

COUNCIL OF THE CITY OF CAPE TOWN

30 MAY 2019

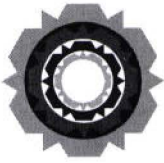
ITEM NUMBER: C 37/05/19

***RECOMMENDATION FROM THE EXECUTIVE MAYOR TOGETHER WITH THE MAYORAL COMMITTEE: 16 APRIL 2019***

**MC 55/04/19 APPLICATION TO EXTEND THE TERM OF THE SALT RIVER BUSINESS IMPROVEMENT DISTRICT (SRBID) FROM 1 JULY 2019 TO 30 JUNE 2024**

It is **RECOMMENDED** that:

- (a) in terms of section 15 of the Special Rating Area By-law, 2012, as amended, the extension of the Salt River Business Improvement District (SRBID) term from 1 July 2019 to 30 June 2024, be approved
- (b) the Salt River Business Improvement District's new 5-year Business Plan for the period 1 July 2019 to 30 June 2024, be approved
- (c) the City of Cape Town impose the levying of an additional rate on properties in the SRBID from 1 July 2019 in terms of section 22(1)(b) of the Local Government: Municipal Property Rates Act (MPRA), Act 6 of 2004.



REPORT TO: MAYCO

DATE: APRIL 2019

1. ITEM NUMBER: MC 55/04/19

2. SUBJECT

**APPLICATION TO EXTEND THE TERM OF THE SALT RIVER BUSINESS IMPROVEMENT DISTRICT (SRBID) FROM 1 JULY 2019 TO 30 JUNE 2024**

*AANSOEK OM DIE TERMYN VAN DIE SOUTRIVIER-SAKEVERBETERINSDISTRIK (SRBID) VAN 1 JULIE 2019 TOT 30 JUNIE 2024 TE VERLENG*

**ISICELO SOKWANDISWA KWEXESHA LOKUSEBENZA KWESITHILI SOPHUCULO LOKUSEBENZA SASE- SALT RIVER (SRBID) UKUSUSELA NGOWO-1 KWEYEKHALA 2019 UKUYA KOWAMA-30 KWEYESILIMELA 2024**

3. **RECOMMENDATION FROM THE URBAN MANAGEMENT PORTFOLIO COMMITTEE: 1 APRIL 2019 (URBM 12/04/19)**

It is recommended that:

- a) Council approve, in terms of section 15 of the Special Rating Area By-law, 2012, as amended, the extension of the Salt River Business Improvement District (SRBID) term from 1 July 2019 to 30 June 2024;
- b) Council approve the SRBID's new 5-year Business Plan for the period 1 July 2019 to 30 June 2024;
- c) The City of Cape Town imposes the levying of an additional rate on properties in the SRBID from 1 July 2019 in terms of section 22(1)(b) of the Local Government: Municipal Property Rates Act (MPRA), Act 6 of 2004.

Daar word aanbeveel dat:

- a) Die Raad ingevolge artikel 15 van die Verordening op Spesialeaanslaggebiede, 2012, soos gewysig, die verlenging van die termyn van die Soutrivier-sakeverbeteringsdistrik (SRBID) van 1 Julie 2019 tot 30 Junie 2024 goedkeur;
- b) Die Raad die SRBID se nuwe 5 jaar-sakeplan vir die tydperk 1 Julie 2019 tot 30 Junie 2024 goedkeur;
- c) Die Stad Kaapstad die heffing van 'n bykomende eiendomsbelasting op eiendomme in die SRBID van 1 Julie 2019 ingevolge arikel 22(1)(b) van die Wet

op Plaaslike Regering: Munisipale Eiendomsbelasting (MPRA), Wet 6 van 2004, instel.

Kundululwe ukuba:

- a) IBhunga maliphumeze, ngokwecandelo-15 loMthetho kaMasipala ongoMmandla ongeeRhafu ezizodwa wango-2012 njengoko ulungisiwe, ukwandiswa kwexesha lokusebenza kweSithili sokuPhuculwa kweSixeko sase- Salt River Business (SRBID) ukususela ngowo-1 kweyeKhala 2019 ukuya kowama-30 kweyeSilimela 2024;
- b) IBhunga maliphumeze isicwangciso sendlela yokusebenza esitsha seminyaka emihlanu kwisithuba esisusela kowo-1 kweyeKhala 2019 ukuya kowama-30 kweyeSilimela 2024;
- c) ISixeko saseKapa masinyanzelise umrhumo olixabiso elongezelekileyo kwipropati ezikummandla we-SRBID ukususela ngowo-1 kweyeKhala 2019, ngokungqinelana necandelo-22(1)(b) loMthetho wobuRhulumente boMmandla ongamaXabiso eePropati zikaMasipala (MPRA) ongumomb.6 wangowe-2004.



DATE: 27 FEBRUARY 2019

REPORT TO: URBAN MANAGEMENT PORTFOLIO COMMITTEE

LC 22079

## 1. ITEM NUMBER

## 2. SUBJECT

APPLICATION TO EXTEND THE TERM OF THE SALT RIVER BUSINESS IMPROVEMENT DISTRICT (SRBID) FROM 1 JULY 2019 TO 30 JUNE 2024.

### ONDERWERP

AANSOEK OM DIE TERMYN VAN DIE SOUTRIVIER-SAKEVERBETERINGSDISTRIK (SRBID) VAN 1 JULIE 2019 TOT 30 JUNIE 2024 TE VERLENG.

### ISIHLOKO

ISICELO SOKWANDISWA KWEXESHA LOKUSEBENZA KWESITHILI SOPHUCULO LOKUSEBENZA SASE- SALT RIVER (SRBID) UKUSUSELA NGOWO-1 KWEYEKHALA 2019 UKUYA KOWAMA-30 KWEYESILIMELA 2024

## 3. DELEGATED AUTHORITY

In terms of section 15 of the Special Rating Area By-law, 2012, as amended

This report is for decision by

- Committee name : Urban Management
- The Executive Mayor together with the Mayoral Committee (MAYCO)
- Council

#### 4. DISCUSSION

The Salt River Business Improvement District (SRBID) was established in 2014 and is now applying for their first term renewal as the current term expires on 30 June 2019.

In terms of Section 15 of the Special Rating Area By-law - promulgated as per Provincial Notice No.7015/2012 as amended (SRA By-law), Council received an application to extend the term of the SRBID from 1 July 2019 to 30 June 2024 (attached as annexure A).

The new Business Plan consists of a Motivation Report that defines the need and framework required to provide the top-up municipal services, an Implementation Plan proposing relevant action steps to implement the services and the 5 year Budget which reflects the funding required to provide these services (attached as annexure B).

The Business Plan proposes a continuation of the same services as implemented during previous years with an 8.8% increase in the additional rates requirement in the first year and there after a year on year increase of between 8.2% and 8.9% without compromising service delivery. The SRBID budget is funded by the property owners and collected by the City in a sustainable manner as additional rates. This is as per the Municipal Property Rates Act (MPRA) section 22 which facilitates some cross subsidisation as contributions are proportionately based on property values. The additional rates' are modelled and capped to ensure affordability and sustainability in continued service delivery.

Chapter 1 of the SRA By-law requires that property owners are included in a consultation process before the renewal application is submitted to the City. Accordingly, the Annual General Meeting (AGM) held on 22 October 2018 was advertised in two daily newspapers on 21 September 2018 and a notice with the agenda was sent to all property owners (refer annexure C). The term extension formed part of the agenda of the AGM and all relevant documents were made available through the SRBID website to all property owners.

The term extension as per the new SRBID Business Plan (1 July 2019 to 30 June 2024) was supported and approved by the members of the SRBID as per the AGM draft minutes (refer annexure D) as informed through the successes achieved in the previous term as evidenced in the Chairman's Annual Report.

The proposed term extension was circulated to all relevant Service Departments requesting them to review the new Business Plan to ensure service delivery compliance in terms of the IDP. Only the Area Manager: North – SDECD Department of the Community Services and Health Directorate submitted the following comment (refer annexure E):



*"I have no real objection, except that the social interventions as indicated in the business plan is not linked to the social intervention department, but the Social Development and Early Childhood Development department, specifically linked to the Street People Unit in terms of the street people issues listed."*

This response was communicated to the SRBID.

No other comments were forthcoming from any of the other Departments consulted so it is assumed as per the initial request that a nil response is accepted to mean that the proposed new SRBID Business Plan aligns with the functions of the respective Departments with whom they will interact should the application to extend the term be successful.

- 4.1. Financial Implications  None  Opex  Capex
- Capex: New Projects
  - Capex: Existing projects requiring additional funding
  - Capex: Existing projects with no additional funding requirements

4.2. Legal Compliance

4.3. Staff Implications  Yes  No

4.4. Risk Implications  Yes  No

## 5. RECOMMENDATIONS

Not delegated: for decision by Council:

It is recommended that:

- a) Council approve, in terms of section 15 of the Special Rating Area By-law, 2012, as amended, the extension of the Salt River Business Improvement District (SRBID) term from 1 July 2019 to 30 June 2024.
- b) Council approve the SRBID's new 5 year Business Plan for the period 1 July 2019 to 30 June 2024.
- c) The City of Cape Town imposes the levying of an additional rate on properties in the SRBID from 1 July 2019 in terms of section 22(1)(b) of the Local Government: Municipal Property Rates Act (MPRA), Act 6 of 2004.

**AANBEVELINGS**

Nie gedelegeer nie: vir besluitneming deur die Raad:

Daar word aanbeveel dat:

- a) Die Raad ingevolge artikel 15 van die Verordening op Spesialeaanslaggebiede, 2012, soos gewysig, die verlenging van die termyn van die Soutrivier-sakeverbeteringsdistrik (SRBID) van 1 Julie 2019 tot 30 Junie 2024 goedkeur.
- b) Die Raad die SRBID se nuwe 5 jaar-sakeplan vir die tydperk 1 Julie 2019 tot 30 Junie 2024 goedkeur.
- c) Die Stad Kaapstad die heffing van 'n bykomende eiendomsbelasting op eiendomme in die SRBID van 1 Julie 2019 ingevolge artikel 22(1)(b) van die Wet op Plaaslike Regering: Munisipale Eiendomsbelasting (MPRA), Wet 6 van 2004, instel.

**IZINDULULO**

Azgunyaziswanga: isiqqibo seseBhunga:

Kundululwe ukuba:

- a) IBhunga maliphumeze, ngokwecandelo-15 loMthetho kaMasipala ongoMmandla ongeeRhafu ezizodwa wango-2012 njengoko ulungisiwe, ukwandiswa kwexesha lokusebenza kweSithili sokuPhuculwa kweSixeko sase- Salt River Business (SRBID) ukususela ngowo-1 kweyeKhala 2019 ukuya kowama-30 kweyeSilimela 2024.
- b) IBhunga maliphumeze isicwangciso sendlela yokusebenza esitsha seminyaka emihlanu kwisithuba esisusela kowo-1 kweyeKhala 2019 ukuya kowama-30 kweyeSilimela 2024.
- c) ISixeko saseKapa masinyanzelise umrhumo olixabiso elongezelekileyo kwiiopropati ezikummandla we-SRBID ukususela ngowo-1 kweyeKhala 2019, ngokungqinelana necandelo-22(1)(b) loMthetho wobuRhulumente boMmandla ongamaXabiso eePropati zikaMasipala (MPRA) ongunomb.6 wangowe-2004.

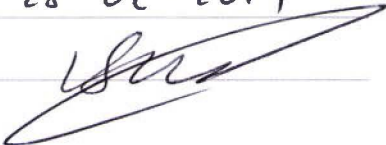
**ANNEXURES**

- Annexure A: Application letter
- Annexure B: SRBID Business Plan for the period 1 July 2019 to 30 June 2024
- Annexure C: AGM advertisements and notice with the agenda
- Annexure D: SRBID AGM draft minutes
- Annexure E: Email to relevant Service Departments and response received


**FOR FURTHER DETAILS CONTACT**

NAME	Eddie Scott	CONTACT NUMBER	021 400 1872
E-MAIL ADDRESS	Eddie.Scott@capetown.gov.za		
DIRECTORATE	Urban Management	FILE REF NO	
SIGNATURE : MANAGER			

**ACTING EXECUTIVE DIRECTOR**

NAME	B. VAN SCHOOB	COMMENT:	
DATE	28-02-2019		
SIGNATURE			

**EXECUTIVE DIRECTOR: FINANCE**

NAME		COMMENT:	
DATE			
SIGNATURE			





**LEGAL COMPLIANCE**

REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.  NON-COMPLIANT

NAME Patricia Davis COMMENT: Certified as legally compliant:  
DATE 04.03.2019 Based on the contents of the report. *PD*  
SIGNATURE *PD*

**EXECUTIVE DIRECTOR: CORPORATE SERVICES – FOR STRATEGIC POLICY**

SUPPORTED FOR ONWARD SUBMISSION

COMMENT:  
NAME \_\_\_\_\_  
DATE N/A  
SIGNATURE \_\_\_\_\_

## ANNEXURE A

<b>APPLICATION LETTER FOR EXTENSION OF THE CID TERM</b>
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Directorate: Urban Management  
Attention: Mr Scott  
City of Cape Town  
8th Floor  
12 Hertzog Boulevard  
CAPE TOWN  
8000

31 January 2019

Dear Sir,

**RE: Application for the extension of term of the Salt River Business Improvement District (the "SRBID")**

1. The Salt River Business Improvement District NPC hereby wish to apply for City Council approval of the extension of the CID term for the period 2019 – 2024.
2. This application is made to Council in terms of Section 15(b) of the City of Cape Town's: Special Rating Areas By-Law, 2012, as amended (the "*By-law*"), read together with the City of Cape Town's: Special Rating Areas Policy.
3. The key objectives and functions of the new Business Plan are:
  - 3.1. 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.
  - 3.2. Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
  - 3.3. Manage existing and new public infrastructure for the future benefit of all the users of the area.
  - 3.4. Protect property values.
  - 3.5. Attract new investment to the area and build investor confidence.
  - 3.6. Support the promotion of the SRBID as a safe, clean and sustainable environment by promoting greening, energy efficiency and recycling.
  - 3.7. Support and promote social responsibility in the area
  - 3.8. The sustained and effective management of the SRBID area...
4. In support of the application, the following compulsory documentation is attached:

- 4.1. The new Business Plan (Motivation report, Implementation plan and Budget), marked "A"; and
- 4.2. Advertisements and notices of the Annual General Meeting (AGM), "B".
- 4.3. Resolution as per the draft AGM minutes "C" stipulating:
  - o the approval of the new 5 year Business Plan; and
  - o the approval to continue for a further 5 years.

We trust that this application will meet with the City Council's approval and thank you for your kind consideration thereof.

Yours faithfully,



**G. Lehrentz: Manager: On behalf of the Salt River Business Improvement District NPC**



**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 Lohrenz 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**

While every effort is taken to ensure that the information contained in this report is accurate, Gene Lohrentz and Geocentric Information Systems cannot be held liable or responsible for any inaccurate statistics or information contained in this report based on material supplied to us or found during research.

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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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<b>Name of SRA:</b>	Salt River Business Improvement District NPC (SRBID)
<b>Contact Person:</b>	Caroline Coates
<b>Contact email:</b>	Caroline.Coates@Hilton.com
<b>Website:</b>	srbid.co.za
<b>Commencement Date:</b>	1 <sup>st</sup> July 2019
<b>Municipality:</b>	City of Cape Town

**Principal Contacts**

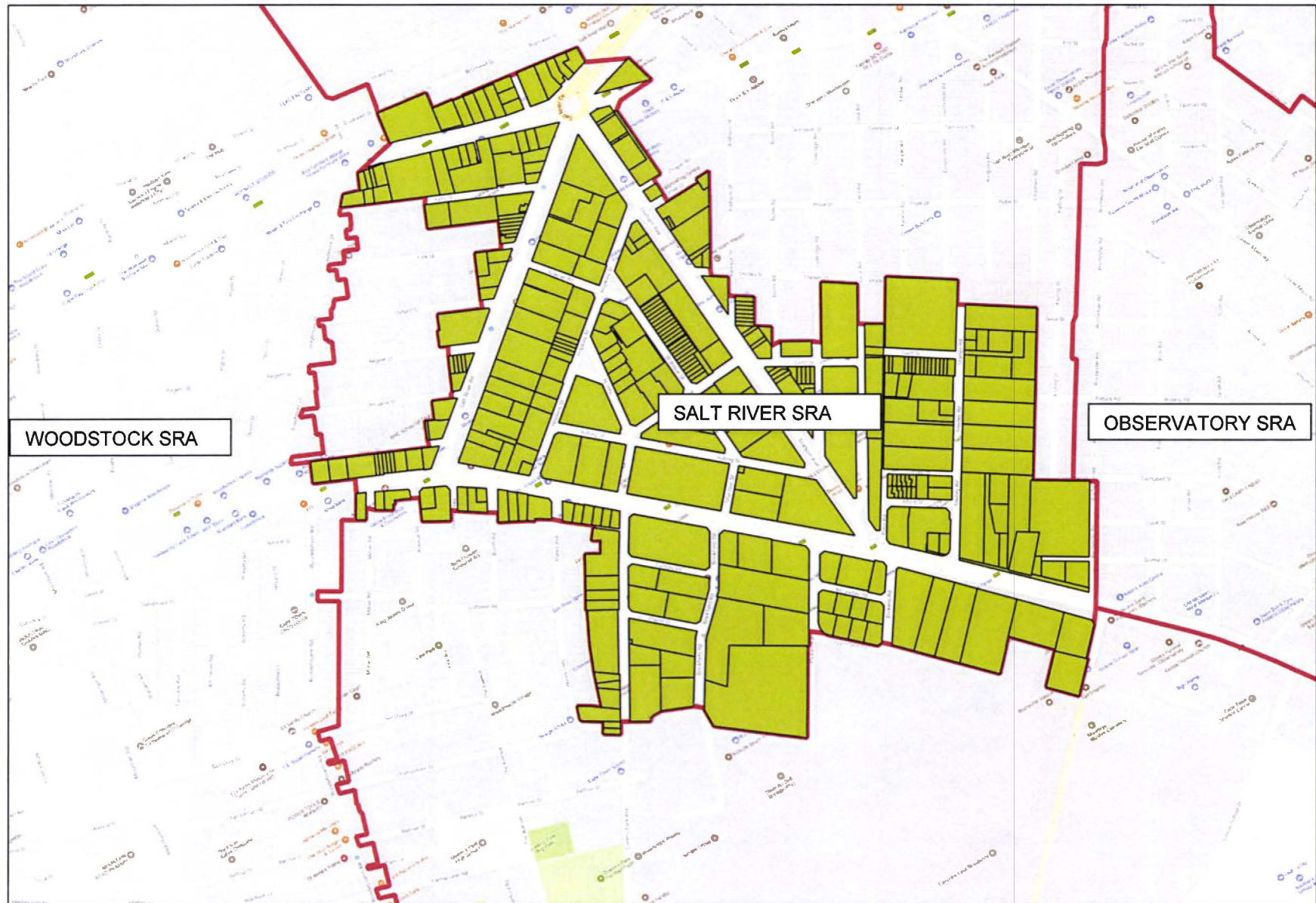
NAME	E-MAIL ADDRESS	POSITION
Caroline Coates	<a href="mailto:Caroline.Coates@Hilton.com">Caroline.Coates@Hilton.com</a>	Director
Quintin Rossi	<a href="mailto:quintin@spearprop.co.za">quintin@spearprop.co.za</a>	Director
Dawie Swart	<a href="mailto:dawieswart@gmail.com">dawieswart@gmail.com</a>	Director
Justin Betts	<a href="mailto:Justin@swishproperties.co.za">Justin@swishproperties.co.za</a>	Director
Keith Scherzer	<a href="mailto:texastex@mweb.co.za">texastex@mweb.co.za</a>	Director
Francois Steyn	<a href="mailto:Francois.Steyn@hilton.com">Francois.Steyn@hilton.com</a>	Co-opted Board Member

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


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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.

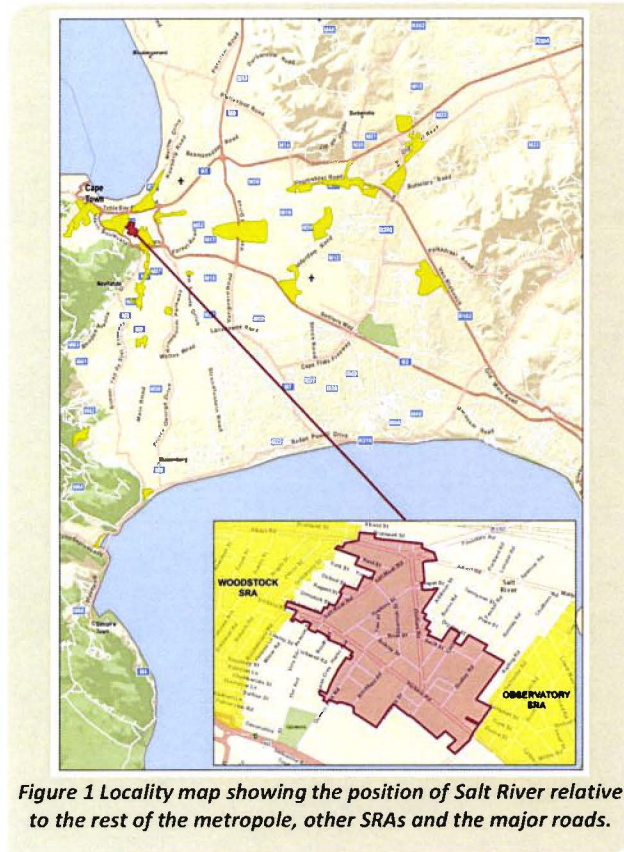
### **Proposed Services**

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

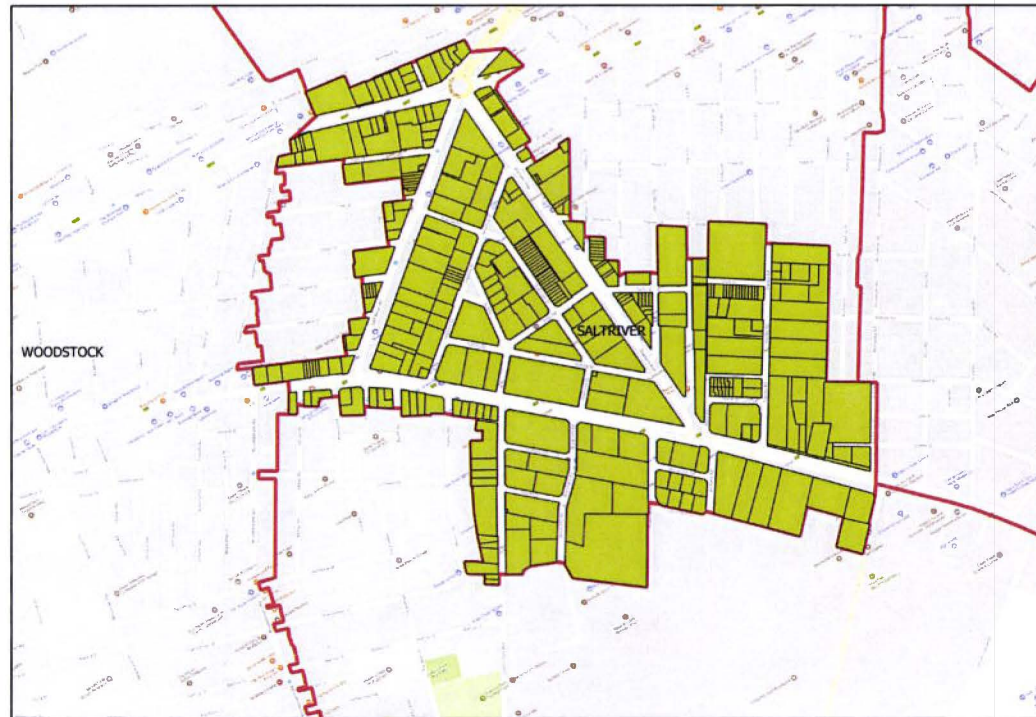
After four years of operation it is important that the Salt River BID continues to address the basic requirement of the area in terms of public safety, cleaning and social responsibility. This translates into the following requirements:

- 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.



**Map 2 (Non-residential properties only)**

## Urban Analysis - The Need for an SRA

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

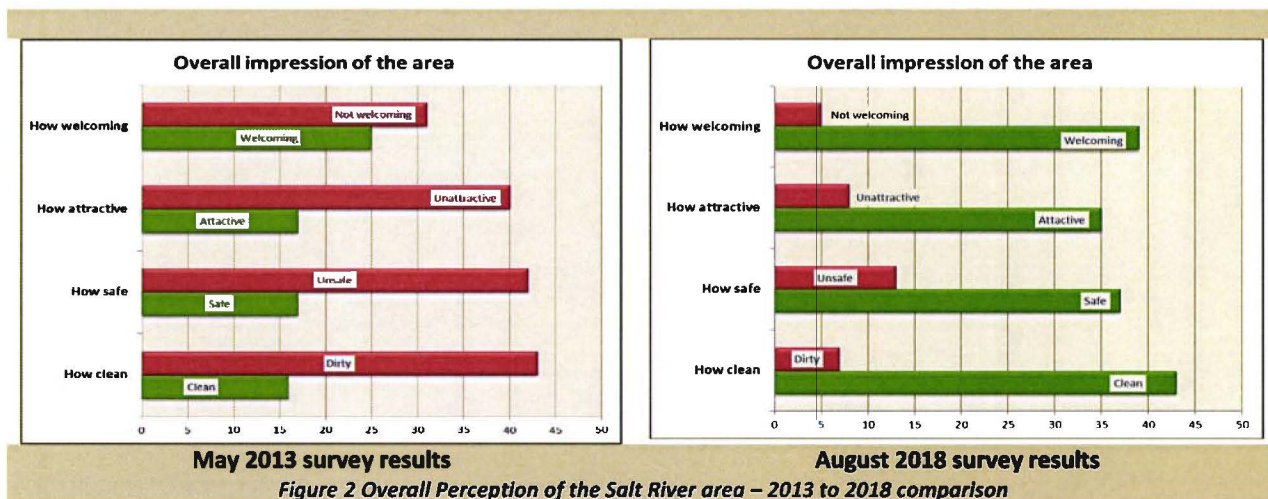
As part of the process to develop the initial business plan in 2013 the SRBID Steering Committee commissioned an Urban Management Survey amongst business and property owners of the proposed SRBID area. The survey focussed on five general urban issues namely:

- 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.



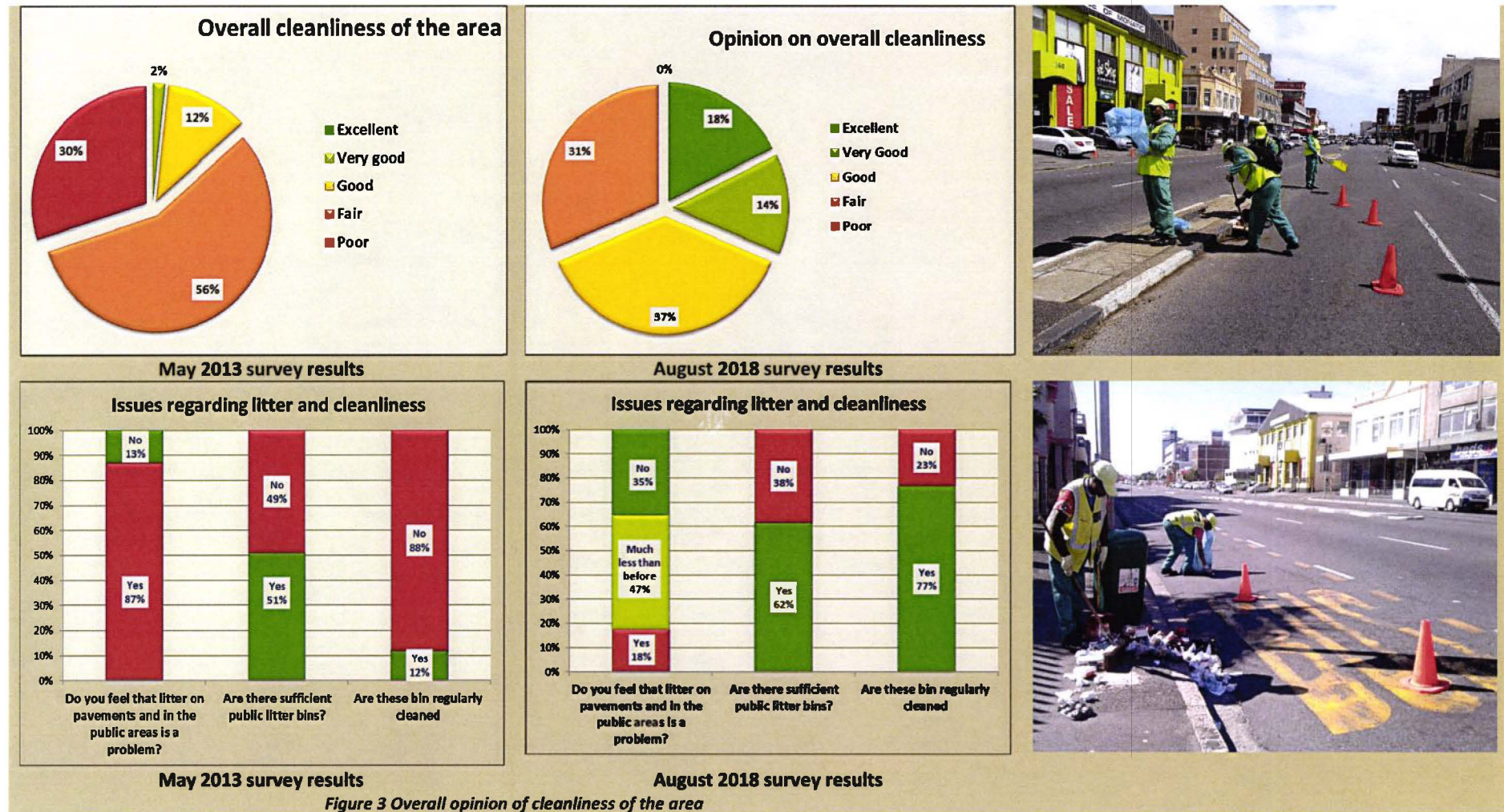
### Litter and cleanliness the public environment

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.



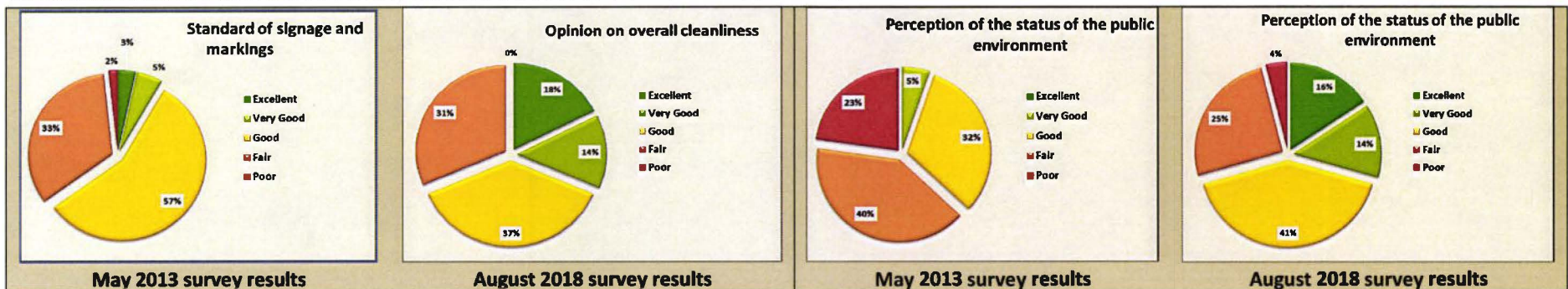
**The public environment**

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*



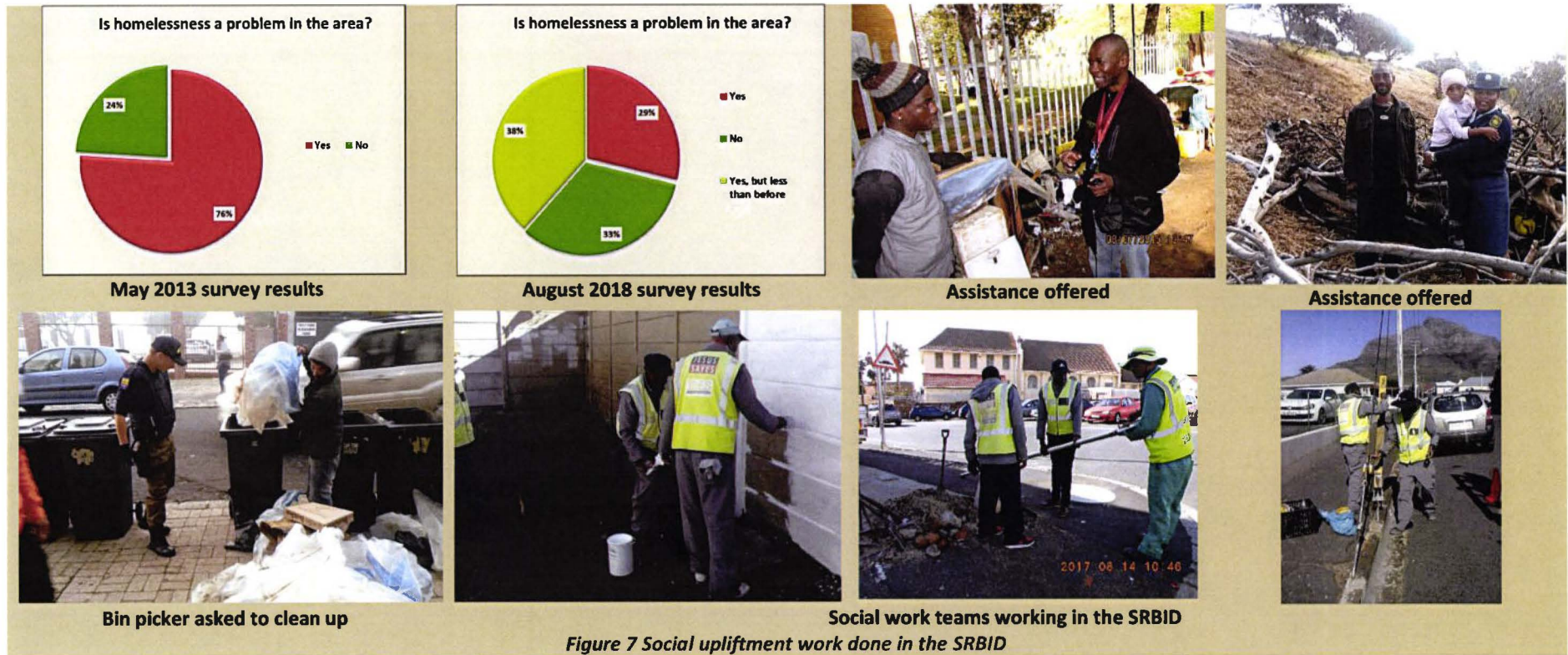
**Figure 6 Urban maintenance tasks performed by the SRBID urban cleaning and maintenance team**

## 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.

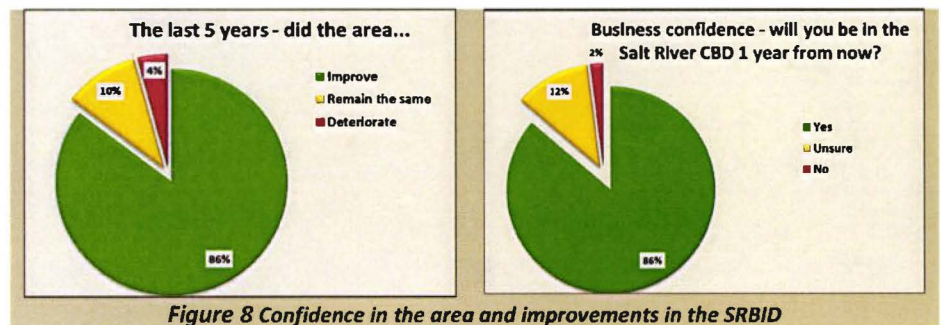
As a priority the SRBID developed a multi-faceted approach which included partnerships with social intervention organisations such as MES. The SRBID offered all homeless individuals the opportunity to move from the street to a place of safety with the assistance of the SRBID. In turn the SRBID partnered 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.

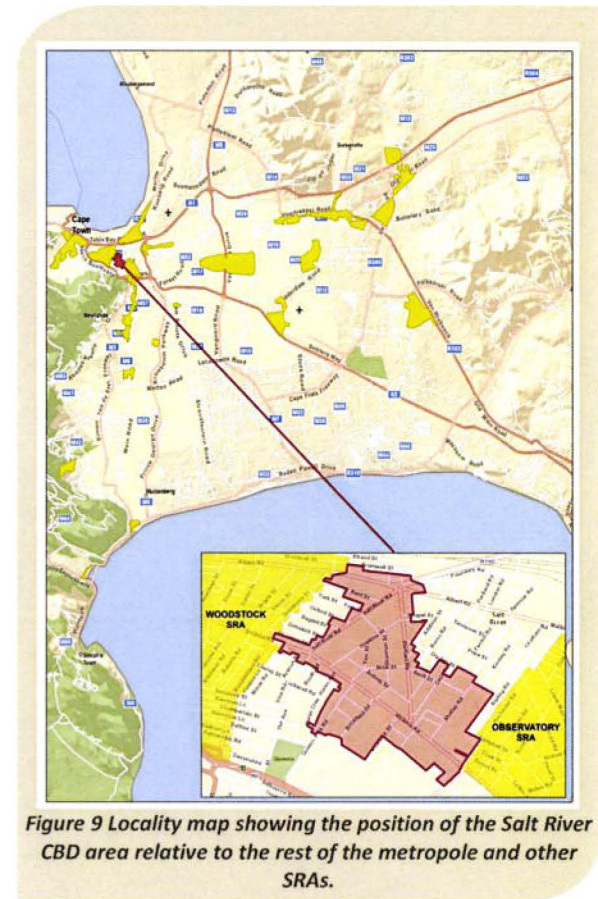


Figure 9 Locality map showing the position of the Salt River CBD area relative to the rest of the metropole and other SRAs.

- 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



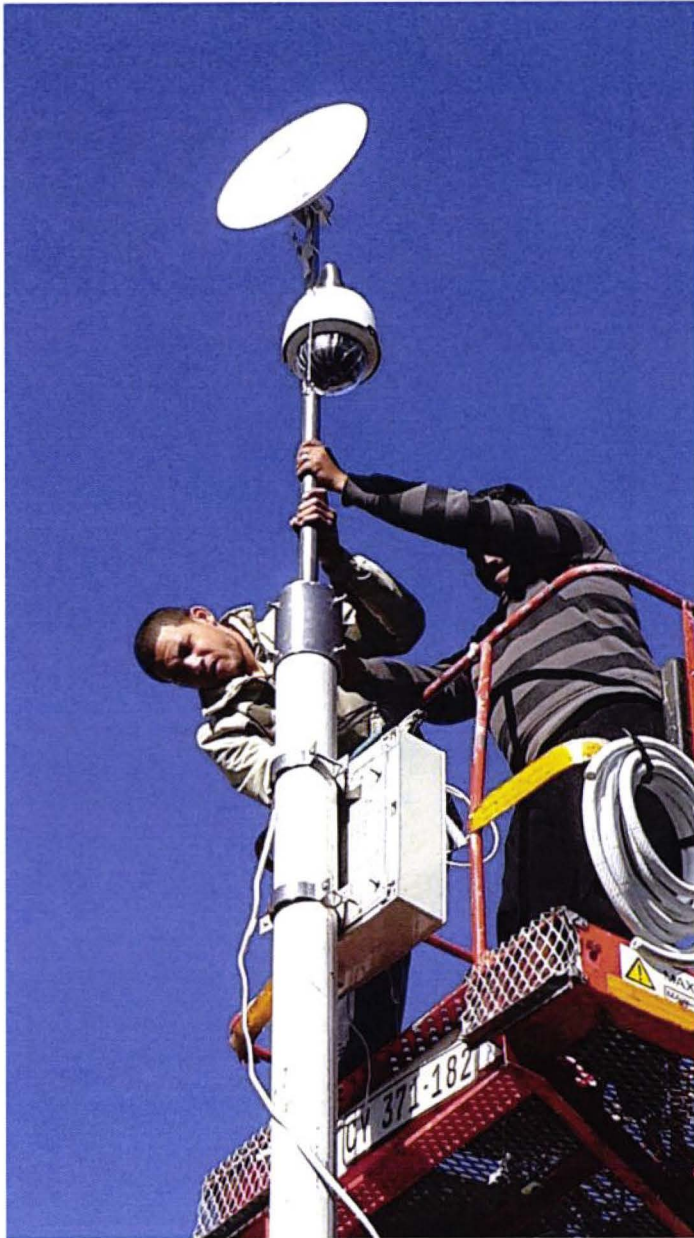
**Figure 15** Public Safety Officer assisting a member of the public with directions



**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.

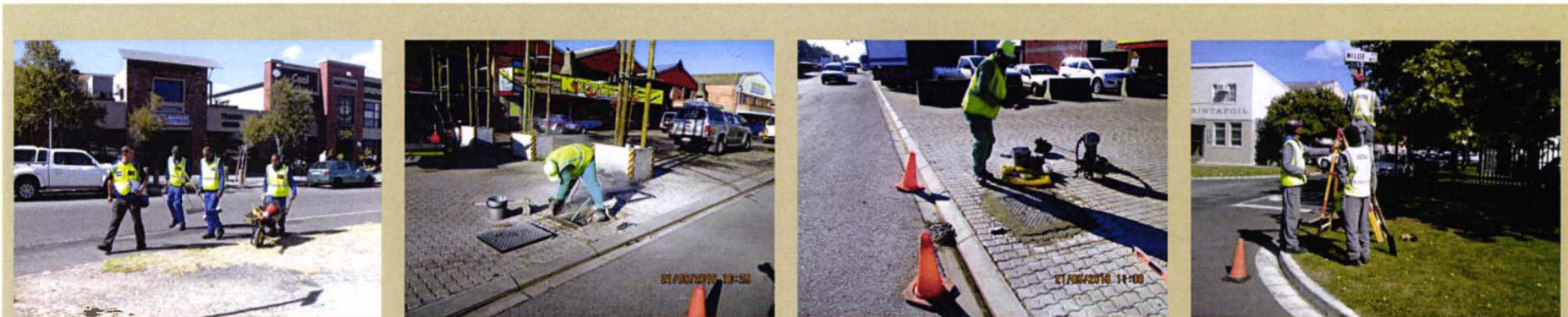
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.

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%
	<b>2018/19 AVERAGE MONTHLY</b>	<b>2019/20 AVERAGE MONTHLY</b>	
	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.





## SALT RIVER BUSINESS IMPROVEMENT DISTRICT (SRBID)

### IMPLEMENTATION PLAN

1st July 2019 to 30th June 2024

Relevant year highlighted below

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appointment of staff	SRBID Manager / SRBID Board	Ongoing	→	→	→	→	→	Staff Appointed	Staff appointment will be done as required
2. Continued operation of the SRBID Management Office	SRBID Manager / SRBID Board	Ongoing	→	→	→	→	→	Operation SRBID Office	
3. Appointment of relevant service providers	SRBID Manager / SRBID Board	1	1Y		1Y			Appointment of appropriately qualified service providers in a competitive process that is well documented.	Service providers to be reappointed or new providers to be appointed at end of initial contracts (3 Years)
4. Board meetings	SRBID Manager / SRBID Board	12	12	12	12	12	12	Monthly Board meetings minuted	
5. Financial reports to CCT	SRBID Manager	12	12	12	12	12	12	Submit reports timeously by the 15 <sup>th</sup> of the following month	Refer to Financial Agreement
6. Audited Annual Financial Statements	SRBID Manager	1	1Y	1Y	1Y	1Y	1Y	Unqualified Annual Financial Statements submitted of the City by 31 August of each year	
7. Communicate SRBID Arrears List	SRBID Manager	12	12	12	12	12	12	Observe and report concern over outstanding amounts	
8. Feedback to Members and Annual General Meeting	SRBID Manager / SRBID Board	1	1Y	1Y	1Y	1Y	1Y	Host successful AGM before 31 December	Once a year
9. Submit Management Report and Annual Financial Statements to Sub-council(s)	SRBID Manager / SRBID Board	1	1Y	1Y	1Y	1Y	1Y	Submit AFS and annual report to Subcouncil within 3 months of AGM	

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
10. Successful day-to-day management and operations of the SRBID	SRBID Manager	Ongoing	→	→	→	→	→	Monthly feedback to SRBID Board at Directors present at every meeting		
11. Maintain Website	SRBID Board SRBID Manager	Ongoing	→	→	→	→	→	Website with all the relevant documents as required by the By-Law and Policy	Refer to Program 6-3	
12. Comply with all Company Act requirements	SRBID Board	1Y	1Y	1Y	1Y	1Y	1Y	Comply with section 24 of the Company Act and the following: <ul style="list-style-type: none"> <li>Register Auditors and submit to CIPC within 10 business days of change</li> <li>Register new directors and submit to the CIPC within 10 business days of change</li> <li>Submit annual returns to CIPC within 30 days after the anniversary of the NPC</li> <li>Hosting an AGM</li> </ul>		
13. Monthly Reports to the SRA Directors	SRBID Manager	12	12	12	12	12	12	Report back on all SRBID related business to be measured and signed off	Provide monthly reports to the SRBID Directors	
14. Manage and monitor the C3 notification process	SRBID Manager	12	12	12	12	12	12	Complete daily reports of C3 notifications and monitor existing issues Report to the Board		
15. Submit input to the Integrated Development Plan	SRBID Manager	1Y	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager	October to February of every year	
16. Submit input to the City Capital Budgets	SRBID Manager	1Y	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager		
17. Communicate with stakeholders	SRBID Manager	Ongoing	→	→	→	→	→	Keep stakeholders informed through monthly newsletter		

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
18. Mediate issues with or between property owners	SRBID Manager	Ongoing	→	→	→	→	→	Provide an informed opinion on unresolved issues and assist where possible	
19. Visit SRBID members	SRBID Manager	Ongoing	→	→	→	→	→	Communicate and visit SRBID members	Refer also to Program 6-4
20. Promote and develop SRBID NPC membership	SRBID Manager / SRBID Board	Ongoing	→	→	→	→	→	Have an up-to-date NPC membership that represents the SRBID property owners	Refer P 3.1
21. Build working relationships with the City of Cape Town	SRBID Manager	Ongoing	→	→	→	→	→	Successful and professional relationships with sub-council management, Area Directors and officials resulting in enhance communication, cooperation and service delivery	
22. Compile the SRA renewal application and survey.	SRBID Manager / SRBID Board	In year 4				1Y		Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	
23. Obtain Annual Tax Clearance Certificate	SRBID Manager		1Y	1Y	1Y	1Y	1Y	Within one month after expiry date of current TCC	
24. Perform Budget Review	SRBID Manager		1Y	1Y	1Y	1Y	1Y	By 28 February and submit adjustment budget and minutes to the CID Unit by 28 February	
25. Apply for Tax Exemption Status	SRBID Manager		1Y					By end of 1 <sup>st</sup> Financial Year	Registered
26. Present Month Income and Expenditure reports at Board Meetings	SRBID Manager		12	12	12	12	12	Board members are informed of budget information and status	
27. Perform mid-year performance review	SRBID Manager		1Y	1Y	1Y	1Y	1Y	Submit Board Approved mid-year review to the CID Unit by 28 February	
28. Ensure Registrations as vendor with the City of Cape Town is maintained	SRBID Manager		1Y	→	→	→	→	Registered as active vendor on the CCT database.	Registered
29. Submit VAT Return	SRBID Manager/Accountant		6	6	6	6	6	Successfully submit VAT return to SARS every second month	

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
30. CIPC Annual Return	SRBID Manager		1	1	1	1	1	Annual returns submitted to CIPC	

PROGRAM 2 - SRBID SECURITY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing security service using their experience as well as available crime statistics	SRBID Manager	Ongoing	3M	➔	➔	➔	➔	Incorporate in Security Management Strategy Plan	This was done comprehensively at the beginning of term. Now modified continuously
2. Determine the Crime Threat Analysis of the SRA area in conjunction with the SAPS	SRBID Manager	Ongoing	3M	➔	➔	➔	➔	Incorporate in Security Management Strategy Plan	
3. Determine strategies by means of an integrated approach to address / decrease crime	SRBID Manager	Ongoing	3M	➔	➔	➔	➔	Incorporate in Security Management Strategy Plan	
4. In liaison with other security role players and the South African Police Service, identify current security and policing shortcomings and develop and implement effective crime prevention strategy	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Incorporate in Security Management Strategy Plan	
5. Develop a Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	SRBID Manager	Revise as often as required but at least annually	3M	1Y	1Y	1Y	1Y	Documented Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	This was done comprehensively at the beginning. Now modified continuously.

PROGRAM 2 - SRBID SECURITY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
6. Deploy security resources accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable	SRBID Manager	Ongoing	→	→	→	→	→	Effective safety and security patrols in the SRBID	
7. Utilise the "eyes and ears" of all security and gardening/street cleaning staff, as well as own staff, to identify any breaches	SRBID Manager	Ongoing	→	→	→	→	→	Incorporate feedback and information in security and safety initiatives of the SRBID	
8. Assist the police through participation by SRBID in the local Police sector crime forum	SRBID Manager	Monthly	12	12	12	12	12	Incorporate feedback and information in security and safety initiatives of the SRBID Report on any security information of the SRBID to the CPF	
9. Monitor and evaluate the security strategy and performance of all service delivery on a quarterly basis	SRBID Manager	Quarterly	4	4	4	4	4	Report findings to the SRBID Board with recommendations where applicable	Refer to Program 1-15 and Program 6-1
10. On-site inspection of Security Patrol officers	SRBID Manager	Daily	→	→	→	→	→	Report findings to the SRBID Board with recommendations where applicable	
11. Obtain Weekly Security Reports from Contract Security Company	SRBID Manager	Weekly	52	52	52	52	52	Report findings to the SRBID Board with recommendations where applicable Provide feedback to forum meeting	Incorporate into monthly management report to SRBID Board
12. Implement, expand and maintain CCTV monitoring system as additional public safety instrument	SRBID Manager	Ongoing		→	→	→	→	Working CCTV system linked to suitable monitoring and maintenance of the system	
13. Monitor CCTV results and coordinate responses with all public safety stakeholders.	SRBID Manager	Ongoing		→	→	→	→	Improved public safety through the use of the CCTV system	

PROGRAM 3 - SRBID CLEANSING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Maintain a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider.	SRBID Manager	annually	1Y	1Y	1Y	1Y	1Y	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery. Revise as often as required but at least annually	Refer to 1.2
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	SRBID Manager	Quarterly	4	4	4	4	4	Modify Cleansing Strategy to guide cleansing and delivery	
3. Co-ordinate the provision of additional litter bins and emptying of litter bins service providers and the relevant City of Cape Town departments.	SRBID Manager/ Solid Waste Department	Quarterly	4	4	4	4	4	Quarterly status reports to Local Authority regarding progress of identified shortcomings	
4. Provide clean streets and sidewalks in the SRBID	SRBID Manager	Bi annually	6	6	6	6	6	Cleansing each of the streets within the CID Boundary at least bi-annually.	
5. Identifying Health and safety issues within the area and reporting to Council with C3 notification reference no's	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections report to the Board Provide an improved healthy urban environment in the SRBID	
6. Monitor and combat Illegal Dumping	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Removal of illegal dumping as required and applying applicable penalties through law enforcement against transgressors	
7. Identify environmental design contributing to grime such as wind tunnels	SRBID Manager	Quarterly	4	4	4	4	4	Quarterly evaluation of the causes of waste Quarterly evaluation of measures implemented and identification of remedial actions	

PROGRAM 3 - SRBID CLEANSING INITIATIVES										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
8. Promoting waste minimization through education and awareness on waste and water pollution	SRBID Manager	Ongoing	→	→	→	→	→	Monthly evaluations and inspections Report findings to the Board		
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	SRBID Manager	Ongoing	→	→	→	→	→	Monthly evaluations and inspections Report findings to the Board		
10. Coordinate with local NGO to assist in cleaning programs where applicable	SRBID Manager	Ongoing	→	→	→	→	→	As required	Refer to program 4-6 and 5-2	

PROGRAM 4 - SRBID URBAN MANAGEMENT INITIATIVES										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
1. Submissions to Ward Allocation, IDP and Capital Budgets	SRBID Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRBID Board with recommendations where applicable	October to February	
2. Identify problem areas with respect to: a. street lighting; b. missing drain covers / cleaning of drains c. maintenance of road surfaces; sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs  Use the established service levels to design the provision of supplementary services without duplication of effort	SRBID Manager	Ongoing	→	→	→	→	→	Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report monthly to the Board		

PROGRAM 4 - SRBID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
3. Identify and report infrastructure supplementing existing Council Services: a. Street lighting b. Dumping c. Refuse Removal d. Waterworks e. Sewerage f. Roads and Storm water g. Traffic signals and line painting h. Pedestrian safety i. Road repairs	SRBID Manager	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register						Monitor and evaluate. Report findings to the SRBID Board with recommendations where applicable	
4. Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	SRBID Manager	4	4M	4M	4M	4M	4M	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the SRBID Board with recommendations where applicable	
5. Greening campaigns - Arbor Day	SRBID Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRBID Board with recommendations where applicable	
6. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Development of a long term sustainable work program	This is done comprehensively at the term renewal and then modified and managed continuously Also refer to Program 5-2 and 3-10
7. Illegal Poster Removal Notify and monitor the removal of illegal posters by the City of Cape Town	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Public space and City of Cape Town infrastructure free from illegal posters	



PROGRAM 5 - SRBID SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine strategies by means of an integrated approach to address / homelessness and the relief measures available, current and future.	SRBID Manager	Ongoing	→	→	→	→	→	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the CID and then modified continuously
2. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	SRBID Manager	Ongoing	→	→	→	→	→	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This will be a long term plan of action that will take time to develop – Refer to Program 4-6 and 3-10
3. Coordinate Social Development programs and initiatives with City Social Development Department	SRBID Manager	Ongoing	→	→	→	→	→	Meet quarterly	
4. Public awareness program on social issues	SRBID Manager	Ongoing	→	→	→	→	→	As required	

PROGRAM 6 - SRBID MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Newsletters / Newsflashes	SRBID Manager	Monthly	12	12	12	12	12	Regular informative newsletters	Also refer to Program 1-17
2. Regular Press releases in local Newspapers covering: a. Local Development	SRBID Manager	Ongoing	→	→	→	→	→	Quarterly media exposure	

PROGRAM 6 - SRBID MARKETING INITIATIVES										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
b. Promoting local Projects c. Social Issues										
3. Maintain Website	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Up to date and informative website	Refer to Program 1-11	
4. Regular Member visits and meetings	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to SRBID Board at Directors Meeting	Refer to Program 1-17 and 1-19	
5. Establish the SRBID Business Directory and link to website	SRBID Manager	Every 2 months	2	2	2	2	2	Up to dates directory		
6. SRBID Signage			➔	➔	➔	➔	➔	Signage to be visible and maintained		

# 1823 SALT RIVER BUSINESS IMPROVEMENT DISTRICT

## 5 YEAR BUDGET AS PER BUSINESS PLAN

	2019/20	2020/21	2021/22	2022/23	2023/24
<b>INCOME</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
Revenue - Add. Rates	-3 785 000	-4 095 635	-4 456 069	-4 832 147	-5 262 013
Other: Accumulated Surplus	250 000	200 000	150 000	50 000	0
<b>TOTAL INCOME</b>	<b>-4 035 000</b>	<b>-4 295 635</b>	<b>-4 606 069</b>	<b>-4 882 147</b>	<b>-5 262 013</b>
	100.0%	100.0%	100.0%	100.0%	100.0%
<b>EXPENDITURE</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
<b>Core Business</b>	<b>2 827 667</b>	<b>3 051 747</b>	<b>3 288 753</b>	<b>3 613 458</b>	<b>3 895 730</b>
Cleansing services	301 667	323 667	342 427	431 426	459 135
Environmental upgrading	20 000	21 600	23 328	25 194	27 210
Law Enforcement Officers	100 000	108 000	116 640	125 971	136 049
Public Safety	2 250 000	2 430 000	2 624 400	2 834 352	3 061 100
Public Safety - CCTV monitoring	96 000	103 680	111 974	120 932	130 607
Social upliftment	25 000	27 000	29 160	31 493	34 012
Urban Maintenance	35 000	37 800	40 824	44 090	47 617
<b>Depreciation</b>	<b>93 333</b>	<b>113 333</b>	<b>128 333</b>	<b>65 000</b>	<b>65 000</b>
<b>Repairs &amp; Maintenance</b>	<b>20 000</b>	<b>21 600</b>	<b>23 328</b>	<b>25 194</b>	<b>27 210</b>
<b>General Expenditure</b>	<b>820 450</b>	<b>886 086</b>	<b>956 973</b>	<b>1 033 531</b>	<b>1 116 213</b>
Accounting fees	18 000	19 440	20 995	22 675	24 489
Administration and management fees	575 000	621 000	670 680	724 334	782 281
Advertising costs	7 500	8 100	8 748	9 448	10 204
Auditor's remuneration	13 600	14 688	15 863	17 132	18 503
Bank charges	3 000	3 240	3 499	3 779	4 081
Contingency / Sundry	3 000	3 240	3 499	3 779	4 081
Insurance	8 500	9 180	9 914	10 708	11 564
Marketing and promotions	15 000	16 200	17 496	18 896	20 407
Meeting expenses	3 350	3 618	3 907	4 220	4 558
Motor vehicle expenses	50 000	54 000	58 320	62 986	68 024
Office rental	96 000	103 680	111 974	120 932	130 607
Secretarial duties	3 500	3 780	4 082	4 409	4 762
Telecommunication	24 000	25 920	27 994	30 233	32 652
<b>Capital Expenditure (PPE)</b>	<b>160 000</b>	<b>100 000</b>	<b>75 000</b>	<b>-</b>	<b>-</b>
Office Furniture	5 000	-	-	-	-
Office Equipment	5 000	-	-	-	-
CCTV Cameras	150 000	100 000	75 000	-	-
<b>Bad Debt Provision 3%</b>	<b>113 550</b>	<b>122 869</b>	<b>133 682</b>	<b>144 964</b>	<b>157 860</b>
<b>TOTAL EXPENDITURE</b>	<b>4 035 000</b>	<b>4 295 635</b>	<b>4 606 069</b>	<b>4 882 147</b>	<b>5 262 013</b>
	100.0%	100.0%	100.0%	100.0%	100.0%
<b>(SURPLUS) / SHORTFALL</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUDGET GROWTH</b>	<b>10.5%</b>	<b>6.5%</b>	<b>7.2%</b>	<b>6.0%</b>	<b>7.8%</b>
<b>GROWTH ADD RATES</b>	<b>8.8%</b>	<b>8.2%</b>	<b>8.8%</b>	<b>8.4%</b>	<b>8.9%</b>



**salt river**  
business improvement district


**Kennisgewing van Algemene  
Jaarvergadering (AJV)**

Die Salt River Business Improvement District NPC (SRBID) hou 'n AJV. Alle belanghebbende persone word genooi na 'n oorsig van die jaar se bedrywighede, goedkeuring van die termyn verlenging en beplanning vir 2019/20.

**Datum:** 22 Oktober 2018  
**Tyd:** 16:00  
**Plek:** Konferensielokaal, Double Tree by Hilton  
Cape Town, Upper East Side, Brickfieldstraat 31,  
Woodstock

Slegs bona fide-lede van die SRBID kan stem by 'n AJV. Alle eienaars van nie-residensiële eiendom wat binne die SRBID val, kan lede word sonder enige koste daaraan verbonde, maar moet registreer voor 5 Oktober 2018.

**Vir meer besonderhede oor registrasie en dokumentasie gaan na [www.srbid.co.za](http://www.srbid.co.za), stuur 'n epos aan [info@srbidcid.co.za](mailto:info@srbidcid.co.za) of skakel 083 255 7657**



**salt river**  
business improvement district

**Notice of Annual General Meeting (AGM)**

The Salt River Business Improvement District NPC (SRBID) will be hosting its AGM. All stakeholders are invited to a review of the year's activities, approval of the extension of the CID term and planning for 2019/20.

**Date:** 22 October 2018  
**Time:** 18:00  
**Venue:** Conference Venue, Double Tree by Hilton Cape Town, Upper East Side, 31 Brickfield Road, Woodstock

Resolutions presented at the AGM can only be voted on by bona fide members of the SRBID. This membership is available free of charges to all owners of non-residential property(ies) within the SRBID footprint, but they must be registered before 5 October 2018.

**For further information, documentation and how to register go to [www.srbid.co.za](http://www.srbid.co.za) or e-mail [info@srbid.co.za](mailto:info@srbid.co.za) or call 083 255 7657**

LUL17845459

1825



**SALT RIVER BUSINESS IMPROVEMENT DISTRICT NPC**

2015/027543/08 NPC

97 Durham Road, Salt River, 7925

[www.srbid.co.za](http://www.srbid.co.za)

|

[info@srbid.co.za](mailto:info@srbid.co.za)

Notice is hereby given of the Annual General Meeting of the Salt River Business Improvement District NPC that will take place on the 22 October 2018 at 16:00 at the Conference Venue, Double Tree by Hilton Cape Town, Upper East Side, 31 Brickfield Road, Woodstock where the following items will be discussed.

## **AGENDA**

1. Registration
2. Welcome & Apologies
  - 2.1 Membership
    - 2.1.1 resignations
    - 2.1.2 new members
  - 2.2 Quorum to constitute a meeting
3. Approval of previous members meeting minutes
4. Approval of agenda
5. Chairman's Report
6. Feedback on operations 2017-18
7. Noting of Audited Financial Statements 2017-18
8. Approval of extension of the 5-year term Business Plan 2019-2024
9. Approval of budget 2019-20
  - 9.1 Approval of use of surplus funds 2019-20 (if applicable)
10. Approval of implementation plan 2019-20
11. Appointment of auditors
12. Confirmation of Company secretary
13. Election of Board Members
14. General / Q & A
15. Adjournment

Please note the following:

The present Directors of the SRBID and their respective portfolios are:

Name	Current CID Portfolio	Company
Quintin Rossi	Chair Person	Spear Property
Dawid Benjamin Swart	Director	Zamori 361 Pty Ltd
Caroline Jane Coates	Director	Double Tree by Hilton Cape Town
Justin Denver Betts	Director	Swish Property 11
Keith Scherzer	Director	Texas Textiles CC

All owners of Business property are invited to attend. However, only owners registered as members of the company may vote.

- Per clause 11.9.2 of the Memorandum of Incorporation, no member who is in arrears with payment of the additional rate for more than 60 (sixty) days, shall be entitled to vote at a members' meeting for so long as he is so in arrears except if the member can prove that he is in a dispute or has entered into an appropriate payment arrangement with the City.
- Owners wishing to apply for membership should do so via the website or by email. New membership applications should be received by 5 October 2018 to be approved and accepted at a meeting of the Board of directors of the SRBID prior to the AGM.
- Any member may appoint a Proxy to attend the meeting on his/her behalf. Forms of Proxy may be downloaded from the website or requested by email. The proxy form may be delivered at the offices of the Company no less than 24 hours prior to the advertised time of the start of the meeting.
- Enquiries should be addressed as far in advance as possible, by email as above or by letter to the registered office of the company. The Financial Accounts can be downloaded from the website.
- Clause 12.1.7 of the MOI states "As required by item 5(1) (b) of schedule 1 to the Act, at least 1/3 (one third) of the directors shall resign every year at the AGM but shall eligible for re-election. The following Directors Caroline Jane Coates and Justin Denver Betts, as the oldest serving directors will resign. Caroline Jane Coates and Justin Denver Betts have made themselves available for re-election as directors. Form for nomination of directors may be downloaded from the website or be requested by email.

The following documentation is available at the AGM and on the Salt River Business Improvement District NPC (SRBID) website at [www.srbid.co.za](http://www.srbid.co.za):

- Membership list
- Clippings of adverts, notice to members and CoR 36.2 form
- Minutes of previous AGM
- Agenda
- Audited AFS (Full set)
- Implementation Plan and Budget 2019-20
- Membership application form
- Nomination as Director form
- Proxy form



AGM  
OCTOBER 2018

**MINUTES OF THE SALT RIVER BUSINESS IMPROVEMENT DISTRICT (SRBID) ANNUAL GENERAL MEETING HELD ON 22 OCTOBER 2018 AT THE DOUBLE TREE BY HILTON CAPE TOWN CONFERENCE CENTRE AT 16H00**

**Present**

Caroline Coates (CC)	Chairperson and Director – SRBID
Justin Betts (JB)	Director – SRBID
Keith Scherzer (KS)	Director – SRBID
Francois Steyn (FS)	Co-opted member of the SRBID Board
Patrick Chappel (PC)	Councillor – City of Cape Town
Gene Lohrentz (GL)	MD Geocentric (Geocentric as SRBID Management Company)

**Apologies**

Quintin Rossi (QR)	Director – SRBID
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See attached attendance register for additional attendees:

<p><b>1. WELCOME</b></p> <p>a. The Chairperson welcomed all present to the Annual General Meeting of SRBID.</p>	ALL
<p><b>2. QUORUM TO CONSTITUTE A MEETING</b></p> <p>a. The Chairperson handed over proceedings to GL</p> <p>b. GL noted that two new properties (Erf 16174 13756) has signed up for membership of the SRBID. Both properties are represented at the AGM by proxy from the property owner.</p> <p>c. GL announced that a quorum is present and that the meeting is properly constituted.</p>	ALL
<p><b>3. MINUTES</b></p> <p>a. The minutes of the 2017 AGM was approved by show of hands.</p>	ALL
<p><b>4. APPROVAL OF THE AGENDA</b></p> <p>a. GL asked the meeting if anyone would like to add anything to the Agenda of the meeting.</p> <p>b. There was a request to add parking issues as a point of discussion and it was agreed to discuss the matter under the “general” item.</p>	ALL
<p><b>5. CHAIRPERSON’S REPORT</b></p> <p>a. GL presented a feedback of the year’s operations with specific reference to Public Safety, Cleaning, Urban Management and Social Upliftment.</p> <p>b. GL highlighted that the change in public safety deployment to have two vehicles at night have proved very positive and a large component of the safety work is done at night in the area.</p>	ALL

<ul style="list-style-type: none"> <li>c. GL also highlighted the interaction with homeless people in the area and the ever-increasing number of people on the street, not only in Salt River but across all metropolitan areas.</li> <li>d. GL highlighted the issue of replica (toy) firearms being used to commit crimes and showed some examples of this.</li> <li>e. GL noted that the SRBID is working quite closely with the Woodstock SAPS and the Law Enforcement Officers working with the SRBID.</li> <li>f. GL also explained the work done with parking issues in the precinct.</li> <li>g. GL showed a video of work done with the SAPS to seek out and combat theft of train components and copper cables in the railway reserve adjacent to the SRBID. GL also showed how the SRBID CCTV cameras are used to combat criminal activity in the area.</li> <li>h. GL noted the various cleaning activities of the SRBID cleaning team.</li> </ul> <p><b>6. UPDATE OPINION SURVEY</b></p> <ul style="list-style-type: none"> <li>a. GL showed the results of the recent urban management survey and the very favourable comparison to the survey that was done before inception of the SRBID. It showed how the opinion of various aspects have improved since the inception of the SRBID.</li> </ul>	
<p><b>7. ACCEPTANCE OF THE AUDITED FINANCIAL STATEMENTS</b></p> <ul style="list-style-type: none"> <li>a. The meeting adopted and approved the AFS of the SRBID.</li> </ul>	ALL
<p><b>8. APPROVAL OF THE NEW 5-YEAR BUSINESS PLAN (TERM RENEWAL) AND 5-YEAR BUDGET</b></p> <ul style="list-style-type: none"> <li>a. The members of the meeting adopted the new 5-year business plan and approved the term extension of the SRBID for the next 5 years starting on 1 July 2019 and also approved the 5-year implementation plan.</li> <li>b. GL presented the 5-year budget to the members in the meeting and highlighted the way in which some of the surplus funding will be used to augment the budget every year.</li> <li>c. GL also presented the budget for 2019/20.</li> <li>d. A member of the meeting asked if the SRBID should not consider reducing the number of officers and increasing the use of technology.</li> <li>e. GL explained that the number of patrol officers are at the minimum and should not be reduced.</li> </ul> <p><b>9.</b> On request from a member of the meeting, the process flow of finances and payments was discussed at length. It was explained that invoices are forwarded to one of the Board Members responsible for finances who then evaluate and approve payments in line with the budget of the SRBID. GL also explained the accounting and auditing processes of the SRBID.</p> <p><b>10.</b> GL asked the meeting if the 5-year budget and the 2019-20 budget can be approved. The members of the meeting approved the budgets.</p>	ALL
<p><b>11. RETENTION FUND PAYMENT</b></p> <ul style="list-style-type: none"> <li>a. GL explained the repayment of retained income to the SRBID.</li> <li>b. GL presented the change in the Public Safety Service Provider to the meeting and noted that the service provider was also responsible for the provision of control room and CCTV monitoring facilities. With reference to a proposal tabled and approved by the Board and the City, GL presented the reestablishment of the Control Room and CCTV</li> </ul>	ALL



<p>Monitoring to be done by Geocentric, independently of the public safety service provider.</p> <ul style="list-style-type: none"> <li>c. Although the Board already approved the proposal this was also presented to the members at the AGM.</li> <li>d. The members of the meeting approved the utilisation of R 26 400 of the retention fund pay-out to fund some of the technical costs to re-establish the control room.</li> <li>e. A member of the meeting asked if the control room will be adequately secured and GL noted that it will be secured appropriately.</li> </ul>	
<p><b>12. IMPLEMENTATION PLAN APPROVAL</b></p> <ul style="list-style-type: none"> <li>a. The members of the meeting approved the proposed implementation plan.</li> </ul>	
<p><b>13. AUDITORS FOR 2019/2020</b></p> <ul style="list-style-type: none"> <li>a. GL noted that the current auditors are C2M. The members approved the re-appointment of C2M.</li> </ul>	ALL
<p><b>14. APPOINTMENT OF THE COMPANY SECRETARY</b></p> <ul style="list-style-type: none"> <li>a. GL noted that C2M currently act as Company Secretary. The members approved the re-appointment of C2M.</li> </ul>	ALL
<p><b>15. BOOK KEEPERS FOR 2019/2020</b></p> <ul style="list-style-type: none"> <li>a. GL noted that the current accounting firm is Nicolene Cooke Accounting. The members approved the re-appointment of Nicolene Cooke Accounting.</li> </ul>	ALL
<p><b>16. STAND DOWN &amp; ELECTION OF BOARD MEMBERS</b></p> <ul style="list-style-type: none"> <li>a. Justin Betts and Caroline Coates have resigned but has made themselves available for re-election. Caroline Coates announced that Quintin Rossi will resign as a director and proposes that Francois Steyn is elected for a position on the Board.</li> <li>b. Justin Betts and Caroline Coates and Francois Steyn were elected to the Board.</li> </ul>	ALL
<p><b>17. GENERAL</b></p> <ul style="list-style-type: none"> <li>a. The representative from Zamori Properties noted the issues with parking in the Durham Avenue area, especially people parking on sidewalks or blocking business entrances instead of utilising parking bays and parking facilities.</li> <li>b. Other members of the meeting acknowledged that such practices happened elsewhere, but that Law Enforcement has been acting against these actions frequently.</li> <li>c. GL noted the number of fines written in the SRBID by the Law Enforcement officers employed by the SRBID.</li> <li>d. GL proposes that parking enforcement operations are conducted around the problem area as focussed operations like what was done in Brickfield Road and re-evaluate the results.</li> <li>e. Cllr Chapple also proposed an investigation by City of Cape Town Transport Officials</li> <li>f. Mr Keith Scherzer introduced the plan to establish Peak Child education and child care for local workers in the area and he highlighted the benefits of having such a facility in the SRBID area. It was agreed that it will also be noted on the SRBID website when the facility is open.</li> </ul>	ALL

**18. CLOSURE**

- a. Caroline Coates thanked those involved in the SRBID for their support and for those business and property owners for being present and then closed the meeting.

Dear Nomnikelo

I have no real objection, except that the social interventions as indicated in the business plan is not linked to the social intervention department, but the Social Development and Early Childhood Development department, specifically linked to the Street People Unit in terms of the street people issues listed.

Regards

**Grant Stephens**

Area Manager: North – Social Development and ECD Department  
Community Services & Health Directorate

**Tel:** 021 417 4084 | **Fax:** 021 XXX XXXX | **Cell:** 084 225 2028

**From:** Nomnikelo Halana

**Sent:** Friday, 08 February 2019 3:54 PM

**To:** Freddie Prince <[Freddie.Prince@capetown.gov.za](mailto:Freddie.Prince@capetown.gov.za)>; Johannes van Schalkwyk <[Johannes.vanSchalkwyk@capetown.gov.za](mailto:Johannes.vanSchalkwyk@capetown.gov.za)>; Eugene Hlongwane <[Eugene.Hlongwane@capetown.gov.za](mailto:Eugene.Hlongwane@capetown.gov.za)>; Letitia Bester <[Letitia.Bester@capetown.gov.za](mailto:Letitia.Bester@capetown.gov.za)>; Xolisile Mama <[MichaelXolisile.Mama@capetown.gov.za](mailto:MichaelXolisile.Mama@capetown.gov.za)>; Alfonso van Vuuren <[Alfonso.vanVuuren@capetown.gov.za](mailto:Alfonso.vanVuuren@capetown.gov.za)>; Lorraine Frost <[Lorraine.Frost@capetown.gov.za](mailto:Lorraine.Frost@capetown.gov.za)>; Lisle Lombard <[Lisle.Lombard@capetown.gov.za](mailto:Lisle.Lombard@capetown.gov.za)>; Zolile Siswana <[Zolile.Siswana@capetown.gov.za](mailto:Zolile.Siswana@capetown.gov.za)>; Monwabisi Booï <[Monwabisi.Booi@capetown.gov.za](mailto:Monwabisi.Booi@capetown.gov.za)>; Julia Wood <[Julia.Wood@capetown.gov.za](mailto:Julia.Wood@capetown.gov.za)>; Bongani Mnisi <[Bongani.Mnisi@capetown.gov.za](mailto:Bongani.Mnisi@capetown.gov.za)>; Lorraine Gerrans <[Lorraine.Gerrans@capetown.gov.za](mailto:Lorraine.Gerrans@capetown.gov.za)>; Pat Titmuss <[Pat.Titmuss@capetown.gov.za](mailto:Pat.Titmuss@capetown.gov.za)>  
**Cc:** Eddie Scott <[Eddie.Scott@capetown.gov.za](mailto:Eddie.Scott@capetown.gov.za)>; Joepie Joubert <[Joepie.Joubert@capetown.gov.za](mailto:Joepie.Joubert@capetown.gov.za)>; Runan Rossouw <[Runan.Rossouw@capetown.gov.za](mailto:Runan.Rossouw@capetown.gov.za)>; Bonita Ascott <[Bonita.Ascott@capetown.gov.za](mailto:Bonita.Ascott@capetown.gov.za)>  
**Subject:** Salt River Business Improvement District - new five year term approval

Dear Colleagues

The Board of the Salt River Business Improvement District (SRBID) is in the process of extending the SRBID term for the period 2019-2024.

They obtained support from their members at the recent AGM and have now applied for Council approval. If approved the new five year term will start on 1 July 2019.

Please familiarise yourself with the content of the new Business Plan attached (Motivation report, Implementation Plan and Budget) and more specifically with the component that relates to your functional area for possible inclusion in your Directorate/Departmental SDBIPs.

All comments on the Business Plan need to be submitted by 16 February 2019.

If you have no comments on any portion of the Business Plan you are also requested to inform the CID Department by return mail as reference will be made in the report to Council on the engagement with City Departments.

Regards

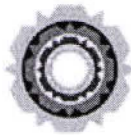
**On Behalf Of Runan Rossouw**

Senior Professional Officer - Compliance & Establishment  
City Improvement Districts  
Directorate of Urban Management

8<sup>th</sup> Floor, Civic Centre, Cape Town

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