



BUSINESS IMPROVEMENT DISTRICT

BUSINESS PLAN FOR THE

STRAND BUSINESS IMPROVEMENT DISTRICT (SBID)

SEPTEMBER 2018

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

Compiled by Gene Lohrentz of Geocentric Information Systems



Urban Management Consultant to the proposed Strand Business Improvement District

This report was prepared for the Board of the proposed Strand 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.

Copyright Reserved

The copyright of this work is reserved under the Copyright Act of the Republic of South Africa (No. 98 of 1978 and further amendments). No part of this publication may be reproduced, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior written permission of Gene Lohrentz of Geocentric Information Systems CC -Reg No: 2008/140272/23.



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

STRAND BUSINESS IMPROVEMENT DISTRICT SPECIAL RATING AREA Information:

| | |
|---------------------------|---|
| Name of SRA: | Strand Business Improvement District NPC (SBID) |
| Contact Person: | Grant Goodwin |
| Website: | strandbid.co.za |
| Commencement Date: | 1 st July 2019 |
| Municipality: | City of Cape Town |

Principal Contacts

| NAME | E-MAIL ADDRESS |
|-------------------|---------------------|
| Mr Grant Goodwin | grant@fandc.co.za |
| Mr Daantjie Malan | noelle@mlalaw.co.za |
| Mr Barry Friedman | bf@@fandc.co.za |

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

The 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.



Map 1 Boundary of the SBID SRA (Commercial Properties Only)

Executive Summary

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. Strand forms part of the Helderberg Basin, together with Somerset West and Gordon's Bay. 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. 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 that offers a controlled public environment perceived to offer a more diverse, more convenient and safe experience for shoppers and visitors.

By 2013 the CBD's decline was further associated with increased homelessness in the area and the area became a target of property related crime. The lack of dedicated urban management was evident in some parts of the CBD where public and municipal infrastructure was falling into neglect and disrepair. Concerned 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 Strand 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 SRA additional rates are collected by the City from property owners in the area and used to fund the budget of the SBID, 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 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 Strand 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 SBID 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 SBID area.

Main requirements identified

After four years of operation it is important that the Strand 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

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. Strand forms part of the Helderberg Basin, together with Somerset West and Gordon's Bay. 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. 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 that offers a controlled public environment perceived to offer a more diverse, more convenient and safe experience for shoppers and visitors.

By 2013 the CBD's decline was further associated with increased homelessness in the area and the area became a target of property related crime. The lack of dedicated urban management was evident in some parts of the CBD where public and municipal infrastructure was falling into neglect and disrepair. Concerned 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 Strand 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 the Strand CBD relative to the rest of the metropole and the major roads.

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.*

Urban Analysis - The Need for an SRA

Urban Challenges in the Strand CBD Area – Then and Now

As part of the process to develop the business plan in 2013 the SBID Steering Committee commissioned an Urban Management 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 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 within the SBID. In August 2018 the 2013 survey was repeated to measure the impact of actions implemented by the SBID.

Safety and Security

In 2013 the Strand 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 Strand and most respondents indicated that they perceive the area as less welcoming, unattractive, dirty and unsafe.

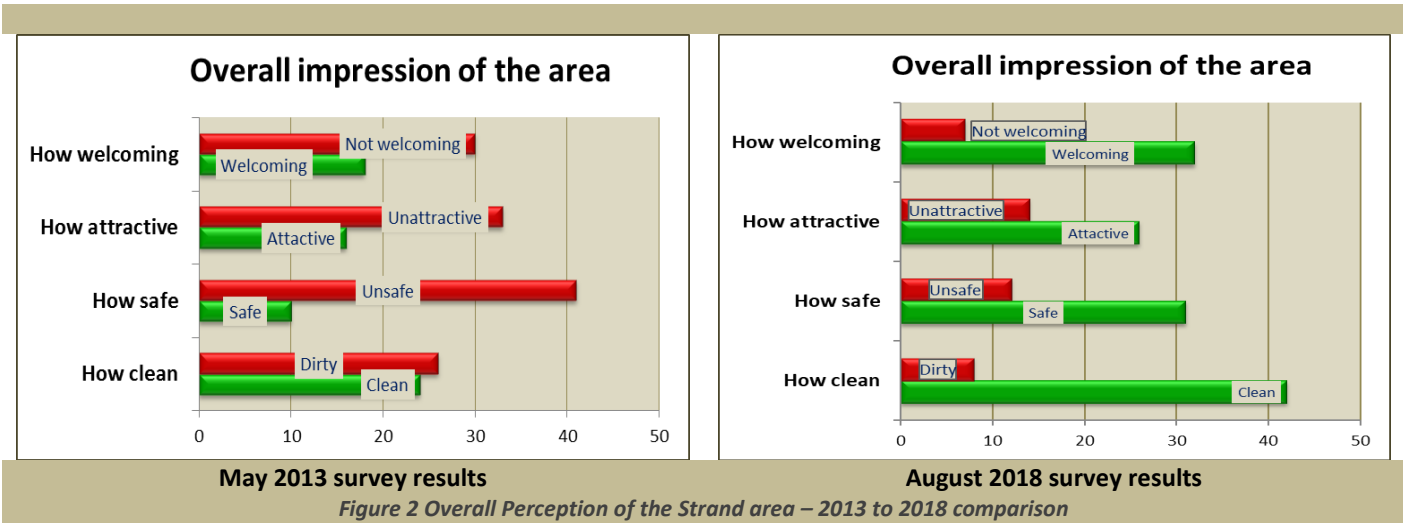


Figure 2 Overall Perception of the Strand area – 2013 to 2018 comparison

Through a comprehensive safety and security plan of visible public safety patrols and close cooperation with the Strand 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 results (See Figure 2). As noted in the requirement statement, the SBID 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.



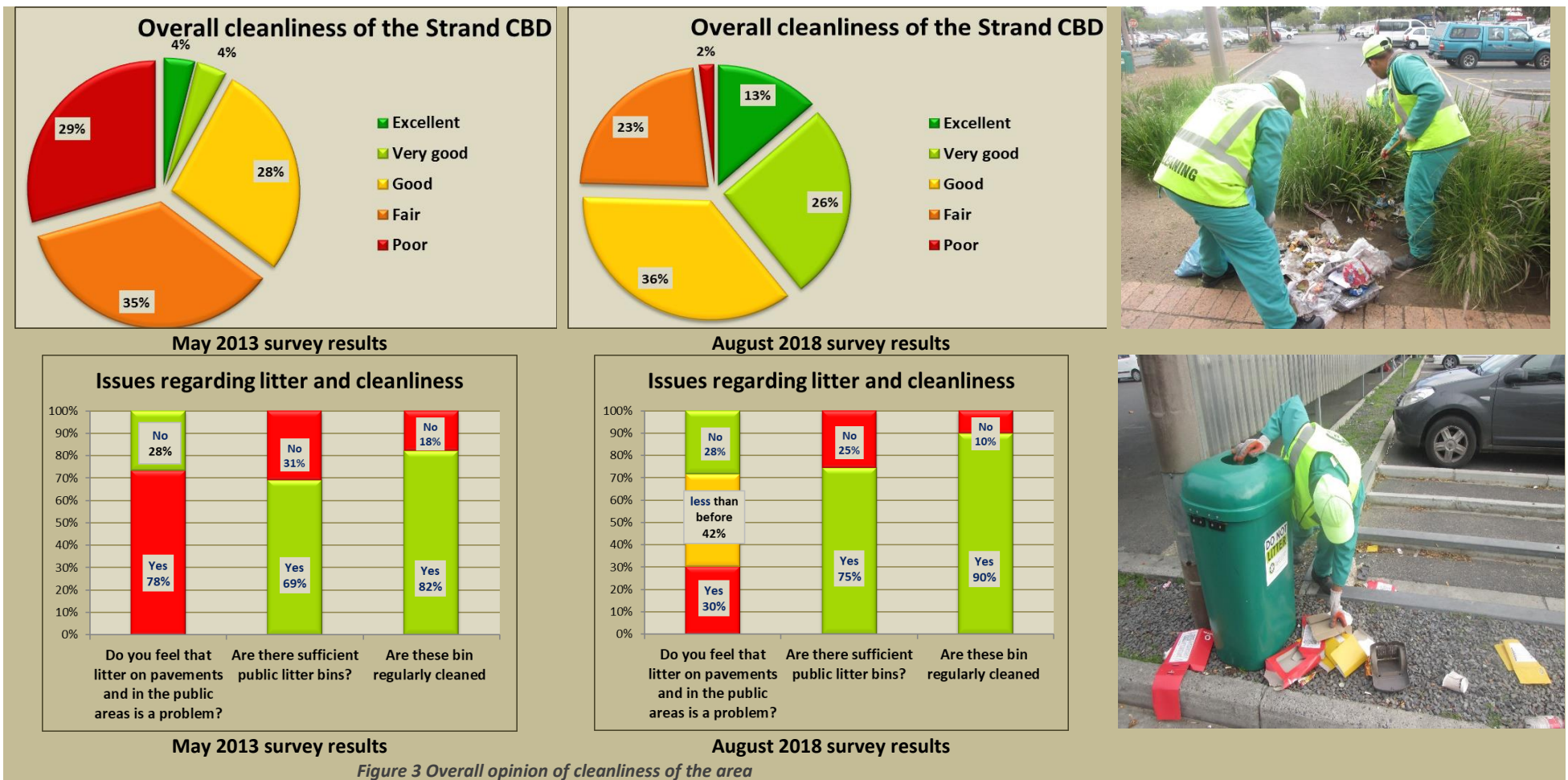
Litter and cleanliness in the public environment

In 2013 litter in the public areas seemed to occur frequently in the area. 78% of the 2013 survey respondents indicated that litter on pavements and in public places was problematic in specific areas. In 2013,

- Most of the public streets and places were unmaintained and were regarded as unclean.
- 29% of the participants regard the general state of cleanliness as poor and only 8 % regarded it as very good or excellent.
- Waste management was a problem and litter was evident in most of the public areas and streets.
- 37% of the participants indicated that there was a problem with illegal dumping.

- Most 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.

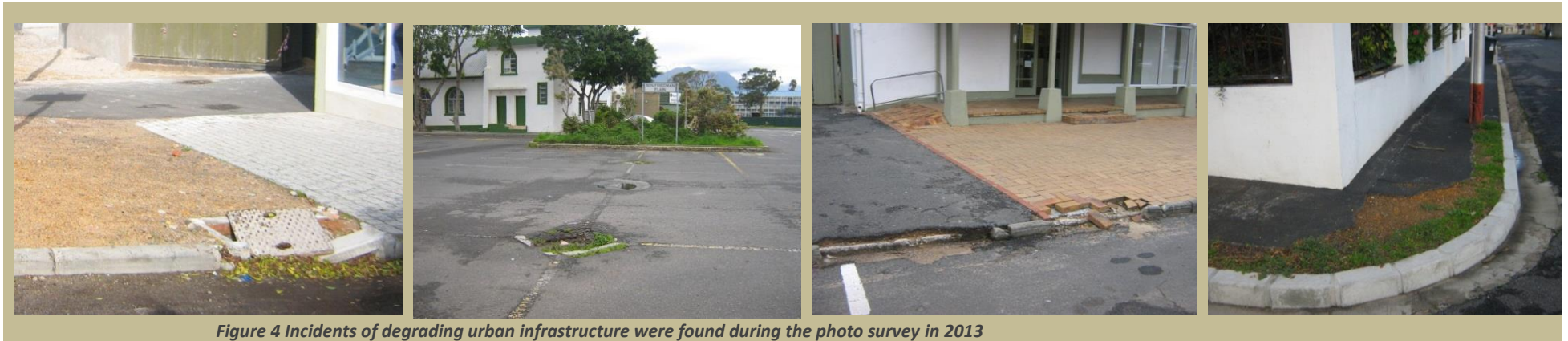
With the operationalisation of the SBID in 2014, a dedicated urban cleaning and maintenance team consisting of previously homeless people, then living in shelters was deployed in the public environment to address littering, illegal dumping, weeds, and graffiti. The team also assisted the City of Cape 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. In 2013,

- 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.
- 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 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 in the SBID implemented this plan using a combination of service requests, work by the urban cleaning and maintenance team and project executed by the SBID in conjunction with social intervention work groups provided by NGOs such as Turnaround. 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.

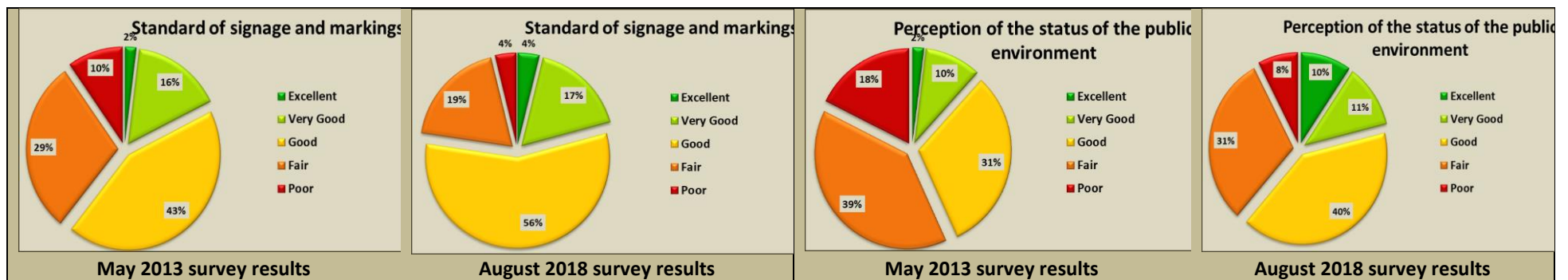


Figure 5 Comparative results regarding urban management from 2013 and 2018 surveys



The social environment

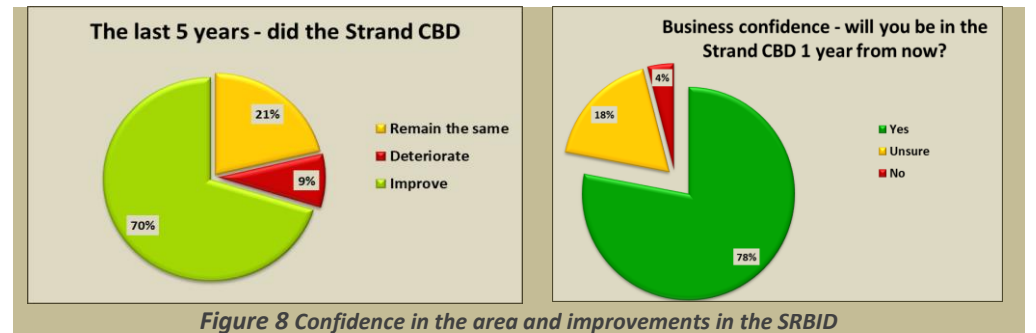
Most areas experience a level of homelessness with vagrants using the opportunities to beg for food and money. Homeless people often utilise public areas such as parks and alleyways for shelter and congregate in areas of potential income such as parking areas, traffic signals and shopping malls. In 2013, 96% of survey participants perceived homelessness as a problem in the SBID. 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 SBID developed a multi-faceted approach which included partnerships with social intervention organisations such as Turnaround. The SBID offer all homeless individuals the opportunity to move from the street to a place of safety with the assistance of the SBID. In turn the SBID partner with the organisations that shelter the homeless to provide work teams that perform projects and urban management functions in the SBID. Figure 7 shows how the opinion regarding homelessness and vagrancy have changed since 2013 and illustrates the activities of the SBID in relation to homeless persons on the street and the work teams from shelters working in the SBID. The SBID 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. 70% of respondents feel that the area has improved in the last 5 years and 78% of businesses sees themselves operating in the Strand 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.

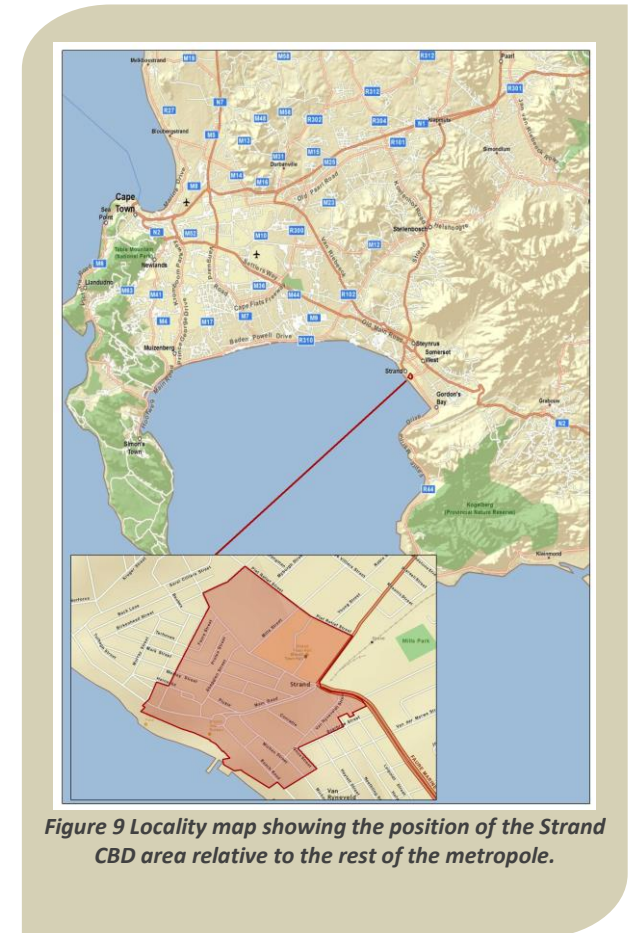


Figure 9 Locality map showing the position of the Strand CBD area relative to the rest of the metropole.

- 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
- Tern 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 SBID 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.

Place Marketing and branding

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.

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 Strand Business Improvement District (SBID)

Vision, Mission and Goals of the SBID

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 SBID 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 SBID 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 SBID 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 SBID

On approval by the City of Cape Town the SBID 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 SBID 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 SBID and specific projects and capital investments for the duration of the Business Plan lifecycle. 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 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 SBID.
- Through constructive partnerships with all the role-players in the SBID 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 SBID 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 SBID the SBID management will facilitate communication and consultation with the various City of Cape Town line departments responsible for service delivery in the SBID.

Management of the SBID

The SBID 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 SBID 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 SBID 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 SBID. The supplementary services provided by the SBID 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 SBID is managed by a SBID 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 SBID 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 SBID initiative and the inherent security situation of the area require the deployment of patrol officers to adequately secure the public areas. This deployment can be 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 SBID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors).

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 SBID, Monday to Sunday between 06:30 and 17:30. 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 11 shows the patrol officers in high visibility uniforms. Figures 12 to 17 shows public safety patrol officers engaging with the public.

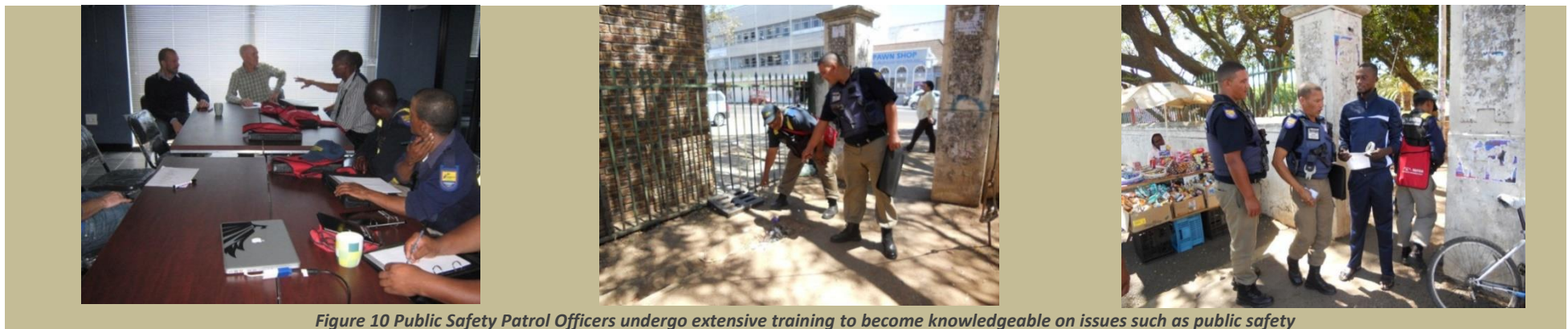


Figure 10 Public Safety Patrol Officers undergo extensive training to become knowledgeable on issues such as public safety

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).
- Radio communications network.

Assistance from the City of Cape Town

The SBID 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.



Figure 11 Public Safety officers on patrol



Figure 12 Engagement with homeless people and the issues of shopping trolleys



Figure 13 Public Safety Officers working with Law Enforcement and SAPS



Figure 14 A public Safety Officer speaks to a homeless person and offer assistance to get him to a shelter

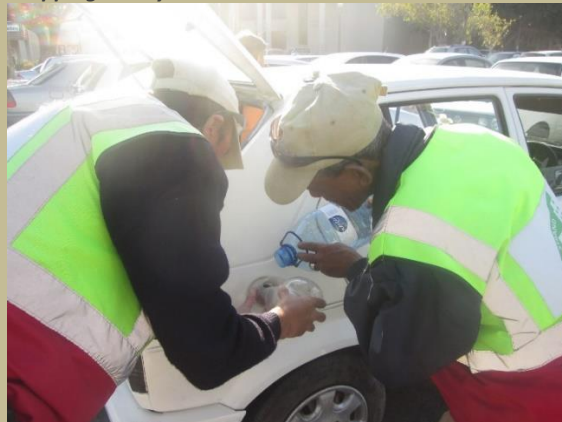


Figure 15 Public Safety Officers assisting a stranded member of the public with fuel



Figure 16 Public Safety officers engage with people on street

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
- 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 should 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 SBID public safety service provider may only operate in the public space.

Area Cleaning and Urban management

Most established Special Rating Areas that have appropriate budgets available have deployed the services of a dedicated public cleaning service to provide the “top-up” or additional cleaning services required in their areas. 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 SBID area to provide urban maintenance.

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 SBID 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 SBID. Figure 29 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:

- 2 x urban management workers per day. The shifts will be run Tuesday to Thursday – 4 hours per day

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 development 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.

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 SBID 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.

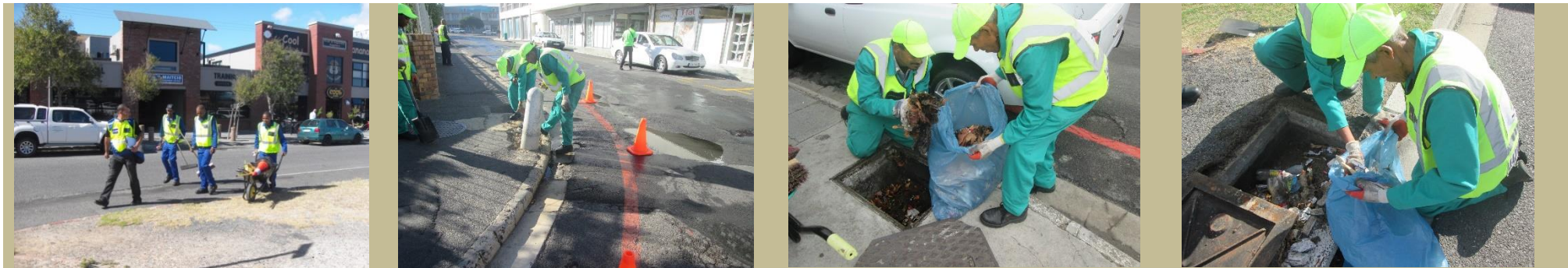


Figure 17 the combination of social upliftment through job creation and the development of an urban maintenance team have had positive results in other SRAs



A member from a shelter does street sweeping in the Strand BID



Previously homeless men living at a shelter in Bellville repaints public infrastructure in the Elsies River CID



Workers from the Helderberg Night Shelter at work in the Somerset West CBD



A maintenance team comprising of workers from an NGO working with homeless people provide verge cleaning and grass cutting in the Glosderry CID

Marketing

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

- 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.
- Promote the SBID through high visibility uniforms with SBID branding for the patrol officers and maintenance workers.



**FUTURE
STRAND**

Support for the Future Strand Initiative

Future Strand's aim is to revitalize the Strand CBD and surrounds so that it once again is the central hub for the community to gather and do business whilst it also celebrates and reflects the towns historic character, traditional values and village atmosphere.

The CBD and Beach Rd vision encompasses five elements which are:

- Community Gathering Places
- Vibrant Main Street District
- Historic Small-Town Character
- Thriving Anchor Institutions
- Vibrant Beach Promenade and Amenities

CBD Guiding Principles

- Enhance the community's pride and historic sense of place in CBD and Beach
- Reinvigorate the variety and vitality of CBD's main street destinations and Beach Promenade
- Create signature community gathering places
- Preserve and strengthen CBD as the hub of community institutions
- Expand CBD's and surrounds role as an employment centre
- Enhance CBD's neighbourhoods and housing options
- Create inviting CBD streets and sidewalks
- Strengthen CBD partnerships to achieve common goals

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 additional 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.
- These donations are eligible for tax relief once the SBID 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 SBID

The 5-year budget for the implementation and operations of the SBID is set out in Appendix B. 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 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 SBID additional rates.

The City of Cape Town has modelled the impact of the proposed 2019/20 budget by using the total municipal valuations for SBID 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 2945* | R 3181* | 8.0% |
| | 2018/19 AVERAGE MONTHLY | 2019/20 AVERAGE MONTHLY | |
| | R 245.42* | R 265.08* | |

* Excluding VAT

The proposed budget amount for YEAR 1 of R1,268,969 excludes the surplus amount that will be used from the retained income of the SBID and only reflect the additional rates required to fund the budget of R1,343,969. With the new General Valuation coming into effect on 1 July 2019, some property owners may have bigger increases and others smaller increases.