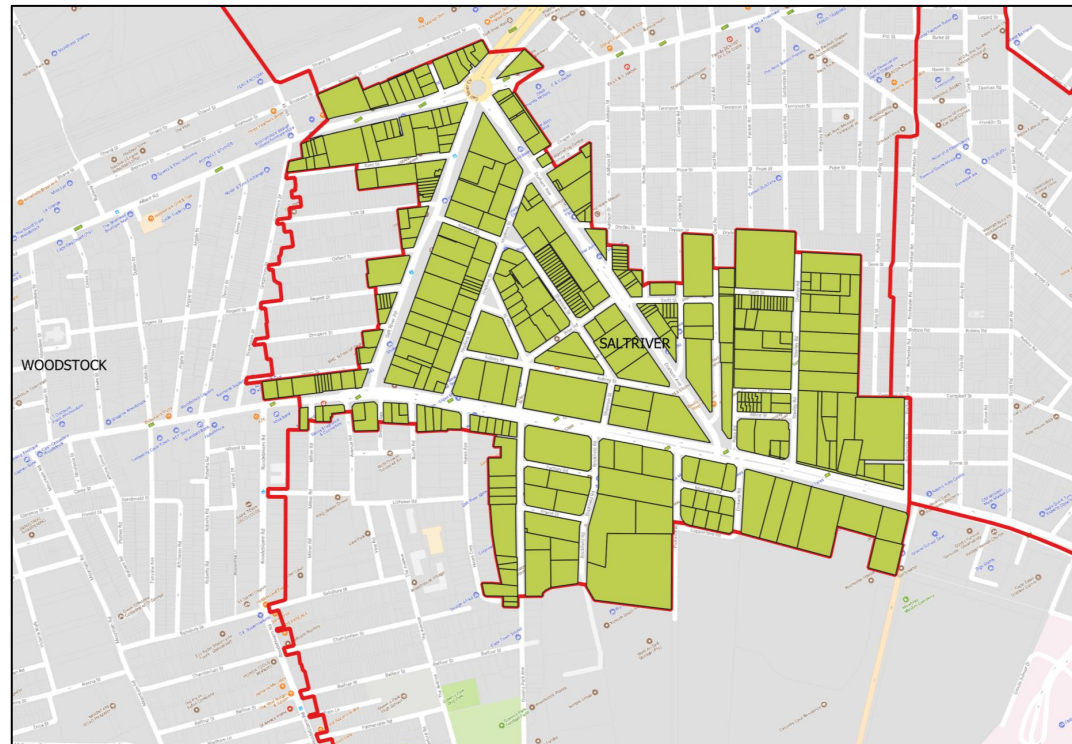
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- Continue to provide safety in public areas.
- Continue to provide maintenance, cleaning and beautification of public areas.
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Proposed Services

To address these requirements, the following services will continue:

- Ongoing provision of visible safety patrols and monitoring of public spaces.
- Ongoing provision of supplementary cleansing services, beautification, maintenance and/or upgrading of the urban public environment.
- Ongoing support of projects and partnering with stakeholders who address social issues in the area.



Map 2 (Non-residential properties only)

Urban Analysis - The Need for an SRA

Urban Challenges in the Salt River CBD Area – Then and Now

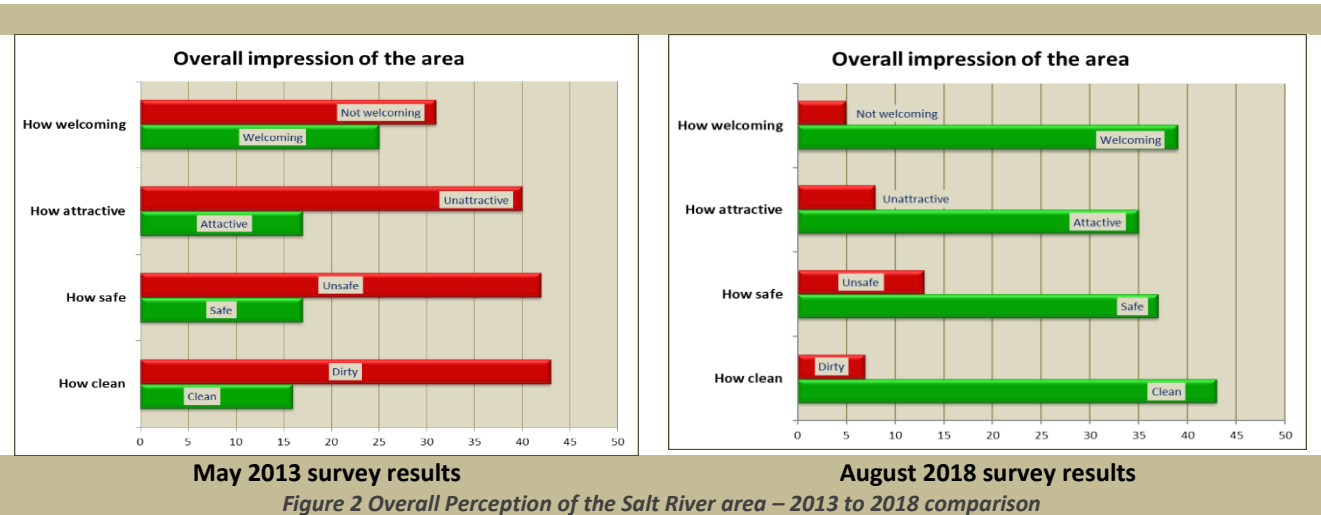
As part of the process to develop the initial business plan in 2013 the SRBID Steering Committee commissioned an Urban Management Survey amongst business and property owners of the proposed SRBID area. The survey focussed on five general urban issues namely:

- Safety and security
- Litter and cleanliness
- Lighting & marking of streets and pavements
- Public environment
- Social environment

Participants were also asked to rank the importance of the above listed issues at the end of the survey questionnaire. The survey questionnaire also provided the opportunity to express general comments and concerns in writing. The results of the survey along with additional research, newspaper reports and information available to the SRBID Steering Committee was used to develop an overall analysis of the urban challenges within the SRBID. In August 2018 the 2013 survey was repeated to measure the impact of actions implemented by the SRBID since July 2014.

Safety and Security

In 2013 the Salt River area mostly experienced crime which occurred or originated from the public domain including theft, robbery, business burglaries and drug related crime. Crime statistics however do not reflect the perception of the people living, working and transiting through the area. In general, crimes such as shoplifting, property related crime, commercial crime and theft out of motor vehicles have a negative impact on business sentiments. These are typically crimes that directly and negatively influence the attraction to and perception of safety in the area and significantly detract from the business opportunities in the area. Businesses and especially commercial property owners therefore experience a decline in business opportunities. In 2013 survey participants were asked to provide an overall impression of Salt River and most respondents indicated that they perceive the area as less welcoming, unattractive, dirty and unsafe. Through a comprehensive safety and security plan of visible public safety patrols combined with the deployment of CCTV cameras and close



cooperation with the Woodstock SAPS, local Neighbourhood Watch, City of Cape Town Safety and Security services and the community this perception has seen significant change since 2013 if compared with the 2018 survey results (See Figure 2). As noted in the requirement statement, the SRBID plans to continue these efforts and build on the successes of the past few years. The activities of the Public safety Officers will continue as depicted in the images below.



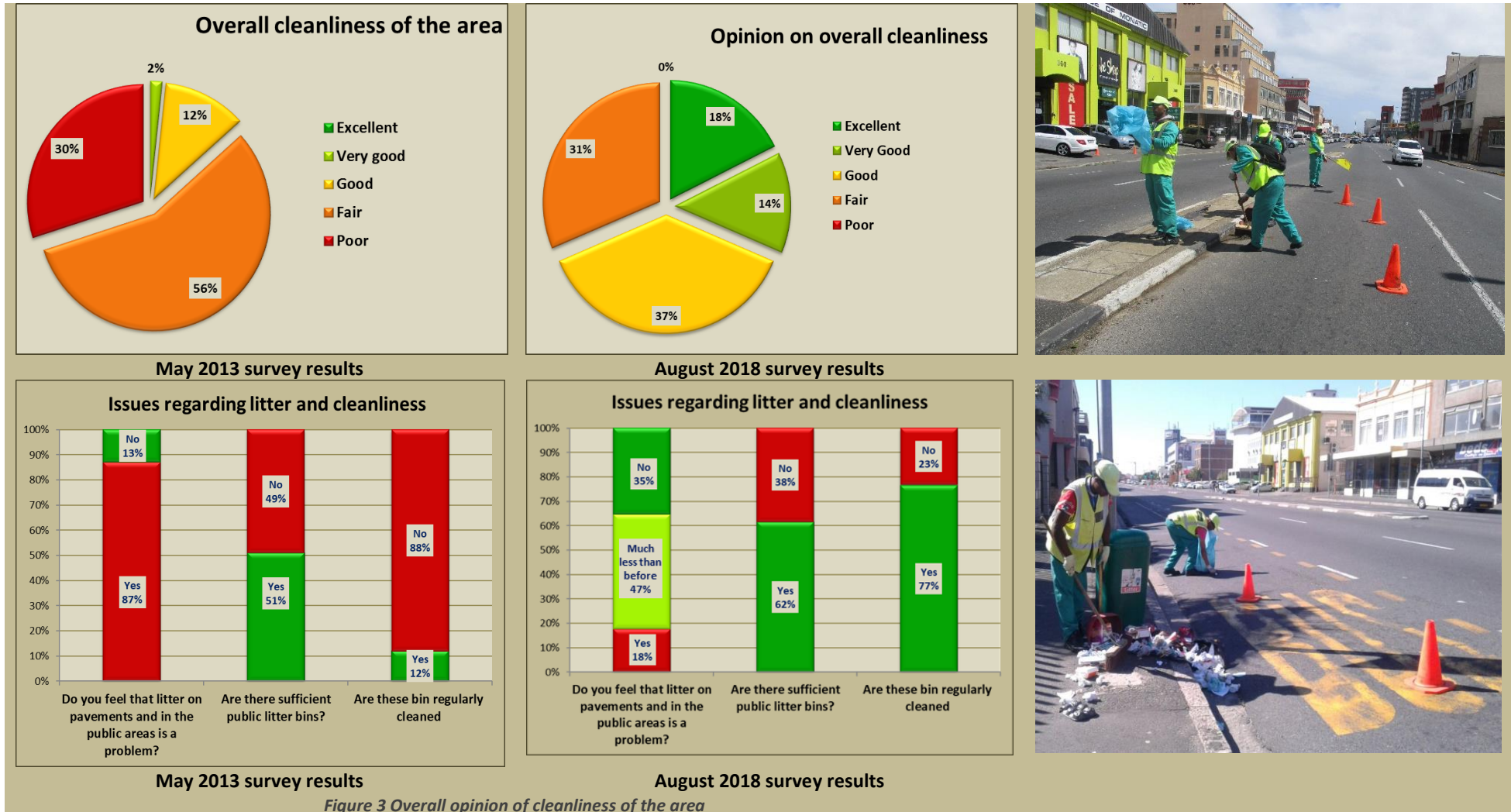
Litter and cleanliness the public environment

According to the 2013 survey, litter in the public areas seemed to occur frequently in the area. 87% of the 2013 survey respondents indicated that litter on pavements and in public places or was problematic in specific areas. In 2013,

- Most of the public streets and places were unmaintained and were regarded as unclean.
- 30% of the participants regard the general state of cleanliness as poor and only 14 % regarded it as good.
- Waste management was a problem and litter were evident in most of the public areas and streets.
- 55% of the participants indicated that there was a problem with illegal dumping.
- 43% noted that bin picking was a problem which generated litter in the public areas.

- Although very few people noted graffiti as a problem many instances of graffiti were found in the area.

With the operationalisation of the SRBID in 2014, a dedicated urban cleaning and maintenance team was deployed in the public environment to address littering, illegal dumping, weeds, and graffiti. The team also assists the City of Cape Town in servicing all public litter bins. As illustrated in Figure 3 below, the comparative perception regarding litter and cleanliness shows a marked improvement in the area. It is envisaged that the cleaning and maintenance team will continue with their activities in the new term. These activities will include street sweeping, combating illegal dumping, assistance to the City to service public litter bins, grass cutting, storm water drain cleaning and deweeding.



The public environment

In terms of the public environment, the respondents of the 2013 survey conveyed an overall dissatisfaction with the state of the public environment (See typical examples in Figure 4). In 2013,

- 65% of the participants regarded the standard of street signage and markings as good to excellent while 35% regarded it as of a fair to poor standard.
- In terms of the basic elements of the public environment most people (62%) in the area regarded the status of the public environment as fair to poor.
- In terms of the use of pavements and walkways in the public area 48% of participants were not satisfied with the maintenance of the pavements in the area.
- The maintenance of storm water drains, and gutters seemed to be problematic.



To address these urban management issues in the public environment a comprehensive management plan in association with the existing City of Cape Town Service Departments were proposed. The SRBID implemented this plan using a combination of service requests, work by the urban cleaning and maintenance team and projects executed by the SRBID in conjunction with social intervention work groups provided by NGOs such as MES. Figure 5 illustrates the positive change in opinion regarding the public environment. This work will continue in the new term and the services will be rendered as before and where possible expanded.

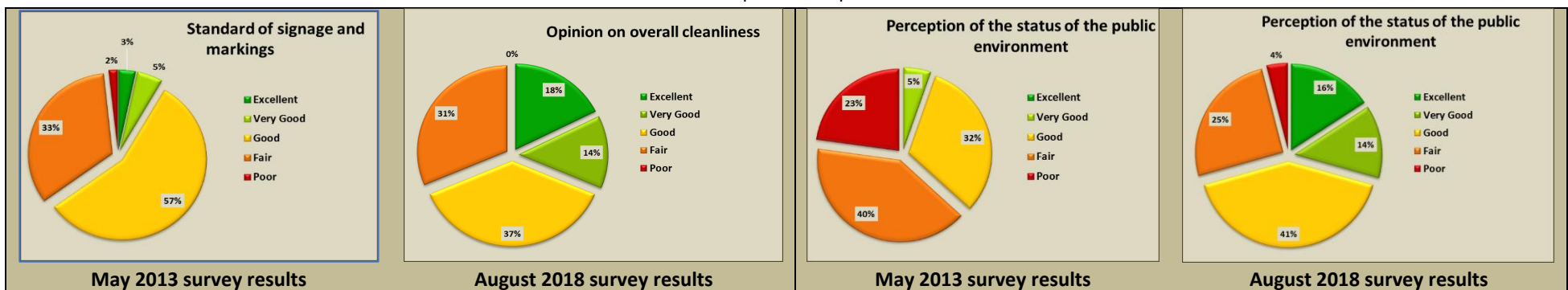


Figure 5 Comparative results regarding urban management from 2013 and 2018 surveys



Figure 6 Urban maintenance tasks performed by the SRBID urban cleaning and maintenance team

The social environment

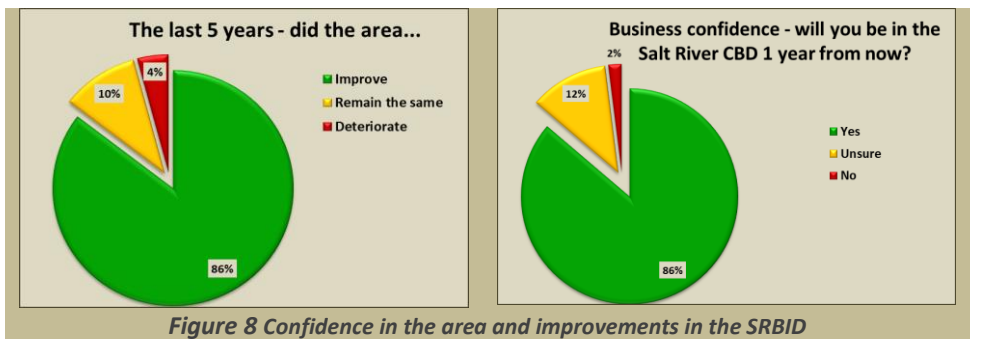
Most areas experience a level of homelessness with vagrants using the opportunities to beg for food and money. Homeless people often utilise public areas such as parks and alleyways for shelter and congregate in areas of potential income such as parking areas, traffic signals and shopping malls. In 2013, 76% of survey participants perceived homelessness as a problem in the SRBID. Participants were asked to identify the issues associated with homeless people in the area. The most frequently identified issues in the area in order of priority was begging, sleeping in the area, bin picking, alcohol and drug abuse and theft.

As a priority the SRBID developed a multi-faceted approach which included partnerships with social intervention organisations such as MES. The SRBID offered all homeless individuals the opportunity to move from the street to a place of safety with the assistance of the SRBID. In turn the SRBID partnered with the organisations that sheltered the homeless to provide work teams that perform projects and urban management functions in the SRBID. Figure 7 shows how the opinion regarding homelessness and vagrancy have changed since 2013 and illustrates the activities of the SRBID in relation to homeless persons on the street and the work teams from shelters working in the SRBID. The SRBID plan proposes that this work will continue in the new term to continue to address the issues of homelessness and vagrancy in the area.



Vote of confidence

As part of the August 2018 survey, participants were asked if the area had improved, remained the same or deteriorated in the last 5 years. Participants were also tested on their business confidence in the area and were asked if they will remain as businesses in the area in one year. Figure 8 illustrates the survey results and clearly shows that the perception amongst respondents are very positive. 86% of respondents feel that the area has improved in the last 5 years and 86% of businesses sees themselves operating in the Salt River CBD area one year from now.



Special Rating Areas

What is a Special Rating Area (SRA)?

In principle the SRA will enable the establishment of a statutory body (a Non-Profit Company) managed by a board elected by its members and operated by a management team appointed by the board as per the SRA By-law of the City of Cape Town. An SRA refers to a clearly defined geographical area where property owners from the area pay an additional rate to fund additional municipal services to improve and upgrade that specific area as set out in the business plan for the SRA.

The additional municipal services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area. The SRA additional rates (which attract VAT) will be collected by the City of Cape Town from the non-residential property owners in the area and will be used to fund the budget of the SRA Non-Profit Company (NPC). The budget will be dedicated to the specific area only. The SRA additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional municipal services allows individual property owners to benefit from a well-managed neighbourhood including a shared sense of communal pride, public safety and social responsibility.

An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

Formation and operation of a Special Rating Area

The procedure for establishing and managing an SRA is described below.

- The geographic boundaries of the improvement district (SRA) have to be established.
- All property owners within the defined area should be consulted and exposed to the proposed intervention.
- An Urban Management Survey measures the perception of people in the area and highlights specific needs and shortcomings
- A comprehensive business plan must be developed to address the needs of the area based on the Urban Management Survey
- A consent and objection period have to occur and a pre-determined majority (50% plus 1) of the properties must vote in favour of the SRA in order to apply for the establishment of an SRA.
- Additionally, the full Council has the final approval of the SRA.
- Every property owner needs to be informed about the establishment of the SRA
- Once an SRA is approved, all of the property owners within the SRA have to pay the additional rate except those that are exempt in terms of the City's Rates Policy.
- Once legally constituted, the City will collect the additional rates from all property owners within the demarcated area.

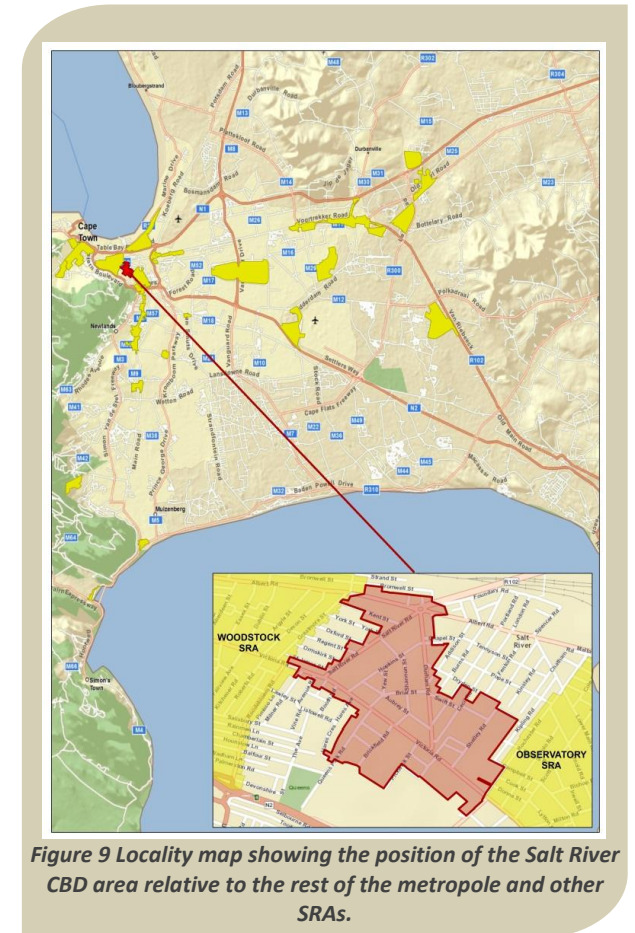


Figure 9 Locality map showing the position of the Salt River CBD area relative to the rest of the metropole and other SRAs.

- The City collects the additional rates from the property owners within the boundary of the SRA and pays the SRA (NPC) monthly one twelfth of its approved budget less 3% which is retained as a provision for bad debt.
- This is kept in a ring-fenced account in the name of the SRA
- Each SRA has its own board of directors, elected by the members of the SRA. A Board of Directors consists of property owners within the SRA and a political observer from the City of Cape Town appointed to the Board by the Executive Mayor.
- A Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved SRA business plan will oversee the implementation thereof.
- The board can appoint service providers and staff to manage the day-to-day operations within the SRA.
- The supplementary services provided by the SRA should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven.
- The City must maintain its current level of service and must continue providing similar services when the SRA is in operation. This is to ensure that the SRA services remain supplementary and are not a replacement for municipal baseline services.
- The SRA is established for an initial period of five years.
- There is annual approval of the Implementation Plan and Budget
- Term renewal will be required in year 4 of the SRA
- An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

How are the SRA additional rates calculated?

- The SRA management confirms the properties within the boundaries of the SRA, which is then linked by the City to the municipal valuations according to the most recent general valuation roll.
- The SRA management annually prepares an overall budget for the year. This is based on the specific needs of the area as set out in the approved Business Plan. Individual contributions are then calculated by dividing up the budget total according to the municipal valuations of each property, proportional to the total valuation of the SRA.
- The SRA Policy allows for a differentiation in tariffs for the different types of properties – be it residential, commercial or industrial.
- This tariff is then expressed as a Rand in the rand and is applicable over a financial year, which starts on 1 July.
- The SRA budget and proposed tariff must be approved by the City and advertised for comments and objections as part of the City's budget process prior to implementation on 1 July.

What are the benefits of SRAs?

The SRA approach is holistic

All issues that may be negatively impacting on the area are investigated and dealt with on an integrated basis by the property owners and stakeholders within the area.

Enhancement of the environment and strengthening of investor confidence

Enhancing the safety, cleanliness and economic vitality of different urban nodes which include: residential, commercial, retail and/or industrial - strengthens the competitiveness and attractiveness of the area.

The SRA supports investment

The perception of crime, grime and general environmental disorder in most urban areas has a negative impact on residents, family life and the willingness of people to visit the area and thus sustain economic growth and development.

An SRA creates a positive identity for the area

The establishment of an SRA provides a new and positive identity from which to launch a concerted effort to maintain and enhance the asset base in the area thus attracting continued investment and development.

The SRA offers private sector management and accountability

Once the SRA is set-up, a management body is established in the form of a Non-Profit Company. This company appoints a manager through which the SRA is managed. Annual reports and budgets are developed by the SRA management team which provides a full set of monthly management accounts overseen by the board. This ensures that the SRA is directly accountable to those in the community who pay the additional rates. In addition, the CID Unit of the City of Cape Town provides an oversight role to ensure appropriate execution of the business plan and management of the public funds.

The Term Renewal Process

- The SRA management compiles a new Business Plan, Implementation Plan and 5-Year Budget for the SRA
- The new Plan is approved by the Board and submitted to the CID Unit of the City of Cape Town for comment
- Once reviewed by the CID Unit, the renewal is advertised along with the notice of the Annual General Meeting (AGM) in Year 4 of the SRAS term.
- At the AGM, the member can then vote to adopt the new 5-year Plan and approve the intention to renew.
- The renewal is then considered by the full Council of the City of Cape Town
- Once the renewal has been approved the SRA commences with the new term on 1 July of the following year.

Typical services offered within a Special Rating Area

Services offered within an SRA do not replace the services of the City of Cape Town but rather complement and supplement those services. Typically, SRAs provide the following services:

Improved public safety

SRAs provide supplementary public safety services over and above those that are provided by the City. With the assistance of Neighbourhood Safety Ambassadors (also known as Neighbourhood Safety officers) and private security companies SRAs effectively provide visible policing in conjunction with metro police, SAPS and existing community policing forums. The SRA may only operate in the public space and not on private property.

Cleaning and maintenance

SRAs provide cleaning and maintenance services over and above those provided by the City. This could include frequent pavement and street sweeping, daily trash and litter removal, weeding of pavements, removal of illegal posters/pamphlets in the area and graffiti from buildings and public amenities as noted in the SRBID Implementation Plan

Urban monitoring

Urban monitoring aims to regularise the quality and management of the environment producing management information that contributes to increasing the urban management know-how and capacity in a given area. This is achieved through a system of breakdown and incident identification, recording, reporting, tracking and resolution carried out by the management team.

What are the benefits of SRAs?

The effectiveness of the SRA is constantly measurable

Through the utilization of tools such as the urban monitoring system, urban environments are managed and monitored at street level on a regular and on-going basis. Statistical information, reports and graphs are generated and enable the SRA board and stakeholders to measure the success trends and developments over a period of time.

SRAs monitor any new developments or interventions that impact on the area

As the custodian of the area, the SRA is aware of developments in the area and is in a position to make collective comment to the authorities on land use change in order to guide the decision process.

SRAs form effective working relationships with appropriate bodies or associations

These relationships could include the local authority, tourism associations, and community policing forums, to name a few.

The SRA is able to put forward ideas for change to the local authority

Due to its close relationship with the local authority, the SRA is able to petition for new initiatives which will further improve the area, for example, traffic surveys.

Place Marketing and branding

The identity or the “DNA” of a place is what distinguishes it from another, providing people with a richly layered sense of that place and what connects them to it, giving them a stake and a sense of ownership within. The identity of a place equals its distinctiveness, and distinctiveness only occurs when the features and character of that place have been used creatively to develop and promote it. Whatever they are, these individual qualities can quite literally transform the economy of an area and the way it is promoted. Identity, and the way it is used to market a place brings opportunities for community development, with property owners and stakeholders participating in projects that not only develop that locality but the network of relationships within it.

Parking and transportation

SRAs work closely with the City of Cape Town, Taxi Associations and Metrorail to agree and implement effective parking and transportation solutions.

Social services and Informal Trading Management

SRAs form alliances and partnerships with local NGOs and institutions and help to address common social issues within the immediate and surrounding area. It is common for SRAs to work with the City of Cape Town to implement local by-laws and policies including informal trade management.

Continued Implementation of the Salt River Business Improvement District (SRBID)

Vision, Mission and Goals of the SRBID

The vision of the SRBID is to establish and maintain a safe, clean, well-managed CBD area that attracts and retains business investment and attractive retail opportunities.

It is the mission of the SRBID to create an inviting and safe business district attractive and safe for visitors and shoppers alike.

The SRBID has the following goals:

- Improve Public Safety by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract new investment to the area and build investor confidence.
- Support the promotion of the SRBID as a safe, clean and sustainable environment by promoting greening, energy efficiency and recycling.
- Support and promote social responsibility in the area
- The sustained and effective management of the SRBID area.

In order to continue the Vision, Mission and Goals of the SRBID the services rendered in the initial term will continue and the SRBID will strive to further develop, expand and refine these services within the available budget.

Operations of the SRBID

On approval by the City of Cape Town the SRBID operations will continue on 1 July 2019 for the next five-year term.

The Business Plan is based on the results of the operations of the SRBID since July 2014 and the Urban Management Survey compiled in August 2018 with due recognition of the specific management issues, safety, cleaning, urban management and social needs of the area. In addition, the Business Plan incorporates service delivery standards to be provided by the SRBID and specific projects and capital investments for the duration of the Business Plan lifecycle. In order to address these needs the SRBID will be directed to address six main focus areas namely:

- The management of the SRBID operations,
- The provision of extensive safety and security measures in the public areas only
- The cleaning, greening and maintenance of the public spaces in the area
- In co-operation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the SRBID.

- Through constructive partnerships with all the role-players in the SRBID a recycling initiative will be implemented to improve the sustainability of the businesses and potentially create employment opportunities and social upliftment in the area; and
- Marketing and promotional efforts will be undertaken to promote the SRBID as a well-managed and functioning business node.

The specific actions to achieve the above operations are set out below. In addition, a detailed implementation schedule is provided in Appendix A.

Current City of Cape Town service levels

Once the management team has accepted the responsibility to manage the SRBID the SRBID management will facilitate communication and consultation with the various City of Cape Town line departments responsible for service delivery in the SRBID.

Management of the SRBID

The SRBID will be managed by a board of directors, elected by the members of the SRA. A Board of Directors consists of property owners owning non-residential property within the SRBID and a political representative from the City of Cape Town attending Board Meetings as an observer. The Board manages a Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved SRBID business plan and oversees the implementation thereof.

Board members take responsibility for the various portfolios in the company and board meetings allow the directors to review current operations and apply corrective measures as required.

The board appoint service providers and staff to manage the day-to-day operations within the SRBID. The supplementary services provided by the SRBID should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven. The SRBID is managed by a SRBID manager appointed by the Board and will oversee the day-to-day delivery of the additional services according to the Business Plan.

All of the above is subject to monitoring and oversight by various departments in the City of Cape Town. The CID Unit also advises on administrative and governance compliance.

An Annual General Meeting is held every year to review the performance of the SRA and to confirm the mandate of the members. The budget and implementation plan for the next year is also presented and discussed for approval at the AGM. The AGM also provides the opportunity to elect new directors to serve on the board of the NPC.

Public Safety

In order to improve safety and security the SRBID will continue to implement and refine the existing comprehensive and integrated public safety plan for the area in conjunction with the appointed service provider. These actions will include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations

- Other stakeholders

The SRBID initiative and the inherent security situation of the area require the deployment of patrol officers to adequately secure the public areas. The deployment is expensive to implement and therefore the focus of the public safety plan is for day-time operations between 06:30 and 17:30 when most businesses are operational in the area. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the SRBID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and a public CCTV surveillance system to provide a reassuring presence on streets 7 days a week.

Public Safety Patrol Officers

The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and provide an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority law enforcement. A small group of well-trained public safety patrol officer have proven to be very successful in securing the area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure. Figure 10 shows a group of patrol officers at work.

It is proposed that 4 public safety patrol officers be deployed in the SRBID, Monday to Sunday between 06:30 and 17:30. Two patrol vehicles will patrol the area on a 24/7 basis. This deployment will be supported by a comprehensive radio and communications network linked to a supporting control room to be supplied by the service provider. The CCTV network will be maintained and expanded. This will provide additional safety measures and an increase in the security presence. Figure 11 shows the patrol officers in high visibility uniforms and a mobile command post and public contact centre. Figures 12 to 17 shows public safety patrol officers engaging with the public and performing their duties.



Figure 10 Public Safety Patrol Officers undergo extensive training to become knowledgeable on issues such as public safety

The public safety plan includes

- 4 x public safety patrol officers patrolling the area on foot, 7 days a week during the day-time (06:30 – 17:30).
- 2 X public safety patrol vehicles patrolling the area on a 24/7 basis.
- 1 x mobile command post (the command post will only be deployed if sponsorship is received from DOCS)
- Radio communications network.
- CCTV camera network to comprise of cameras and monitoring as set out in the implementation plan time scale.

Assistance from the City of Cape Town

The SRBID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on the continues utilisation of the services of a Law Enforcement officer from the City of Cape Town as well as the Neighbourhood Safety Officers when they are deployed by the Metro Police in the area. These services are often made available to SRAs by the City of Cape Town. These officers:

- Can enforce compliance with By-Laws and Policies
- Have powers of arrest
- Can Issue appropriate fines for the transgression of City By-laws
- Enhance safety and security in the SRBID



Figure 11 Public Safety Patrol Officers are highly visible and patrol on foot. The mobile command post is used for reporting and serve as a public contact point within the SRBID



Figure 12 Public Safety officers on patrol



Figure 13 Public Safety officers in cooperation with the SAPS recover stolen property and a replica firearm used to commit the robbery



Figure 14 Public Safety Officers working with Law Enforcement and SAPS



Figure 15 Public Safety Officer assisting a member of the public with directions



Figure 16 A public Safety Officer speaks to a homeless person and offer assistance to get him to a shelter



Figure 17 Public Safety officers on patrol engage with people on street



CCTV Surveillance Project

The budget and business plan also incorporate the further development of the existing CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras are envisaged to continue over the next 5 years. The cameras assist in acting as a deterrent and assist in the monitoring of areas that are difficult to or less frequently patrolled by foot patrollers and patrol vehicles. The cameras also assist in directing foot patrollers and patrol vehicles to specific problems when detected.



Operational security forum

To ensure an integrated approach, the SRBID will continue to participate in the existing safety and security forum in association with the appointed security service provider. These actions include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area

- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

This forum will continue to encourage the involvement of members of the SRBID, property owners, tenants, businesses and representatives of the above-mentioned organisations. This forum will continue to share pertinent crime information as well as trends or emerging threats. The forum will be attended by the following stakeholder groups:

- The preferred private security service provider – employed by the Improvement District
- The cleansing supervisor of the Improvement District
- The local SAPS Commander
- Metropolitan Police Services
- Law Enforcement Services
- Traffic Services
- A representative of the Community Policing Forum and Neighbourhood Watch
- Representatives of other private security companies operating within the area.

Perimeter security and security applications

Existing property owners and businesses will be encouraged to improve existing security applications on their property. This includes initiatives to encourage property owners and businesses to secure their perimeters as the SRBID public safety service provider may only operate in the public space.

Area cleaning and urban management

Most established City Improvement Districts that have appropriate budgets available have deployed the services of a dedicated public cleaning service to provide the “top-up” or additional cleaning and urban maintenance services required in their areas. As shown from the perception survey and the photo survey, the SRBID has been quite successful in adopting a similar approach and will therefore build on this initiative.

It is therefore suggested that area cleaning and urban management initiatives will focus on specific areas at a time on a project basis and will coordinate efforts with existing services provided by the City of Cape Town. In addition, it is proposed that a semi-skilled team of well-equipped workers are deployed in the SRBID area to provide cleaning services and urban maintenance in cooperation with one or more social intervention organisations. This plan depends on close cooperation with NGO’s and the City of Cape Town’s social intervention strategy through which a small number of individuals can be identified to be re-integrated into society through gainful employment in the urban management team.



A member from a shelter does flower bed maintenance in the SRBID



Previously homeless men living at a shelter repairs public infrastructure in the SRBID



Workers from the Mes Night Shelter at work in the SRBID



A maintenance team comprising of workers from an NGO working with homeless people provide painters to beautify the area

To establish the most effective cleaning plan the strategy will support existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.

The plan will be executed by establishing a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

Urban infrastructure will be improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town's departments to address infrastructure defects. This will be done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.

In addition, the urban management team will in consultation with the relevant City Departments assist with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the SRBID Implementation Plan part 4-7.
- Painting of road markings and correction of road signs.
- Greening, tree pruning and landscaping.

- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.

The cleaning contingent will deploy the team in various areas and rotate through the SRBID. Figure 18 illustrates the typical make-up of the urban maintenance team who will perform multiple tasks including area cleaning and urban maintenance. Team members can be recruited from homeless people seeking gainful employment and training can be facilitated to improve their skills and potential utilisation. The cleaning and urban maintenance team includes:

- 4 x urban management workers per day. The shifts will be run Monday to Friday
- 1 x urban management supervisor (may be the CID manager)

The following equipment will be required:

- General cleaning equipment such as spades, picks, etc.
- General maintenance tools such as scrapers, paint brushes, spanners etc.
- Materials such as paint, cement, cold asphalt and cleaning materials such as plastic bags which will be acquired as needed and within budgetary limitations.



Figure 18 the combination of social upliftment through job creation and the development of an urban maintenance team have had positive results in other SRAs

Recycling Initiative

The City of Cape Town's Solid Waste Department have embarked on various recycling projects incorporating waste drop-off facilities completely dedicated to recycling and/or the appointment of waste recycling companies that support the collection and recycling of waste from businesses. The SRBID will embark on processes to develop and facilitate similar facilities and initiatives for the Salt River CBD area in support of the need for recycling programs.

Social responsibility

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The SRBID will continue to coordinate social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. The SRBID management will continue to assist, facilitate and monitor the strategy and implement social rehabilitation. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

Through the development of pro-active programmes to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their work programmes to include cleaning and maintenance services to SRAs. These partnerships between SRAs and NGOs create a more cost-effective approach to the provision of a "top-up" service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required. It is therefore suggested that a social work programme is used to deploy previously homeless people from NGOs for specific clean-up projects in the SRBID area. This plan depends on close cooperation with NGOs and the City of Cape Town's social intervention strategy through which a small number of individuals can be identified to be re-integrated into society through gainful employment.



Marketing

Marketing will initially focus on communicating with the members, businesses and property owners of the SRBID by:

- Maintaining an informative website.
- Distributing SRBID flyers and/or newsletters reflecting the initiatives and successes of the SRBID.
- Promoting the SRBID amongst the local businesses and industries.
- Promote community pride through the initiatives of the SRBID in making the area cleaner and safer.
- Promote the SRBID through high visibility branding on the patrol vehicles.
- Promote the SRBID through high visibility uniforms with SRBID branding for the patrol officers and maintenance workers.

Property Owner Supported Projects

Property owners with the financial means to contribute beyond their SRA levy for the SRBID will be encouraged to support various additional initiatives such as:

- Donation of infrastructure for the deployment of CCTV cameras of properties in strategic locations.
- Job creation and skills development opportunities.
- Funding of voluntary additional services including landscaping of public spaces through an "adopt a spot" initiative.

- Funding of additional security patrols in the public area.
- Funding for the direct employment of additional City of Cape Town Law enforcement officers.
- Donation of supplies and equipment for the operations of the SRBID such as uniforms, branding, signage, cleaning equipment.
- These donations are eligible for tax relief once the SRBID registers as a PBO.

All additional funding to be approved at an AGM and included into the next year's Implementation Plan and Budget. Donations attract tax relief if the CID is registered as a Public Benefit Organisation.

Detailed Implementation Plan

A detailed Implementation plan is set out in Appendix A.

5-Year Budget of the SRBID

The 5-year budget for the implementation and operations of the SRBID is set out in Appendix B. It reflects the identified needs of the SRBID operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all non-residential properties in the area and this attracts VAT. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from the payment of any SRBID additional rates.

The City of Cape Town has modelled the impact of the proposed 2019/20 budget by using the total municipal valuations for the SRBID with the following results:

PROPERTY CATEGORY	2018/19 PER R1 MILLION VALUATION PER YEAR	2019/20 PER R1 MILLION VALUATION PER YEAR	% INCREASE
NON-RESIDENTIAL	R 2473*	R 2633*	6.5%
	2018/19 AVERAGE MONTHLY	2019/20 AVERAGE MONTHLY	
	R 206.08*	R 219.42*	

* Excluding VAT

The proposed budget amount for YEAR 1 of R3,785,000 excludes the surplus amount that will be used from the retained income of the SRBID and only reflect the additional rates required to fund the budget of R4,035,000. With the new General Valuation coming into effect on 1 July 2019, some property owners may have bigger increases and others smaller increases.