

**BUSINESS PLAN FOR THE MANAGEMENT  
OF THE**



**STRAND BUSINESS IMPROVEMENT DISTRICT  
(SBID)**

**REVISION 2 – MARCH 2013**

**Compiled in accordance with the By-Law for establishment of  
Special Rating Areas, promulgated in the Provincial Gazette 6651/2009**

Compiled by Gene Lohrentz of Geocentric Information Systems



Urban Management Consultant to the proposed Strand Business Improvement District

This report was prepared for the Steering Committee of the proposed Strand Business Improvement District Special Rating Area by Gene Lohrentz of Geocentric Information Systems.

**Disclaimer**

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This proposal covers the period 1 July 2014 to 30 June 2019 as set out in three parts, namely:

Part 1: Motivation

Part 2: Budget

Part 3: Implementation Plan

**PROPOSED STRAND BUSINESS IMPROVEMENT DISTRICT SPECIAL RATING AREA Information:**

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**Name of SRA:** Strand Business Improvement District (SBID)  
**Contact Person:** Mr Grant Goodwin  
**Contact Telephone No:** 021 853 1070  
**Commencement Date:** 1<sup>st</sup> July 2014  
**Municipality:** City of Cape Town

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

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The proposed boundaries for the **SBID** are outlined below:

**Northern Boundary** – From Birkenhead Road along Piet Retief Street to Main Road

**Eastern Boundary** – Along Main Road to Faure Marine to include all properties facing Van Ryneveld Street up to Hofmeyer Street and from Hofmeyer along Scarbrow, Gouws and Van der Merwe up to Beach Road.

**Southern Boundary** - Along Beach Road from Van der Merwe Street to Van Riebeeck Street.

**Western Boundary** – From Beach Road along Van Riebeeck to Heinecke Street, along Heinecke Street to Church Street and along Church Street to Fagan Street then along Fagan Street to Birkenhead Street and along Birkenhead to meet up with Piet Retief.

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Map 1 Boundary of the proposed SBID SRA

## Executive Summary

The Strand Business Improvement District (SBID) Steering Committee has taken the initiative to seek solutions to the problems in the Strand Central Business District (CBD). The Strand CBD is a well-established business district area that has experienced a systematic decline in business investment and activity. To some degree, the decline in business vitality is attributed to the development of a regional shopping mall that offers a controlled public environment perceived to be more convenient and safe for shoppers and visitors. The CBD's decline is further associated with increased homelessness in the area and the area has become a target of property related crime. The lack of dedicated urban management is evident in some parts of the CBD where public and municipal infrastructure is falling into neglect and disrepair. The steering committee has identified the Special Rating Area (SRA) model as a basis to address these problems and counter any potential for further urban decay and the further increase of crime in the area. Timely intervention through coordinated management of the area will preserve and maintain the existing infrastructure and ensure the future viability of the area as a vibrant central business district. The proposed interventions will focus on dedicated urban management and security, which may contribute to securing the area, and driving incidents of property related crime down.

The formation of an SRA in the area will enable 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 property owners from the area will pay an additional rate to fund additional services for that specific area as set out in this business plan for the SRA. The additional 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 is collected by the City from property owners in the area and paid over to 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 services allows individual property owners to benefit from a well-managed industrial node including a shared sense of communal pride, safety and social responsibility.

### **Vision, Mission and Goals of the Proposed Strand Business Improvement District**

The vision of the SBID 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 SBID to create an inviting and safe business district attractive and safe for visitors and shoppers alike.

#### **The Proposed Strand Business Improvement District has the following goals:**

- Reducing crime 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 investment to the area.
- Support the promotion of the SBID Industrial area as a safe and clean environment by promoting greening, energy efficiency, recycling and risk/disaster management.
- Support and promote social responsibility in the area
- The sustained and effective management of the SBID area.

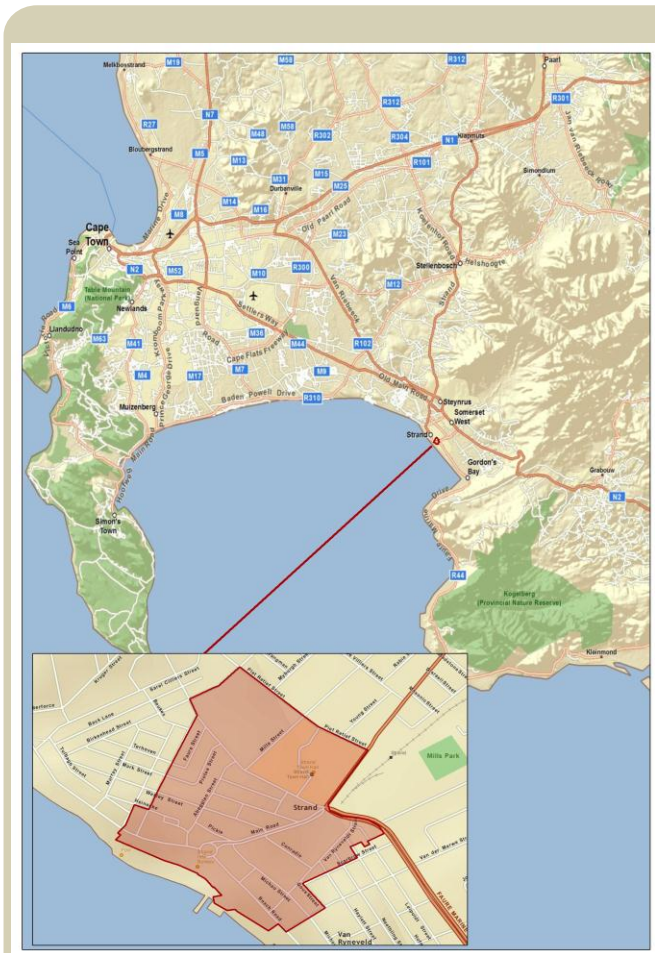
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## BACKGROUND AND INTRODUCTION

Strand is a seaside community southeast of Cape Town and although it is approximately 50m km away from the Cape Town CBD it is regarded as part of the greater City of Cape Town. It is 10 km away from the inland town of Somerset West, however recent expansion of both towns have resulted in the two towns to be adjacent to each other, with shopping malls and residential complexes creating the connections. Strand forms part of the Helderberg Basin, together with Somerset West and Gordon's Bay (<http://en.wikipedia.org>). The Strand area offers a tourist destination for many South Africans, especially during summer when large numbers of holiday makers flock to the town for the holiday season.



**Figure 1** Locality map showing the position of Strand CBD and SRA relative to the rest of the metropole and the major roads.

The Strand CBD is a well-established business district area. It offers users a wide range of services and retail opportunities including banks, small shopping malls and restaurants. The largest shopping destination in the CBD is the Dorpsmeent Centre. Although the CBD has much to offer it has experienced a systematic decline in business investment and activity. To some degree, the decline in business vitality is attributed to the development of a regional shopping mall (Somerset Mall) that offers a controlled public environment perceived to offer a more diverse, more convenient and safe experience for shoppers and visitors. The CBD's decline is further associated with increased homelessness in the area and the area has become a target of property related crime. The lack of dedicated urban management is evident in some parts of the CBD where public and municipal infrastructure is falling into neglect and disrepair.

A group of concerned property owners and members of the community has recognised the need to seek and implement solutions to the challenges facing the Strand CBD area. In response this group has formed a steering committee for the establishment of the Strand CBD Special Rating Area (SRA). The steering committee does this work on a voluntary basis without any compensation and initial expenses leading up to the application for the establishment of the SRA are funded by the steering committee members.

The establishment of an SRA will enable the formation of a statutory body in terms of the SRA By-law of the City of Cape Town. If the SRA application is successful SRA levies will be collected by the local authority from ratepayers in the area and paid over to the SRA management board. Funds raised will be dedicated to supplement municipal services such as public safety, cleansing and urban management.

*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 Stikland 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.*



# Part 1: Urban Analysis - The Need for an SRA

## Urban Challenges in the Strand Area

As part of the process to develop the new business plan the SBID Steering Committee commissioned a perception survey amongst business and property owners of the proposed SBID 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

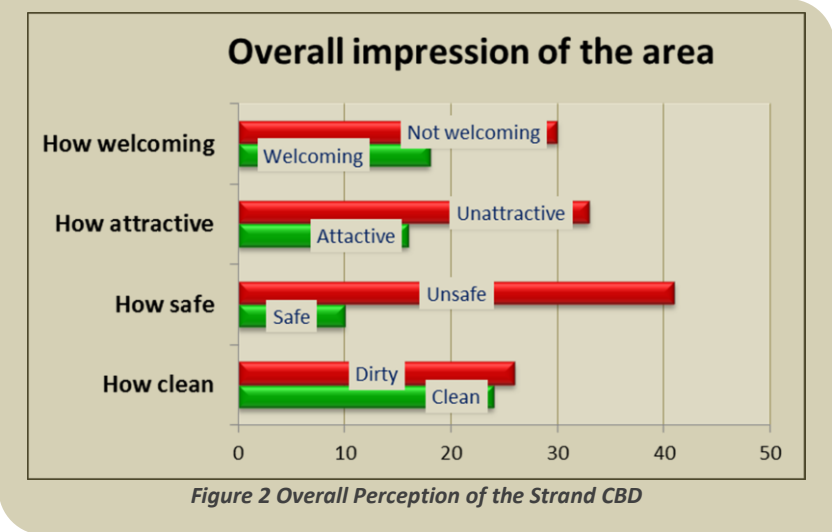
Participants were also asked to rank the importance of the above listed issues at the end of the survey questionnaire. The survey questionnaire also provided the opportunity to express general comments and concerns in writing. The results of the perception survey along with additional research, newspaper reports and information available to the SBID Steering Committee was used to develop an overall analysis of the urban challenges of the Strand CBD area.

### Safety and Security

The latest crime statistics for the entire Strand area is shown in Table 1. These figures illustrate the fact that in general the Strand area mostly experience crime which could occur or originate from the public domain including theft, robbery, contact crimes and drug related crime. Table 1 illustrates the official crime statistics for the Strand area based on data from the South African Police Service. It is important to note that this may not be a true representation of the Strand CBD since it only constitutes a smaller portion of the entire Strand area yet the statistics are indicative of the trends and criminal activities in the area. It must also be noted that these crime statistics represent reported crime and may not reflect crimes where cases are not reported to the SAPS. It is evident that crime levels increased significantly in some instances and decreased on others.

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.

Survey participants were asked to provide an overall impression of the Strand CBD and most respondents indicated that they perceive the CBD as unwelcoming, unattractive and unsafe (See Figure 2).



**Table 1 Crime statistics for the Strand Area**

Crime Category	Apr 2010 to March 2011	Apr 2011 to March 2012	Increase	Increase %
Murder	4	6	2	33%
Total Sexual Crimes	60	49	-11	-22%
Attempted murder	3	11	8	73%
Assault with the intent to inflict grievous bodily harm	118	123	5	4%
Common assault	307	342	35	10%
Common robbery	67	56	-11	-20%
Robbery with aggravating circumstances	72	116	44	38%
Arson	2	5	3	60%
Malicious damage to property	339	413	74	18%
Burglary at non-residential premises	218	180	-38	-21%
Burglary at residential premises	709	743	34	5%
Theft of motor vehicle and motorcycle	290	276	-14	-5%
Theft out of or from motor vehicle	671	767	96	13%
Illegal possession of firearms and ammunition	21	28	7	25%
Drug-related crime	526	640	114	18%
Driving under the influence of alcohol or drugs	254	190	-64	-34%
All theft not mentioned elsewhere	1325	1832	507	28%
Commercial crime	213	144	-69	-48%
Shoplifting	90	77	-13	-17%
Carjacking	2	2	0	0%
Robbery at residential premises	8	9	1	11%
Robbery at non-residential premises	14	27	13	48%
Culpable homicide	4	6	2	33%
Public violence	1	5	4	80%
Crimes injuria	58	83	25	30%
Neglect and ill-treatment of children	10	6	-4	-67%
Kidnapping	1	1	0	0%

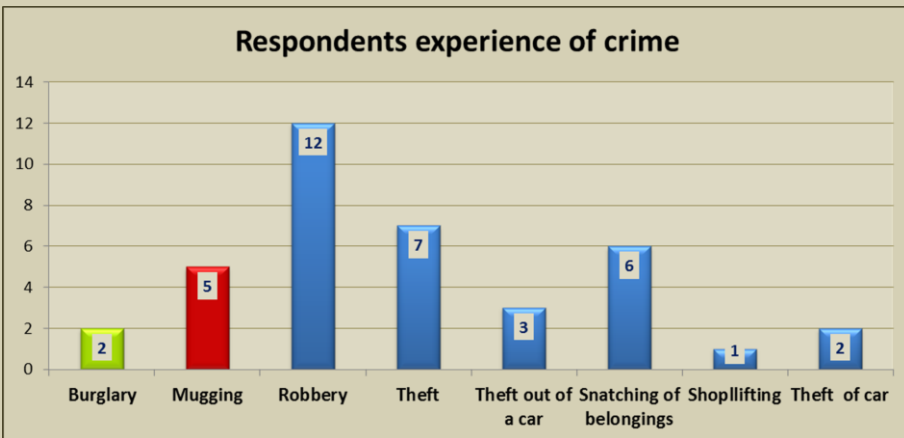
Survey participants were provided with a list of typical criminal activities and were asked to identify the types of crime that occur most frequently in their area and were provided with a list of typical criminal activities.

Figure 3 illustrates the various criminal activities highlighted in the survey and the frequency that each activity was listed by the participants. Although these figures cannot be regarded as accurate crime statistics or empirical evidence of crime, it illustrates that theft from property, robbery, theft from cars or vehicle related crime and snatching of belongings occurs most often in the area and support the statistics listed in Table 1.

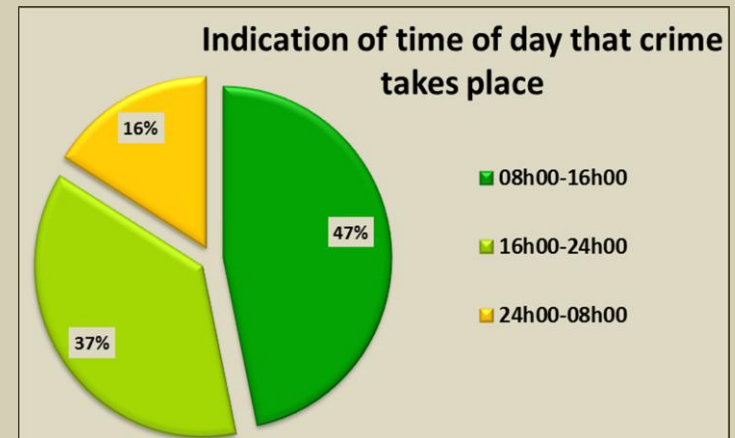
Participants further indicated that crimes take place at various hours of the day but mostly during the day when shoppers and visitors frequent the area. Day-time crime makes up 47% of the perceived times that crimes occur in Strand as is illustrated in Figure 4.

The survey also tested respondent's opinion on the effectiveness of current policing efforts. 26% agreed that current efforts are effective ranging between good to excellent while 74% believe that it is not very effective.

A comprehensive safety and security plan has been developed to address the safety and security issues of the area.



**Figure 3 Experience of the type of crime in the Strand CBD**



**Figure 4 Perception of time of day when crime takes place in the Strand CBD**

### Litter, cleanliness the public environment

The opinion of people regarding litter and cleanliness can be very subjective and difficult to measure. Responses received during the perception survey should be regarded as observations although it can be argued that the responses are based on people’s desire for their area compared to the current situation. Figures 5 and 6 show a summary of the opinions regarding litter and cleanliness. Litter in the public areas seem to be a general problem (See examples in Figure 7). If considered with the opinion that not enough litter bins are provided, it highlights this as an issue to be addressed. The responses to the issue of refuse collection are fairly positive from commercial and industrial properties where it would seem to be collected regularly. Participants indicated the following places as areas associated with litter and general poor cleaning.

- Beach Road
- Beachfront
- Shoprite
- Main Road
- Wesley Street
- Parking areas and open spaces
- Pickle Street
- Plein Street
- Market area next to Pier
- Fountain area
- Ablution blocks opposite the road
- Beach Road
- Wesley Square and Surrounds
- Schwartz Street - next to Absa
- Fish shop - drain and cabbage smells terrible
- Market Square
- Church Street
- Streets around CBD
- Old Police Station
- Homeless people use public places as a toilet
- Post Office
- Where bergies sleep/operate
- Fagan Road



Figure 7 Litter in the public areas

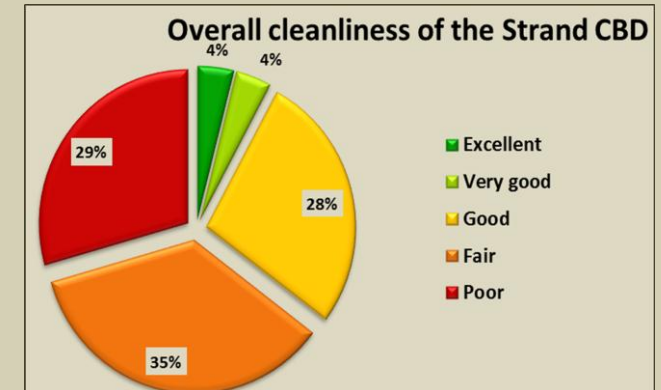


Figure 5 Overall opinion of cleanliness of the area

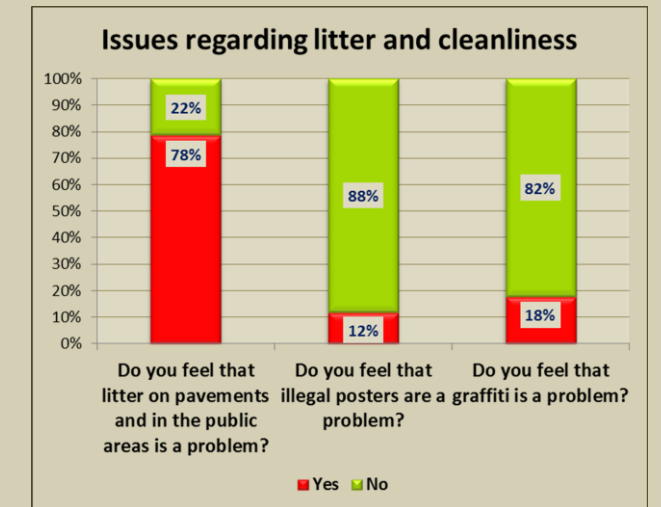


Figure 6 Opinion on litter and cleanliness

Two public area cleaning issues were surveyed specifically. These issues related to illegal dumping and the need for waste recycling initiatives in the area. To gain opinion on the first issue, respondents were asked to indicate whether illegal dumping is a problem in the area. Respondents were asked where the illegal dumping takes place and also given the opportunity to indicate what type of waste is most often associated with the illegal dumping practices (See Figure 8). 37% of respondents indicated that illegal dumping is a problem.

Figure 9 illustrates the typical litter and illegal dumping issues that need to be addressed in the SBID area on a daily basis. The need for waste recycling clearly exists in the Strand area. 78% of all participants indicated that there is a need for recycling in the area. Figure 10 illustrates the required types of recycling that respondents indicated as important and the frequency that it was listed. Street sweeping and cleaning does take place but only in some areas and not very effectively. In addition, uncontrolled bin picking takes place and generates additional litter in the streets and squares. See Figures 11 and 12.



Figure 8 Opinion on types of illegal dumping



Figure 9 Illegal dumping of builders rubble

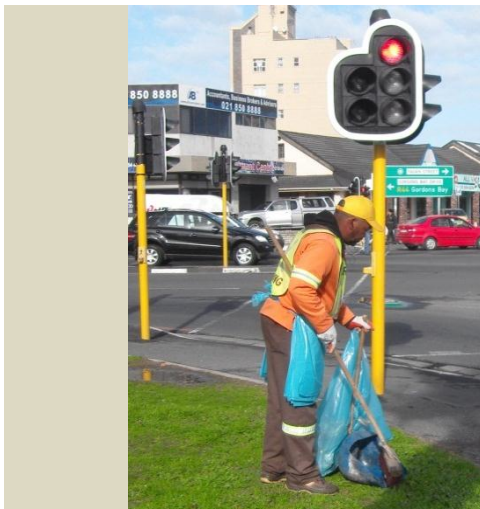


Figure 11 Street sweeping takes place in some areas in the CBD



Figure 12 Bin pickers empty bins on the sidewalk and contributes to litter in the public areas

In summary the perception survey revealed the following results regarding litter and cleanliness in the area:

- 29% of the participants regard the general state of cleanliness as poor and 35% regarded it as average.
- Waste management is a problem as excessive litter can be seen in some of the public areas.
- 37% of the participants indicated that there is indeed a problem with illegal dumping.

In order to address the issues of litter and cleaning of the public environment a comprehensive cleaning plan to supplement the existing municipal services is proposed in the SBID area as set out in the Implementation Plan.

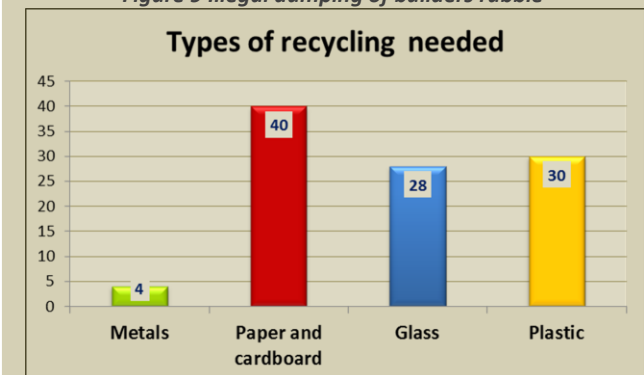


Figure 10 Types of recycling listed

### Area lighting and traffic

The third section of the survey sought the opinion of participants regarding the lighting of streets and pavements and the standards of traffic signs and road markings. 61% of the participants regarded the standard of street signage and markings as good to excellent while 39% regarded it as of a fair to poor standard (See Figure 13). Figures 14 and 15 illustrate the status of signage in the Strand CBD. Bent, disorientated and faded signage illustrates the opinion of some of the survey participants. Fifty eight percent (58%) of the participants regarded the street lighting as sufficient

### Urban Management

Further to the issues of lighting, signage and cleaning in the public environment, urban management problems are present in some areas of the proposed SBID area. In terms of the basic elements of the public environment most people (57%) 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 45% of participants are not satisfied with the maintenance of the pavements in the area. The photographic survey captured numerous locations where the pavement infrastructure has been damaged severely including missing manhole covers (See Figures 16 and 17).

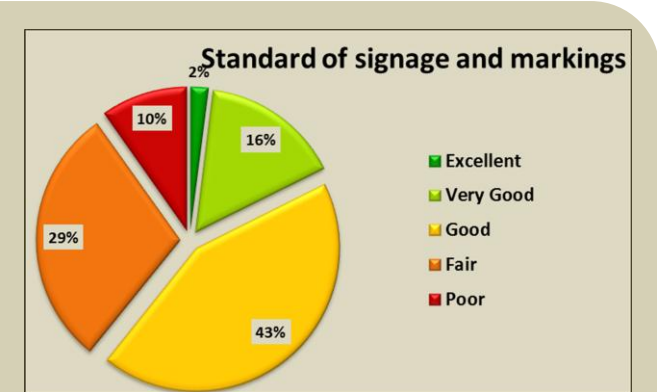


Figure 13 Standard of signage and markings



Figure 14 Poor quality street name sign for Willow Road



Figure 15 Maintenance and safety of pavements



Figure 16 Unmaintained sidewalk surfaces



Figure 17 Broken manhole covers on sidewalks

The Strand CBD offers various public squares, parks, benches or walkways but these areas are fairly neglected and in a state of disuse or disrepair. As an example, Ben Friedman Plain is completely run-down, in disuse and a group of vagrants has constructed makeshift shelters on the vending area of the plain (see Figure 18).



*Figure 18 Ben Friedman Plain*

In general, the public environment can be described as “in distress” with many elements suffering from neglect and general deterioration. These elements include street furniture such as benches, public signage, tree wells and items such as bollards. Participants in the survey were asked to rate the maintenance of infrastructure such as water supply, storm water drains and street gutters. 74% of respondents indicated dissatisfaction with the maintenance of this type of infrastructure rating the maintenance as fair to poor. The photographic survey captured locations of poor infrastructure maintenance in many of the streets in the Strand CBD. This is further supported by the rating of the quality and the maintenance of the roads in the Strand CBD where 74% of respondents rate the maintenance of the roads in the Strand CBD as poor or average. Only 20% rated it as good. The photographic survey captured numerous locations where the road infrastructure has been damaged severely. This is further associated with damage to sidewalks and kerbstones. Figures 44 to 49 illustrate typical damage to road infrastructure in the Strand CBD and industrial area.



*Figure 19 Typical damage to public and road infrastructure in the Strand CBD*

In order 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 is proposed in the SBID area as set out in the Implementation Plan.

### 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 on areas of potential income such as parking areas, traffic signals and shopping malls. 96% of survey participants perceive homelessness as a problem in the Strand CBD. 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 is begging, sleeping in the area, alcohol and drug abuse and theft as shown in

60% of respondents indicated that bin picking is a problem in the Strand CBD. Bin picking creates various problems in any urban area as it supports vagrant communities through recycling of small amounts of material from bins. This in turn leads to anti-social behaviour including littering, aggressive begging and opportunistic criminal activity such as theft. General anti-social behaviour has also been mentioned by survey respondents who have singled out drinking in public, especially close to shops selling alcohol and urinating in public as two particular related issues. Figures 20 to 22 illustrate these perceptions and support the opinion of the respondents. Drug abuse is perceived to be a major problem in the Strand CBD with 76% of respondents regarding it as a problem.

### Marketing of the area

55% of the survey participants indicated that the Strand CBD has deteriorates over the last 5 years. 78% of respondents indicated that would be useful to have events in order to build a community spirit in the Strand CBD. Participants indicated the type of events they would prefer and support. Figure 23 illustrates the type of events and the number of participants that selected each type of event.

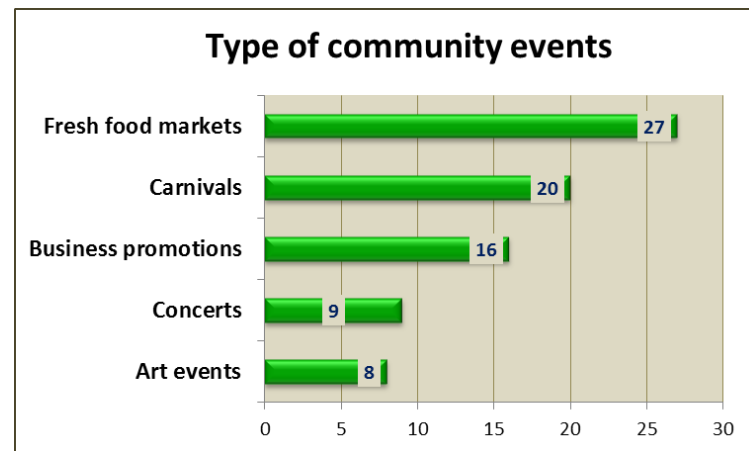


Figure 23 Types of community events selected by respondents

Comprehensive marketing and branding of the SBID area can only follow on the successful execution of the Implementation Plan to develop a management strategy for the area. Initial marketing will focus on these successes where after further plans can be developed.

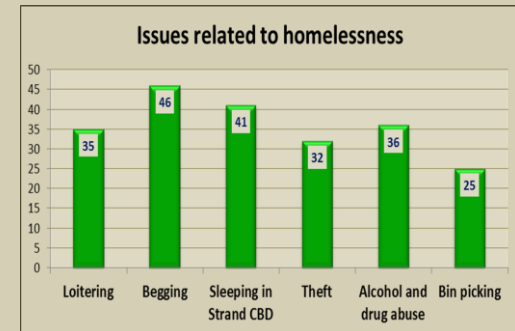


Figure 20 Issues related to homelessness and the social environment



Figure 21 Issues related to homelessness and the social environment



Figure 22 Issues related to homelessness and the social environment

## Part 2: 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 services to improve and upgrade that specific area as set out in the business plan for the SRA.

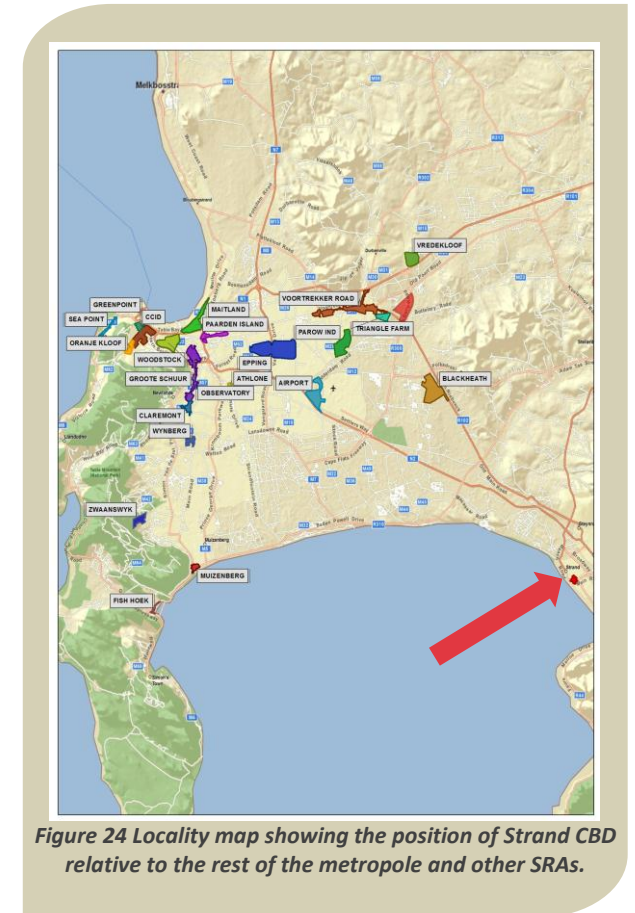
The additional services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area. The SRA additional rates will be collected by the City of Cape Town from property owners in the area and paid over to 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 services allows individual property owners to benefit from a well-managed neighbourhood including a shared sense of communal pride, 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 a 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.
- A perception 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
- A consent and objection period has 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 a SRA is approved, all of the property owners within the SRA have to pay the additional rate.
- Once legally constituted, the local authority will collect the additional rate from all property owners within the demarcated area.



*Figure 24 Locality map showing the position of Strand CBD relative to the rest of the metropole and other SRAs.*



- The local authority collects the additional rate and pays the money received directly over to the SRA management company in 12 equal instalments that equal the SRA annual budget as approved to the Non-Profit Company (NPC).
- 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 political representation from the City of Cape Town appointed to the Board by the City of Cape Town.
- A Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the original 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 local authority must inform the SRA of 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 local authority baseline services.
- The SRA is established for an initial period of five years but its life can continue indefinitely unless members move for material changes to the original business plan or the SRA is dissolved. Annual and term renewals are required.
- An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

### Typical services offered within a Special Rating Area

Services offered within a 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 crime prevention services to enhance services from the national and local policing services. 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.

#### Cleaning and maintenance

SRAs provide cleaning and maintenance services over and above those provided by local government. 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.

### 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 a 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 rate. In addition, the Inter Service Liaison Department of the City of Cape Town provides an oversight role to ensure appropriate execution of the business plan and management of the public funds.*

## 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.

## 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

SRA's 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 Trader Management

SRA's 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 SRA's to work with the City of Cape Town to implement local by-laws and policies including informal trade management.

### **What are the benefits of SRA's?**

#### ***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.*

#### ***SRA's 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 such land use change in order to guide the management body.*

#### ***SRA's 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.*

## Part 3: Business Plan for the Strand City Improvement District (SBID)

### Vision, Mission and Goals of the SBID

The vision of the SBID is to develop and nurture the Strand Central Business District as a safe, attractive and accessible business and shopping precinct.

The mission of the SBID is to revitalise the Strand CBD as a safe, clean and attractive business district with unique offerings to its users through enhanced management.

### The SBID has the following goals:

- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS, City of Cape Town Law Enforcement and 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 and increase property values.
- Attract investment to the area.
- Support and promote social responsibility in the area
- The sustained and effective management of the SBID area.

### Operations of the SBID

Once the City of Cape Town has approved the establishment of the SBID its operations will commence. It is envisaged that this will occur from the 1<sup>st</sup> of August 2014.

The Implementation Plan is based on the results of the perception survey compiled in December 2012 with due recognition of the specific management issues, safety, cleaning, urban management and social needs of the area. In addition the Business and Implementation Plans incorporate service delivery standards to be provided by the City of Cape Town directorates and specific projects and capital investments for the duration of the Business Plan lifecycle. Table 2 illustrates the top 3 needs selected and ranked by the perception survey participants as priorities for the activities of the SBID.



*Figure 25 The main road connects the CBD with the beach from. Good infrastructure needs to be maintained in this area to ensure a vibrant and well-maintained CBD*



*Figure 26 Various public spaces in the CBD provide places for visitors to linger and enjoy the area*

**Table 2 Ranking of priorities for the SBID**

Service delivery category	Most important	2nd most important	3rd most important
Safety and security (including lighting)	<b>76% selected</b>		
Litter and cleanliness		<b>49% selected</b>	
Road and street signage			
Maintenance of public spaces			
Social issues such as vagrancy and begging			<b>37% selected</b>
Health and environmental safety			
Marketing of Strand			

In order to address these needs the SBID will be directed to address six main focus areas namely:

- The management of the SBID operations,
- The provision of extensive safety and security measures
- 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 SBID.
- Through constructive partnerships with all the role-players in the Strand area a recycling initiative will be implemented to improve the sustainability of the industries and potentially create employment opportunities and social upliftment in the area.
- Marketing and promotional efforts will be undertaken to promote the SBID area as a well-managed and functioning industrial node.

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

### **Current City of Cape Town service levels**

Once the management team has accepted the responsibility to manage the Strand Business Improvement District the SRA management will facilitate communication and consultation with the various City of Cape Town line departments responsible for service delivery in the SBID area.

### **Safety security**

In order to improve safety and security the SBID will develop a 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 SRA initiative and the inherent security situation of the area require the deployment of patrol officers to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is for day-time operations between 07:00 and 18:00 when most businesses are operational in the area. Through a wide consultation process with various role-players and considering the contributions from other stakeholders the following safety and security plan is proposed for the SBID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) who will provide a reassuring presence on streets 7 days a week.

The public safety 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 CBD. 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 providing 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 criminal activity and form an extension of the SAPS and the local authority law enforcement. A smaller group of well-trained public safety officer have proven to be very successful in securing an area through active engagement with all people in the precinct.

Additional training of patrol officers is required to become knowledgeable on issues such as crime prevention 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 27 shows a group of patrol officers during training.

It is proposed that **4** public patrol officers be deployed in the Strand CBD every day, seven days a week between 07:00 and 18:00. In addition, the Department of Community Safety of the Western Cape Provincial Government will be approached for a donation of a mobile command post which the Department supplies to SRAs in Cape Town. This command post will serve as a public contact point within the SBID and a reporting point for the patrol officers. In addition 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. This will provide additional safety measures and an increase in visible security presence. Figure 28 shows the patrol officers in high visibility uniforms and a mobile command post and public contact centre.



*Figure 27 Public Safety Patrol Officers undergo extensive training to become knowledgeable on issues such as crime prevention*

### The public safety plan includes

- 4 x public safety patrol officers patrolling the area on foot, 7 days a week during the day-time
- 1 x mobile command post
- Radio communications network

### Assistance from the City of Cape Town

The SBID will further enhance its safety and security 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 utilising the services of the two dedicated Law Enforcement officers from the City of Cape Town now dedicated to the Strand CBD area as well as the Neighbourhood Safety Officer deployed by the Metro Police in the area. These services are made available to SRAs by the City of Cape Town and provide officers that will:

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



## Operational security forum

In order to facilitate an integrated approach the SBID will initiate and implement a safety and security forum in association with the appointed security 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

This forum will encourage the involvement of members of the SBID, property owners, tenants, businesses and representatives of the above mentioned organisations. Operational and response protocols will have to be governed and decided upon at an operational forum convened to oversee safety and security initiatives within the area. This forum will serve to share pertinent crime information as well as trends or emerging threats. The forum should ideally 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
- The Senior Superintendent of the Metropolitan Police Services
- The Principle Inspector / Law Enforcement Services
- The Assistant Chief Traffic Services
- Prominent property owners
- Representatives from the City Service branches (Transport and Road, Sewage, Electricity, Solid Waste, Parks and Sports and Recreation).
- Representatives of other private security companies operating within the area.

## Perimeter security and security applications

Existing property owners and businesses should be encouraged to improve existing security applications. This includes initiatives to encourage property owners and businesses to enforce their perimeters, add electrified fencing and deploy powerful flood lights.

## Area Cleaning and Urban management

Due to limited funding the deployment of a dedicated public cleaning service provider is not possible. It is therefore suggested that area cleaning and urban management initiatives will focus on specific areas at a time 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 SBID area to provide cleaning services and urban management. 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.

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.

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.
- After a base level of repair and reinstatement has been achieved the SBID team will implement local actions to correct minor issues.

In addition, the urban management team will assist with

- Graffiti removal where possible
- Removal of illegal posters and pamphlets from public spaces and infrastructure
- Painting of road markings and correction of road signs
- Greening, tree pruning and landscaping
- Kerb, bollard and paving reinstatements
- Stormwater drain cleaning where required

The cleaning contingent will deploy the team in various areas and rotate through the SBID. Figure 29 illustrate 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 cleansing and urban management team includes:

- 3 x urban management workers in one 4 hour shift 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.



## 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 SBID will embark on processes to develop and facilitate similar facilities and initiatives for the Strand 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 SBID will coordinate social intervention actions with the various NGO's and social improvement organisations in the area to assist in the develop of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Once the Social Intervention Plan has been finalised the SBID management will assist to 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.

The skills development and employment opportunity programme offered by the urban management process will assist in this task. In addition an information and communication strategy will be developed to inform the businesses and property owners of the area on issues of homelessness and unemployment and the intervention alternatives that exist or are planned. These initiatives will integrate with existing programmes of organisation already active in the community.

## Marketing

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

- Establishing and maintaining an informative website.
- Distributing SBID flyers and/or newsletters reflecting the initiatives and successes of the SBID.
- Promoting the SBID amongst the local businesses and industries.
- Promote community pride through the initiatives of the SBID in making the area cleaner and safer.

## Property Owner Supported Projects

Property owners with the financial means to contribute beyond their SRA levy for the SBID 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 City of Cape Town Law enforcement officers.
- Donation of supplies and equipment for the operations of the SBID such as uniforms, branding, signage, cleaning equipment.

## 5-Year Budget of the SBID

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

The following notes relate to the proposed budget as set out in Appendix D:

1. The budget allows for a project budget. The project budget will fund the urban management work team. Priority work within the scope of the urban management work team will be identified by the SBID management and submitted to the Board for approval. Projects may include additional cleaning, greening, the upgrade of public walkways and facilities, and the improvement of signage and support of corresponding social upliftment projects.



**STRAND CITY IMPROVEMENT DISTRICT  
5 YEAR IMPLEMENTATION PLAN  
1st July 2013 to 30th June 2018**

**PROGRAM 1 - SBID MANAGEMENT & OPERATIONS**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appointment of staff	SBID Manager / SBID Board	1	1Y					Appointment of appropriately skilled staff	Staff appointment thereafter will be done as required
2. Continued operation of the SBID Management Office	SBID Manager / SBID Board	1	2M					Operation SBID Office	
3. Appointment of relevant service providers	SBID Manager / SBID Board	1	1Y		1Y			Appointment of appropriately qualified service providers	Service providers to be reappointed or new providers to be appointed at end of initial contracts (3 Years)
4. Board meetings	SBID Manager / SBID Board	12	12	12	12	12	12	Regular Board meetings	
5. Financial reports to CoCT	SBID Manager	12	12	12	12	12	12	Submit reports timeously	Refer to Financial Agreement
6. Audited Financial Statements	SBID Manager	1		1Y	1Y	1Y	1Y	Unqualified Financial Audits	
7. Communicate SBID Arrears List	SBID Manager	12	12	12	12	12	12	Observe and report concern over outstanding amounts	
8. Feedback to Members and Annual General Meeting	SBID Manager / SBID Board	1	1Y	1Y	1Y	1Y	1Y	Host successful AGM	
9. Submit Management Report and Annual Financial Statements to Sub-council(s)	SBID Manager / SBID Board	1		1Y	1Y	1Y	1Y	Unqualified Financial Audits and comprehensive management reports	

PROGRAM 1 - SBID MANAGEMENT & OPERATIONS										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
10. Successful day-to-day management and operations of the SBID	SBID Manager	Ongoing daily						Monthly feedback to SBID Board at Directors Meeting		
11. Monthly Reports to the SRA Directors	SBID Manager	12	12	12	12	12	12	Report back on all CID related business to be measured and signed off	Provide monthly reports to the SRA Directors	
12. Manage and monitor the C3 notification Process	SBID Manager	12	12	12	12	12	12	Complete daily reports of C3 notifications and monitor existing issues	October to February of every year	
13. Submit input to the Integrated Development Plan	SBID Manager	Annual	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager	October to February of every year	
14. Submit input to the Capital Budgets	SBID Manager	Annual	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager		
15. Communicate with property owners	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Keep property owners informed through monthly newsletter		
16. Mediate issues with or between property owners	SBID Manager & City of Cape Town Departmental Managers and Law Enforcement	Ongoing	➔	➔	➔	➔	➔	Provide an informed opinion on unresolved issues and assist where possible		
17. Visit SBID members	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Communicate and visit SBID members	Twice per year	
18. Promote and develop SBID NPC membership	SBID Manager / SBID Board	Ongoing	➔	➔	➔	➔	➔	Have a NPC membership that represents the SBID community		
19. Build working relationships with Sub-Council Management and relevant CoCT officials and departments that deliver services in the SBID	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Successful and professional relationships with sub-council management and officials resulting in enhance communication, cooperation and service delivery		
20. Compile the SRA renewal application.	SBID Manager / SBID Board	In year 4				1Y		Submit a comprehensive renewal application for approval by the members and the City of Cape Town.		

PROGRAM 2 - SBID SECURITY / LAW ENFORCEMENT INITIATIVES										
ACTION STEPS	RESPONSIBLE		FREQUENCY per year	DURATION IN 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	SBID Security Provider	Manager/Service	Ongoing	3M	➔	➔	➔	➔	Incorporate in Security Management Strategy Plan	This is done comprehensively at the implementation of the CID and then modified continuously
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS	SBID Security Provider	Manager/Service	Ongoing	3M	➔	➔	➔	➔	Incorporate in Security Management Strategy Plan	
3. Determine strategies by means of an integrated approach to address / decrease crime	SBID Security Provider	Manager/Service	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	SBID Security Provider	Manager/Service	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.	SBID Security Provider	Manager/Service	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 is done comprehensively at the implementation of the CID and then modified continuously
6. Maintain a manned centrally located office(s) open to the members and residents of the CID to request security assistance or report information	SBID Security Provider	Manager/Service	Ongoing	➔	➔	➔	➔	➔	Appropriately manned and equipped control room with skilled staff	
7. Deploy security resources accordingly and effectively on visible patrols. Security personnel	SBID Security Provider	Manager/Service	Ongoing	➔	➔	➔	➔	➔	Effective safety and security patrols in the SBID	

PROGRAM 2 - SBID SECURITY / LAW ENFORCEMENT INITIATIVES										
ACTION STEPS	RESPONSIBLE		FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
and patrol vehicles to be easily identifiable										
8. Utilise the "eyes and ears" of all security and gardening/street cleaning staff, as well as own staff, to identify any breaches	SBID Security Provider	Manager/ Service	Ongoing	➔	➔	➔	➔	➔	Incorporate feedback and information in security and safety initiatives of the SBID	
9. Assist the police through participation by SBID in the local Police sector crime forum	SBID Security Provider	Manager/ Service	Monthly	12	12	12	12	12	Incorporate feedback and information in security and safety initiatives of the SBID Report on any security information of the SBID to the CPF	
10. Monitor and evaluate the security strategy and performance of all service delivery on a quarterly basis	SBID Security Provider/ SAPS Crime Intelligence Officer	Manager/ Service	Quarterly	4	4	4	4	4	Report findings to the SBID Board with recommendations where applicable	
11. On-site inspection of Security Patrol officers	SBID Security Provider	Manager/ Service	Daily	1Y	1Y	1Y	1Y	1Y	Report findings to the SBID Board with recommendations where applicable	
12. Weekly Security Reports from Contract Security Company	Security Provider	Service	Weekly	1Y	1Y	1Y	1Y	1Y	Report findings to the SBID Board with recommendations where applicable Provide feedback to forum meeting	Incorporate into monthly management report to SBID Board
13. Monitor the objectives of the SBID employed Law Enforcement	SBID Safe and Security Directorate	Manager/ CoCT	Monthly	12	12	12	12	12	Provide effective Law Enforcement in the SBID and adjust where applicable	

### PROGRAM 3 - SBID CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider.	SBID Manager/ Cleansing Service Provider	Revise as often as required but at least annually	3M	1Y	1Y	1Y	1Y	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery	This is done comprehensively at the implementation of the CID and then modified continuously
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	SBID Manager/ Cleansing Service Provider	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.	SBID Manager/ Solid Waste Department	Quarterly	4	4	4	4	4	Quarterly status reports to Local Authority regarding progress of identified shortcomings	
4. Cleansing each of the streets within the CID Boundary at least once within every two month period	SBID Manager/ Cleansing Service Provider	6	2	2	2	2	2	Provide clean streets and sidewalks in the SBID	
5. Identifying Health and safety issues within the area and reporting to Council with C3 notification reference no's	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections Provide an improved healthy urban environment in the SBID	
6. Monitor and combat Illegal Dumping	SBID Manager/ Cleansing Service Provider/ Law Enforcement Officers	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	SBID Manager/ Cleansing Service Provider	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 - SBID CLEANSING INITIATIVES**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
8. Promoting waste minimization through education and awareness on waste and water pollution	SBID Manager/ Cleansing Service Provider	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections Report findings	
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	CID Manage	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections Report findings	

**PROGRAM 4 - SBID URBAN MANAGEMENT INITIATIVES**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. 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	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Urban management 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. Identify and report infrastructure supplementing existing Council Services: a. Street lighting	SBID Manager	Daily / weekly and monthly reports to the C3 notification						Monitor and evaluate. Report findings to the SBID Board with recommendations where applicable	



PROGRAM 4 - SBID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
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		process and daily recording of references in the register							
3. Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	SBID Manager	4	1Y	1Y	1Y	1Y	1Y	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the SBID Board with recommendations where applicable	
4. Greening campaigns - Arbor Day	SBID Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SBID Board with recommendations where applicable	
5. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Development of a long term sustainable work program	This is done comprehensively at the implementation of the CID and then modified and managed continuously
6. Submissions to Ward Allocation, IDP and Capital Budgets	SBID Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SBID Board with recommendations where applicable	

PROGRAM 5 - SBID SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN 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.	SBID Manager/ NGOs	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	SBID Manager/ NGOs	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

PROGRAM 6 - SBID MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Regular and monthly newsletters / Newsflashes	SBID Manager	Monthly	12	12	12	12	12	Informative newsletters	
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects c. Social Issues	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Regular media exposure	
3. Establish and maintain Website	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Informative website	
4. Regular Member visits and meetings	SBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to SBID Board at Directors Meeting	
5. Establish the SBID Business Directory and link to website	SBID Manager	Every 6 months	6	6	6	6	6	Up to dates directory	



## STRAND SPECIAL RATING AREA (SBID)

### 5 YEAR BUDGET AS PER BUSINESS PLAN

	2014/15	2015/16	2016/17	2017/18	2018/19
	R	R	R	R	R
<b>EXPENDITURE</b>					
<b>1. Employee Related</b>	<b>247 800</b> 26.45%	<b>265 146</b> 26.75%	<b>283 706</b> 28.10%	<b>303 566</b> 27.60%	<b>324 815</b> 27.49%
Salaries	247 800	265 146	283 706	303 566	324 815
Bonus Provision	-	-	-	-	-
<b>2. Core Business</b>	<b>400 000</b> 42.70%	<b>432 000</b> 43.58%	<b>466 560</b> 46.22%	<b>503 885</b> 45.81%	<b>544 196</b> 46.05%
Cleansing Services	-	-	-	-	-
Environmental Upgrading (Greening, landscaping, recycling, etc.)	-	-	-	-	-
Law Enforcement officers	-	-	-	-	-
Security Services	400 000	432 000	466 560	503 885	544 196
Social Upliftment	-	-	-	-	-
<b>3. Depreciation</b>	<b>7 500</b> 0.80%	<b>7 500</b> 0.76%	<b>7 500</b> 0.74%	<b>7 500</b> 0.68%	<b>7 500</b> 0.63%
<b>4. Repairs and Maintenance</b>	- 0.00%	- 0.00%	- 0.00%	- 0.00%	- 0.00%
<b>5. Services Accounts ex CCT</b>	<b>6 000</b> 0.64%	<b>6 480</b> 0.65%	<b>6 998</b> 0.69%	<b>7 558</b> 0.69%	<b>8 163</b> 0.69%
<b>6. Interest Paid</b>	- 0.00%	- 0.00%	- 0.00%	- 0.00%	- 0.00%
<b>7. General Expenditure</b>	<b>237 300</b> 25.33%	<b>250 411</b> 25.26%	<b>214 440</b> 21.24%	<b>229 451</b> 20.86%	<b>245 512</b> 20.78%
Accommodation (Rent)	36 000	38 520	41 216	44 102	47 189
Auditor's remuneration	8 000	8 560	9 159	9 800	10 486
Advertising	3 000	3 210	3 435	3 675	3 932
Accounting fees	9 000	9 630	10 304	11 025	11 797
Bank charges	2 400	2 568	2 748	2 940	3 146
Computer expenses	2 400	2 568	2 748	2 940	3 146
Contingency / Sundry	3 500	3 745	4 007	4 288	4 588
Insurance	6 000	6 420	6 869	7 350	7 865
Marketing and promotions	9 000	9 630	10 304	11 025	11 797
Meeting expenses	3 600	3 852	4 122	4 410	4 719
Printing and stationery	2 400	2 568	2 748	2 940	3 146
Telephone and fax	12 000	12 840	13 739	14 701	15 730
Projects	90 000	96 300	103 041	110 254	117 972
Refund of seed capital	50 000	50 000	-	-	-
<b>8. Capital Expenditure</b>	<b>10 000</b> 1.07%	- 0.00%	- 0.00%	<b>15 000</b> 1.36%	<b>16 050</b> 1.36%
Office Furniture	-	-	-	-	-
Office Equipment	-	-	-	-	-
Computer Equipment	10 000	-	-	15 000	16 050
Specify Other	-	-	-	-	-
<b>9. Bad Debt Provision 3%</b>	<b>28 101</b> 3.00%	<b>29 738</b> 3.00%	<b>30 285</b> 3.00%	<b>32 999</b> 3.00%	<b>35 451</b> 3.00%
<b>TOTAL EXPENDITURE</b>	<b>936 701</b> 100.00%	<b>991 275</b> 100.00%	<b>1 009 489</b> 100.00%	<b>1 099 958</b> 100.00%	<b>1 181 686</b> 100.00%
<b>INCOME</b>					
<b>1. Revenue - SRA Levy</b>	<b>936 701</b> 100%	<b>991 275</b> 100%	<b>1 009 489</b> 100%	<b>1 099 958</b> 100%	<b>1 181 686</b> 100%
<b>2. Other: Specify</b>	- 0%	- 0%	- 0%	- 0%	- 0%
<b>TOTAL INCOME</b>	<b>936 701</b>	<b>991 275</b>	<b>1 009 489</b>	<b>1 099 958</b>	<b>1 181 686</b>
<b>(SURPLUS) / SHORTFALL</b>					
<b>BUDGET GROWTH</b>		<b>5.83%</b>	<b>1.84%</b>	<b>8.96%</b>	<b>7.43%</b>