



STRAND BUSINESS IMPROVEMENT DISTRICT (SBID) IMPLEMENTATION PLAN 1st July 2019 to 30th June 2024 Relevant year highlighted below

| PROGRAM 1 - SBID MANAGEMENT & OPERATIONS | | | | | | | | | |
|--|---------------------------|--------------------|------------------------------------|----|----|----|----|--|--|
| ACTION STEPS | RESPONSIBLE | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS | | | | | PERFORMANCE INDICATOR | COMMENTS |
| | | | Y1 | Y2 | Y3 | Y4 | Y5 | | |
| 1. Appointment of staff | SBID Manager / SBID Board | Ongoing | → | → | → | → | → | Staff Appointed | Staff appointment will be done as required |
| 2. Continued operation of the SBID Management Office | SBID Manager / SBID Board | Ongoing | → | → | → | → | → | Operation SBID Office | |
| 3. Appointment of relevant service providers | SBID Manager / SBID Board | 1 | 1Y | | 1Y | | | Appointment of appropriately qualified service providers in a competitive process that is well documented. | Service providers to be reappointed or new providers to be appointed at end of initial contracts (3 Years) |
| 4. Board meetings | SBID Manager / SBID Board | 12 | 12 | 12 | 12 | 12 | 12 | Monthly Board meetings minuted | |
| 5. Financial reports to CCT | SBID Manager | 12 | 12 | 12 | 12 | 12 | 12 | Submit reports timeously by the 15 th of the following month | Refer to Financial Agreement |
| 6. Audited Annual Financial Statements | SBID Manager | 1 | 1Y | 1Y | 1Y | 1Y | 1Y | Unqualified Annual Financial Statement Submitted of the City by 31 August of each year | |
| 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 before 31 December | Once a year |

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| | | | Y1 | Y2 | Y3 | Y4 | Y5 | | |
| 9. Submit Management Report and Annual Financial Statements to Sub-council(s) | SBID Manager / SBID Board | 1 | 1Y | 1Y | 1Y | 1Y | 1Y | Submit AFS and annual report to Subcouncil within 3 months of AGM | |
| 10. Successful day-to-day management and operations of the SBID | SBID Manager | Ongoing | ➔ | ➔ | ➔ | ➔ | ➔ | Monthly feedback to SBID Board at Directors present at every meeting | |
| 11. Maintain Website | SBID Board SBID Manager | Ongoing | ➔ | ➔ | ➔ | ➔ | ➔ | Website with all the relevant documents as required by the By-Law and Policy | Refer to Program 6-3 |
| 12. Comply with all Company Act requirements | SBID Board | 1Y | 1Y | 1Y | 1Y | 1Y | 1Y | Comply with section 24 of the Company Act and the following: <ul style="list-style-type: none"> Register Auditors and submit to CIPC within 10 business days of change Register new directors and submit to the CIPC within 10 business days of change Submit annual returns to CIPC within 30 days after the anniversary of the NPC Hosting an AGM | |
| 13. Monthly Reports to the SRA Directors | SBID Manager | 12 | 12 | 12 | 12 | 12 | 12 | Report back on all SBID related business to be measured and signed off | Provide monthly reports to the SBID Directors |
| 14. 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 Report to the Board | |
| 15. Submit input to the Integrated Development Plan | SBID Manager | 1Y | 1Y | 1Y | 1Y | 1Y | 1Y | Annual submissions to Sub-Council Manager | October to February of every year |
| 16. Submit input to the City Capital Budgets | SBID Manager | 1Y | 1Y | 1Y | 1Y | 1Y | 1Y | Annual submissions to Sub-Council Manager | |

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|---|---------------------------|--------------------|------------------------------------|----|----|----|----|--|---------------------------|--|
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| | | | Y1 | Y2 | Y3 | Y4 | Y5 | | | |
| 17. Communicate with stakeholders | SBID Manager | Ongoing | ➔ | ➔ | ➔ | ➔ | ➔ | Keep stakeholders informed through monthly newsletter | | |
| 18. Mediate issues with or between property owners | SBID Manager | Ongoing | ➔ | ➔ | ➔ | ➔ | ➔ | Provide an informed opinion on unresolved issues and assist where possible | | |
| 19. Visit SBID members | SBID Manager | Ongoing | ➔ | ➔ | ➔ | ➔ | ➔ | Communicate and visit SBID members | Refer also to Program 6-4 | |
| 20. Promote and develop SBID NPC membership | SBID Manager / SBID Board | Ongoing | ➔ | ➔ | ➔ | ➔ | ➔ | Have an up-to-date NPC membership that represents the SBID property owners | Refer P 3.1 | |
| 21. Build working relationships with the City of Cape Town | SBID Manager | Ongoing | ➔ | ➔ | ➔ | ➔ | ➔ | Successful and professional relationships with sub-council management, Area Directors and officials resulting in enhance communication, cooperation and service delivery | | |
| 22. Compile the SRA renewal application and survey. | SBID Manager / SBID Board | In year 4 | | | | 1Y | | Submit a comprehensive renewal application for approval by the members and the City of Cape Town. | | |
| 23. Obtain Annual Tax Clearance Certificate | SBID Manager | Annually | 1Y | 1Y | 1Y | 1Y | 1Y | Within one month after expiry date of current TCC | | |
| 24. Perform Budget Review | SBID Manager | Annually | 1Y | 1Y | 1Y | 1Y | 1Y | By 28 February and submit adjustment budget and minutes to the CID Unit by 28 February | | |
| 25. Present Month Income and Expenditure reports at Board Meetings | SBID Manager | Monthly | 12 | 12 | 12 | 12 | 12 | Board members are informed of budget information and status | | |
| 26. Perform mid-year performance review | SBID Manager | Annually | 1Y | 1Y | 1Y | 1Y | 1Y | Submit Board Approved mid-year review to the CID Unit by 28 February | | |
| 27. Ensure registration of vendor with the City of Cape Town are maintained | SBID Manager | Ongoing | 1Y | ➔ | ➔ | ➔ | ➔ | Registered as active vendor on CCT database | Registered | |

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|--|-------------------------|--------------------|------------------------------------|----|----|----|----|---|----------|
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| | | | Y1 | Y2 | Y3 | Y4 | Y5 | | |
| 28. Submit VAT Return | SBID Manager/Accountant | | 6 | 6 | 6 | 6 | 6 | Successfully submit VAT return to SARS every second month | |

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

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

PROGRAM 3 - SBID CLEANSING INITIATIVES

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

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

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

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

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

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

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