

STRAND BUSINESS IMPROVEMENT DISTRICT BUSINESS PLAN

1 JULY 2024 – 30 JUNE 2029



Prepared by:

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2014/240759/08
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A. MOTIVATION REPORT

Introduction

Strand is a seaside community southeast of Cape Town and although it is approximately 50 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.

The Strand Business Improvement District (SBID) was formally established in 2014 providing supplementary public safety, urban maintenance, and urban cleaning services in close cooperation with the various City Departments as well as South African Police Services (SAPS). The formation of the Strand Business Improvement District (SBID) enabled the establishment of a statutory body to manage and implement the supplementary services in addition to those provided by the City of Cape Town. The property owners from the area paid an additional rate to fund supplementary services for that specific area as set out in the business plan for the area.

This Business Plan is in support of the second extension of the initial Business Plan as the SBID aims to extend its work into a third five-year term.

With its second term extension imminent, the SBID is positioning itself to address the ongoing issues impacting the area, noting that central business districts remain vulnerable to the potential for urban infrastructure damage, traffic congestion, littering and increased opportunities for crime that may impact the entire area. In light of these challenges the SBID aims to continue to motivate property owners to enhance their investments and work closely with the SBID and the City of Cape Town.

The continued improvements and upgrades proposed in this business plan is funded by an additional rate levied on non-residential rateable property located within the SBID.



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Registered Office: 2nd Floor, Friedman & Cohen, 10 Wesley Street, Strand SP, 7140

SBID Board:

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SBID Area

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.



SBID Mission

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

SBID Vision

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.

SBID 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.
- Support and promote social responsibility in the area.
- The sustained and effective management of the SBID area.

The core values of the SBID are focussed on the delivery of supplementary municipal services to the community of property and business owners and those that work and visit the Strand CBD. The Board and the appointed management entity and service providers aim to deliver these services in a cost-effective and sustainable manner. This requires consistent evaluation of the performance of the service providers and the execution of the day-to-day business of the SBID in a transparent and accountable manner. Typically, this is achieved through:

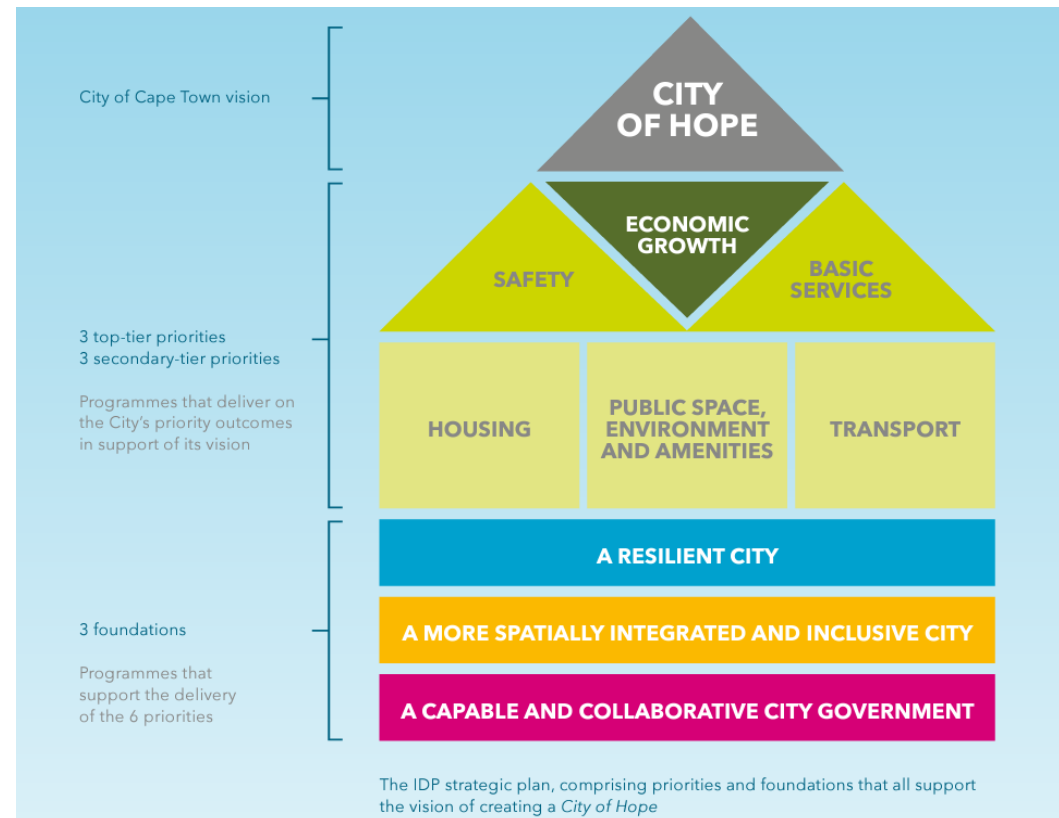
- rigorous reporting to the Board of Directors and the City of Cape Town,
- facilitation of local community participation in board meetings and members' meetings of the CID company,
- proper accounting and financial reporting that meet auditing standards,
- reporting part years performance to the NPC members at the Annual General Meeting,
- the submission of annual reports to the local Subcouncil and CID Branch, and
- publication of all relevant documentation online.

Consistency with Integrated Development Plan (IDP)

Introduction

The IDP of the City rests on 3 foundations, 3 second-tier priorities and 3 top-tier priorities. Together this supports the vision for the City of Cape Town's City of Hope. The IDP is based on the City's 16 objectives linked to its priorities and foundations. The SBID's supplementary services are consistent with the City's IDP objectives with specific reference to the following programmes:

- **Safety.** The Public Safety plan supports effective Law Enforcement to make communities safer and this is supported using technology such as CCTV. The Public Safety plan also strengthens safety partnerships, thereby aiming for a holistic crime prevention programme as noted in Objective 5 and 6 of the IDP.
- **Economic Growth.** The SBID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management, and social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities. A well-maintained and managed area stimulates investment and SBID therefore directly supports further economic growth.
- **Cleaning and the environment.** The SBID urban cleaning, maintenance, and recycling plan supports the objectives of a healthy and sustainable environment. This is specifically aimed at the public space and amenities of the city, creating safe, quality public spaces whilst supporting environmental sustainability. The waste minimisation and cleaning activities provided as a supplementary service further enhance the basic services provided by the City.



- **Urban Maintenance.** The SBID urban maintenance work also supports Objective 13 in the IDP through the maintenance of road and associated infrastructure thereby creating a better environment for pedestrians, cyclists, and vehicles alike.
- **Social Development.** The SBID supports the City's Social Upliftment Strategies to find lasting solutions for Social Development, which includes supporting individuals to move from the street into places of safety, support NGOs that provide social services and where possible create employment opportunities.

Each of these priorities and objectives are considered within each of the main service areas of the SBID business plan and highlighted in each section.

Proposed Services

In order to address the ongoing needs of the area the SBID will continue to address six main focus areas namely:

- a) The management of the SBID operations.
- b) The provision of public safety and security measures in the public areas only.
- c) The cleaning, greening and maintenance of the public spaces in the area.
- d) In cooperation 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;
- e) 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
- f) Marketing and promotional efforts will be undertaken to promote the SBID as a well-managed and functioning business and residential node.

Improving Public Safety

In order to improve safety and security the SBID will retain and improve its comprehensive and integrated public safety plan for the area in conjunction with an 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 requires the deployment of public safety 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 on patrols through roaming vehicles, public safety patrol officers on foot and public safety patrol officers on motorcycles with the highest number of resources deployed during 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 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) and a public CCTV surveillance system to provide a reassuring presence on the streets.

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 or patrol 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 SAPS and the local authority law enforcement. A small group of well-trained public safety patrol officers 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 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, staff leaving work late or elderly and vulnerable people feeling insecure.

The current public safety plan consists of four (4) public safety patrol officers on foot deployed in the SBID, seven days a week between 06:30 and 17:30. In the new 5-year term it is envisaged that the SBID public safety deployment will also include the service of a reaction vehicle at night that will respond to specific public safety events that are identified by the CCTV cameras in the area. The vehicle will not be dedicated to the area but will be on standby to respond should any suspicious activity be identified. The public safety deployment will be supported by a comprehensive radio and communications network linked to a supporting control room to be supplied by the service provider. In addition, the budget allows for the deployment of additional patrol officers from 15 December to 15 January each year during the peak of the festive season when a significant number of visitors come to the Strand CBD area.

The public safety plan includes.

- 4 x public safety officers on foot patrolling the area, Monday – Sunday during the daytime (06:30 – 17:30).
- 1 x public safety patrol vehicle responding to night-time incidents identified by the CCTV cameras.
- Radio communications network.
- Centralised Control Room with CCTV monitoring.
- CCTV camera network comprising of Static Artificial Intelligence (AI) cameras and monitoring.

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.

CCTV Surveillance Project

The budget and business plan also incorporate the continuation of the CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras have been completed and the current network of cameras will be maintained over the next 5 years. The SBID has 6 Artificial Intelligence (AI) cameras in place. Future expansion includes the placement of additional AI at the entrances to the area as well as around prominent public spaces. The cameras assist in acting as a deterrent and assist in the monitoring of areas that are difficult to or less frequently patrolled by public safety patrol officers, especially at night when the SBID have no public safety patrols. The cameras also assist in directing patrollers to specific problems when detected.



Operational security forum

In order to facilitate an integrated approach, the SBID will continue to participate in the 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 encourages the involvement of members of the SBID, property owners, tenants, businesses and representatives of the above-mentioned organisations. Operational and response protocols are governed and decided upon at an operational forum convened to oversee safety and security initiatives within the area. This forum serves 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.

The public safety services as planned is in support of the IDP, directly supporting the top-tier priorities of Safety, Economic Development and Basic Services.

The budget for the provision of Public Safety is R 1 167 200 or 60.1% of the annual budget of Year 1 of the Business Plan.

The cost of the public safety services over the five-year term is summarised below:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure
Public Safety	R 1 100 000	R 1 182 500	R 1 271 188	R 1 366 527	R 1 469 016	R 6 389 230
CCTV Monitoring	R 67 200	R 72 240	R 77 658	R 83 482	R 89 744	R 390 324
TOTAL	R 1 167 200	R 1 254 740	R 1 348 846	R 1 450 009	R 1 558 760	R 6 779 554

Maintenance and Cleansing

Most well-established Improvement Districts have allocated budgets that enable them to enlist the services of a dedicated public cleaning service provider for addressing the supplementary or extra cleaning needs within their jurisdiction. However, the budget of the SBID does not currently facilitate the engagement of a permanent contracted urban cleaning service provider. Instead, the SBID has chosen to integrate this initiative with its social upliftment program.

Under this integrated approach, previously unemployed individuals are selected in collaboration with local NGOs and subsequently deployed within the SBID to carry out cleaning and urban maintenance tasks. In order to devise the most efficient cleaning strategy, this approach will align with existing waste management services, identify specific management challenges and target areas, and contribute to the development of additional waste management and cleaning plans for the SBID area.

The plan will be executed by using 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:

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

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.
- 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 social upliftment team in various areas and rotate through the SBID. Team members will 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 for 4 hours per day for street cleaning and maintenance in coordination with a local NGO.
- 2 x urban management workers for 2 hours per day for recycling in coordination with a local NGO.
- The shifts will be run Monday to Friday.

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.



The cost of maintenance and cleansing over the five-year term is summarised below:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure
Urban Maintenance	R 20 000	R 21 500	R 23 113	R 24 846	R 26 709	R 116 168
TOTAL	R 20 000	R 21 500	R 23 113	R 24 846	R 26 709	R 116 168

Environmental Development

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 support this process by collecting and sorting recyclable materials from the waste collected on street as well as waste collected through the servicing of the green public litter bins.

The cleaning and urban management services as planned is in support of the IDP. The SBID is working towards the **continuous development and improvement of the urban environment** through public safety, **cleaning, urban management** and social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities.

The cleaning and urban management services as planned is also in support of the delivery of basic services and processes of ensuring that waste materials do not enter drainage systems and the efforts to recycle collected waste supports this priority.



The budget for the provision of Maintenance and Cleansing and Environmental Development services is integrated with the Social Upliftment budget of R80 000 or 4% of the annual budget of Year 1 of the Business Plan.

Promotion of Social and Economic Development

The social issues of the entire City of Cape Town 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. 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 CIDs. These partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a supplementary service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required. The SBID cleaning and maintenance team will be developed and deployed on this basis.

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.

The social upliftment programmes as planned is in support of the IDP Social Development objectives. The SBID supports the City's Social Upliftment Strategies to find lasting solutions for social development, which includes supporting individuals to move from the street into places of safety, support NGOs that provide social services and where possible create employment opportunities.

The social upliftment programmes as planned is in support of the IDP. The SBID social plan supports access to economic opportunities for the most vulnerable. It creates job opportunities for previously unemployed and homeless people through the partnerships with local NGOs.

The budget for the provision of promotion of social and economic development is R 80 000 or 4% of the annual budget of Year 1 of the Business Plan.

The cost of social and economic development over the five-year term is summarised below:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure
Social and Economic Development	R 80 000	R 86 000	R 92 450	R 99 384	R 106 838	R 464 671
TOTAL	R 80 000	R 86 000	R 92 450	R 99 384	R 106 838	R 464 671

Communication

The focus will be 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.
- Promoting the SBID through high visibility uniforms with SBID branding for the patrol officers and maintenance workers.

Property Owner Supported Projects

Property owners with the financial means to contribute beyond their additional Municipal Property Rates for the SBID will be encouraged to support various additional initiatives such as:

- Donation of infrastructure for the deployment of CCTV cameras on 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.
- Donation of supplies and equipment for the operations of the SBID such as uniforms, branding, signage and cleaning equipment.

All additional funding to be approved at an AGM and included into the next year’s Implementation Plan and Budget.

5-Year Budget of the SBID

The detailed 5-year budget for the implementation and operations of the SBID is set out in Part C. 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 eligible 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 payment of any SBID additional property rates. It is however incumbent on the property owner to seek such relief from the City under the City's Rates Policy.

Financial Impact of the CID

As per the City's CID Policy, an annual budget is prepared by the SBID, based on the needs of the area as described in the business plan. The budget provides for envisaged supplementary and related services and actual costs of operation as well as a 3% (three percent) provision for rolling bad debt reserve.

The CID is funded by property owners in the CID area through an additional property rate levied on the municipal valuation of all eligible properties within the boundaries of the CID. Additional property rate is variable at the current gazetted rate and is calculated by the City during the City's annual budget process.

The CID Policy allows for a differentiation in rates for the different categories of properties but due to the way the SBID was established only a non-residential additional property rate is applicable in the SBID.

The Additional Rate is expressed as a Rand-in-the-rand and is calculated by dividing the CID budget total with the total municipal valuation of all non-residential properties within the boundary of the CID. The CID budget and Additional Rate is approved by Council with the City's budget and is applicable over a financial year, which starts on 1 July.

The budget for each year of the Business Plan is as follows:

YEAR	TOTAL EXPENDITURE	REVENUE (Funding Source: Additional Rates)	REVENUE (Other Funding Source e.g. Accumulated Surplus / Donations / Sponsorship / Parking etc.)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R 1 982 680	R 1 917 680	R 65 000	7,3%
2	R 2 122 871	R 2 055 071	R 67 800	7,2%
3	R 2 270 308	R 2 199 508	R 70 800	7,0%
4	R 2 403 261	R 2 354 261	R 49 000	7.0%
5	R 2 572 572	R 2 520 072	R 52 500	7,0%

Individual contributions for residential and non-residential properties can be calculated as follows:

1. Municipal valuation x R 0.XXXXXX = Annual contribution (VAT excl.) – Note: R 0.XXXXXX represents the approved SBID additional property rate.
2. Annual contribution (VAT excl.) ÷ 12 = Average monthly contribution (VAT excl.)
3. Average monthly contribution (VAT excl.) x 1.15 = Average monthly contribution (VAT incl.)

e.g. R5,000,000 x R 0.003573 = R17,865.00 ÷ 12 = R1,488.75 x 1.15 = R1,712.06

Proposed Management Structure

The SBID is managed by a board of directors, elected by the members of the Strand Business Improvement District NPC (SBID). A Board of Directors consists of property owners 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 CID, within the framework of the approved SBID business plan and oversees the implementation thereof.

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

The Board can 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 upon by the property owners as CIDs are property-owner driven. The SBID is managed by a management company appointed by the Board and will oversee the day-to-day delivery of the supplementary 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 Branch also advises on administrative and governance compliance.

An Annual General Meeting (AGM) is held every year to review the performance of the CID 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.

The budget for the provision of management and administrative services is R 580 450 or 29% of the annual budget of Year 1 of the Business Plan. Also included is a rolling bad debt provision of 3% and depreciation of 1% in Year 1 of the Business Plan.

Permissible Amendments to the Business Plan

There are currently no plans to investigate or explore significant changes to the strategy or operations of the SBID and therefore none are noted here.

If, at any time, it were decided that the geographical boundaries of SBID needed to change or any other material change to the business plan, then such change would need to go through a formal process as required in terms of section 26 of the CID By-law.

If additional services are required, stemming from collaboration with City departments, which are not specified in the motivation report but deemed supplementary municipal services, the business plan can be amended without further consent by submitting a request to the City in terms of section 25 of the CID By-law as long as it is not material.

List of all Rateable Properties within the CID

A list of all the rateable properties within the SBID is attached as Annexure A.



STRAND BUSINESS IMPROVEMENT DISTRICT (SBID)

5 YEAR IMPLEMENTATION PLAN

1st July 2024 to 30th June 2029

MANAGEMENT AND OPERATIONS

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Appointment of relevant service providers	Appointment of appropriately qualified service providers	Year 1	→					Manager and Board	Operational	Service providers to be appointed by means of a well-documented fair, equitable, transparent and competitive process. Review service provider appointment in last year of contract period by means of a well-documented fair, equitable, transparent and competitive process.
2	Appointment of suitably qualified staff	Appointed suitably qualified staff	Year 1	→				→	Manager and Board	Operational	Well documented recruitment and selection process. For contracted staff, review staff contracts in last year of contract period.
3	Appoint an auditor	IRBA registered auditor appointed	Year 1	→					Manager and Board	Operational	IRBA registered auditor appointed at the AGM.

MANAGEMENT AND OPERATIONS

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
4	Board meetings	Quarterly Board meetings.	Quarterly	4	4	4	4	4	Manager and Board	Annual Report	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
5	Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Branch by 15th	Monthly	12	12	12	12	12	Manager	Operational and Board	Refer to Finance Agreement. Submit reports to the CID Branch. Board to track budget implementation and institute corrective measures when required.
6	Audited Annual Financial Statements	Unqualified Audited Annual Financial Statements	Annually	1	1	1	1	1	Manager and Board	Board, Operational and Annual Report	Annual Financial Statements audited and signed by nominated Directors.
7	Submit Annual Financial Statements to City	Signed Annual Financial Statements submitted to City	Annually	1	1	1	1	1	Manager	Operational	Signed AFS submitted to the CID Branch by 31 August of each year.
8	Review arrears list	Report arrears to board	Quarterly	4	4	4	4	4	Manager	Operational	Board Members in arrears cannot participate in meetings and members in arrears cannot participate in AGMs.
9	Annual feedback to members at AGM	Host legally compliant AGM	Annually	1	1	1	1	1	Manager and Board	Board	Host successful AGM before 31 December.
10	Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.

MANAGEMENT AND OPERATIONS

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
11	CIPC Compliance • Annual Returns	Submit Annual Returns to CIPC within 30 business days of company registration date	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.
12	CIPC Compliance • Directors change • Auditors change • Company Secretary	Submit amendments to CIPC within 10 business days of the change	Ongoing	→	→	→	→	→	Manager and Board	Operational	Submit proof of submission to CID Branch.
13	Manage and monitor the service request process	Complete daily reports of service requests and monitor outstanding issues	Monthly	12	12	12	12	12	Manager and Board	Operational	Follow up with sub-council in respect of outstanding service requests
14	Participate in the review / development of the City's Integrated Development Plan	Annual submissions to Subcouncil Manager	Annually	1	1	1	1	1	Manager and Board	Operational	October to February of every year.
15	Participate in the City's Capital and Operating Budgets process	Annual submissions to Subcouncil Manager.	Annually	1	1	1	1	1	Manager and Board	Operational	By September of each year.
16	Maintain NPC membership	Up to date NPC membership register	Ongoing	→	→	→	→	→	Manager and Board	Operational	Maintain up to date membership list on website.

MANAGEMENT AND OPERATIONS

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
17	Submit an extension of term application	Submit a comprehensive extension of term application for approval by the members and the CCT Council.	In year 5					1	Manager and Board	Operational	Prepare a new business plan in the last year of term.
18	Annual Tax Compliance Status	Within one month after expiry date.	Annually	1	1	1	1	1	Manager and Board	Operational	Upload Tax Compliance Status via the eServices portal.
19	Adjustment Budget	Board approved adjustment budget	Annually	1	1	1	1	1	Manager and Board	Operational	Submit Board minutes and approved adjustment budget to the CCT by end of March.
20	First Board meeting post AGM	Allocate portfolios, elect Chairperson, sign Declaration of Interest, complete POPIA declaration	Annually	1	1	1	1	1	Manager and Board	Operational	All new directors to receive relevant documents.
21	Register with the Information Regulator of South Africa	Compliance with Information Regulator of South Africa	Year 1	→					Manager and Board	Operational	
22	VAT reconciliation and tax returns	BI-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	6	6	6	6	6	Manager and Board	Operational	

PUBLIC SAFETY

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a Public Safety strategy and management plan	Up to date Public Safety Management and Strategy Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of a new term and then modified continuously in conjunction with the SAPS, Local Authority and existing Public Safety service provider using their experience as well as available crime statistics
2	Appoint a Public Safety service provider(s)	Contracted PSIRA registered public safety service provider(s)	Year 1	→					Board	Board	The Public Safety service provider(s) could include Public Safety Patrols, Control Room services and CCTV Monitoring through a fair, equitable, transparent and competitive process
3	Review and approve the Public Safety strategy and management plan	Approved Public Safety strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.
4	Record Public Safety Incidents	Up to date public safety incident records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	Indicative records to be included in Annual Report

PUBLIC SAFETY

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
5	CID participation in joint operations	Participated in joint operations	Adhoc	1	1	1	1	1	Manager and Service Provider	Annual Report where applicable	Participation in joint operations dependent on the public safety needs of the area
6	Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Public Safety patrols	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational	Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches
7	Participate in local safety forums	Attend local safety forums	Quarterly	4	4	4	4	4	Manager and Service Provider	Operational	Participate in existing Neighbourhood Watch, Community Police Forum, other CIDs and SAPS meetings
8	Plan deployment of CCTV cameras	CCTV Camera deployment included in Public Safety strategy and management plan	Ongoing	→	→	→	→	→	Board, Manager and Service Provider	Board and Operational	
9	Register CCTV Cameras with the CCT	Cameras registered with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	
10	Monitor CCTV Cameras	Monitoring of CCTV Cameras by appropriately qualified service providers.	Ongoing	→	→	→	→	→	Manager	Operational	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.

MAINTENANCE AND CLEANSING

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a maintenance and cleansing strategy and management plan	Up to date maintenance and cleansing strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Appoint a maintenance and cleansing service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a maintenance and cleansing service provider(s) through a fair, equitable, transparent and competitive process
3	Review and approve the maintenance and cleansing management plan	Approved maintenance and cleansing strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide maintenance and cleansing services by the appointed service provider and evaluate levels of service provided.
4	Evaluate and review the provision of public litter bins	Sufficient public litter bins	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide public litter bins and log a CCT service request

MAINTENANCE AND CLEANSING

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
5	Cleaning of streets and sidewalks supplementary to those provided by the CCT	Clean streets and sidewalks in partnership with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide additional street cleaning and log a CCT service request
6	Health and safety issues reported to the CCT	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with sub-council in respect of outstanding CCT service requests
7	Combat Illegal dumping	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with relevant department in respect of outstanding CCT service requests
8	Removal of illegal posters	Urban infrastructure free from illegal posters	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of illegal posters by the CCT and where relevant log a CCT service request
9	Removal of graffiti	Urban infrastructure free of graffiti	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of graffiti by the CCT and where relevant log a CCT service request
10	Record maintenance and cleansing activities	Up to date maintenance and cleansing records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	Indicative records to be included in Annual Report

MAINTENANCE AND CLEANSING

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
11	Identify problems, requiring minor maintenance to CCT infrastructure and perform relevant maintenance on: a. Water and Sanitation infrastructure b. Roads and Stormwater infrastructure c. Road markings d. Grass cutting in Public Open Spaces incl. Parks e. Street furniture	Completed minor maintenance to CCT infrastructure	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational, Board and Annual Report	Engage with relevant department before undertaking maintenance
12	Identify problems, required maintenance or damage to CCT infrastructure and report to relevant department including: a. Street lighting b. Water and Sanitation c. Roads and Stormwater d. Traffic signals and road markings e. Public Open Spaces incl. Parks	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager	Operational, Board and Annual Report	Follow up with sub-council in respect of outstanding CCT service requests

ENVIRONMENTAL DEVELOPMENT

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop an environmental development strategy and management plan	Up to date environmental development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Review and approve the environmental development management plan	Approved environmental development strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide environmental development services by the appointed or existing service provider and evaluate levels of service provided.
3	Promote waste minimization and management thereof through awareness on waste, water, noise and air pollution	Quarterly awareness campaign through newsletters or website to business and property owners.	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Urban Waste Management Law Enforcement
4	Implement a Recycling programme	Recyclable waste collected	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report	By service provider or cleaning staff.
5	Maintain street furniture	Street furniture maintained	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	

ENVIRONMENTAL DEVELOPMENT

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
6	Monitor and report illegal signage and posters	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	
7	Improve green urban environment	Green urban environment	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	Tree planting, maintaining of tree wells, road verges, replanting and maintaining of flower pots etc.

SOCIAL AND ECONOMIC DEVELOPMENT

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a social and economic development strategy and management plan	Up to date social and economic development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics

SOCIAL AND ECONOMIC DEVELOPMENT

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
2	Review and approve the social and economic development management plan	Approved social and economic development strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide social and economic development services by the appointed or existing service provider and evaluate levels of service provided.
3	Monitor and review implementation of informal trading plans in support of economic development	Managed informal trading	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	
4	Promote Social Development awareness	Quarterly awareness campaign through newsletters or website	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Social Development & Early Childhood Development Directorate and social welfare organisations
5	Work in conjunction with local social welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	Job creation through social intervention	Ongoing	→	→	→	→	→	Manager and social welfare organisations	Annual Report	Partner with CCT Social Development and social welfare organisations

COMMUNICATION

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a communication strategy and management plan	Up to date communication strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Review and approve the communication management plan	Approved communication strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide communication services by the appointed or existing service provider and evaluate levels of service provided.
3	Maintain Website	Up to date website	Ongoing	→	→	→	→	→	Manager	Board	In terms of CCT CID Policy requirements
4	Newsletters / Newsflashes	Communication distributed	Quarterly	4	4	4	4	4	Manager	Operational	Including use of social media platforms
5	Regular interaction with property and business owners	Feedback on interactions	Ongoing	→	→	→	→	→	Manager	Operational	

STRAND BUSINESS IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2024/25	2025/26	2026/27	2027/28	2028/29
INCOME	R	R	R	R	R
Income from Additional Rates	-1 917 680 96.7%	-2 055 071 96.8%	-2 199 508 96.9%	-2 354 261 98.0%	-2 520 072 98.0%
Other: Accumulated Surplus	-65 000 3.3%	-67 800 3.2%	-70 800 3.1%	-49 000 2.0%	-52 500 2.0%
TOTAL INCOME	-1 982 680 100.0%	-2 122 871 100.0%	-2 270 308 100.0%	-2 403 261 100.0%	-2 572 572 100.0%
EXPENDITURE	R	R	R	R	R
Core Business	1 267 200 63.9%	1 362 240 64.2%	1 464 409 64.5%	1 574 239 65.5%	1 692 307 65.8%
Cleansing services	-	-	-	-	-
Environmental upgrading	-	-	-	-	-
Law Enforcement Officers / Traffic Wardens	-	-	-	-	-
Public Safety	1 100 000	1 182 500	1 271 188	1 366 527	1 469 016
Public Safety - CCTV monitoring	67 200	72 240	77 658	83 482	89 744
Public Safety - CCTV - Leasing of cameras	-	-	-	-	-
Social upliftment	80 000	86 000	92 450	99 384	106 838
Urban Maintenance	20 000	21 500	23 113	24 846	26 709
Depreciation	12 500 0.6%	15 000 0.7%	15 000 0.7%	15 000 0.6%	15 000 0.6%
General Expenditure	580 450 29.3%	616 179 29.0%	654 114 28.8%	694 394 28.9%	737 163 28.7%
Accounting fees	16 050	17 174	18 376	19 662	21 038
Administration and management fees	490 250	519 665	550 845	583 896	618 929
Advertising costs	9 000	9 630	10 304	11 025	11 797
Auditor's remuneration	17 650	18 886	20 207	21 622	23 135
Bank charges	2 000	2 140	2 290	2 450	2 622
Contingency / Sundry	6 000	6 419	6 867	7 350	7 866
Insurance	7 500	8 025	8 587	9 188	9 831
Marketing and promotions	24 000	25 680	27 478	29 401	31 459
Minor tools & equipment	4 000	4 280	4 580	4 900	5 243
Protective clothing	4 000	4 280	4 580	4 900	5 243
Projects	40 000 2.0%	42 800 2.0%	45 800 2.0%	49 000 2.0%	52 500 2.0%
Recycling Project	40 000	42 800	45 800	49 000	52 500
Capital Expenditure (PPE)	25 000 1.3%	25 000 1.2%	25 000 1.1%	- 0.0%	- 0.0%
CCTV / LPR Cameras	25 000	25 000	25 000	-	-
Bad Debt Provision 3%	57 530 2.9%	61 652 2.9%	65 985 2.9%	70 628 2.9%	75 602 2.9%
TOTAL EXPENDITURE	1 982 680 100.0%	2 122 871 100.0%	2 270 308 100.0%	2 403 261 100.0%	2 572 572 100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	8.6%	7.1%	6.9%	5.9%	7.0%
GROWTH: ADD RATES REQUIRED	7.3%	7.2%	7.0%	7.0%	7.0%

LIST OF RATEBLE PROPERTIES WITHIN THE STRAND BID

CATEGORY	USE DESCRIPTION	Total Val	St No.	Street	Unit No	Sect ID	LIS Key	ERF No
Commercial	Vac Land Oth Z	-	0	TERHOEVEN STREET		0	375166	22077
Commercial	Offices	11 450 000	23	MAIN ROAD		0	332926	1343
Commercial	Vac Bus Land	1 770 000	31	WESLEY STREET		0	333432	1366
Commercial	Vac Bus Land	1 770 000	31	WESLEY STREET		0	333432	1366
Commercial	Vac Bus Land	1 670 000	42	MARKET STREET		0	333532	1369
Commercial	Vac Bus Land	1 670 000	42	MARKET STREET		0	333532	1369
Commercial	Vac Bus Land	1 660 000	46	MARKET STREET		0	333567	1370
Commercial	Vac Bus Land	1 660 000	46	MARKET STREET		0	333567	1370
Commercial	Vac Bus Land	1 940 000	52	MARKET STREET		0	333582	1371
Commercial	Vac Bus Land	1 940 000	52	MARKET STREET		0	333582	1371
Commercial	Resd - 1 Dwell	2 190 000	37	MARKET STREET		0	334792	1421
Commercial	Resd - 1 Dwell	2 190 000	37	MARKET STREET		0	334792	1421
Commercial	Schools	40 000 000	57	FAGAN STREET		0	345092	1525
Commercial	Resd - Mixed	2 150 000	9	VAN RYNEVELD STREET		0	354922	1956
Commercial	Vac Bus Land	1 770 000	35	WESLEY STREET		0	408655	6808
Commercial	Vac Bus Land	1 770 000	35	WESLEY STREET		0	408655	6808
Commercial	Vac Bus Land	1 770 000	33	WESLEY STREET		0	408656	6809
Commercial	Vac Bus Land	1 770 000	33	WESLEY STREET		0	408656	6809
Commercial	Serv St&Other	7 300 000	38	VAN RYNEVELD STREET		0	328299	11398
Commercial	Retail	-	41	MAIN ROAD		0	435093	1352
Commercial	Retail	-	41	MAIN ROAD		0	435093	1352
Commercial	Retail	-	41	MAIN ROAD		0	435093	1352
Commercial	Guest House	3 800 000	11	CHURCH STREET		0	333645	1372
Commercial	Guest House	3 800 000	11	CHURCH STREET		0	333645	1372
Commercial	Offices	2 460 000	18	VAN RYNEVELD STREET		0	375198	22110
Commercial	Offices	1 980 000	6	ABEGGLEN STREET		0	330040	1214
Commercial	Offices	1 980 000	6	ABEGGLEN STREET		0	330040	1214
Commercial	Retail	-	50	WESLEY STREET		0	330562	1268
Commercial	Retail	-	50	WESLEY STREET		0	330562	1268
Commercial	Retail	-	48	WESLEY STREET		0	330563	1269
Commercial	Retail	-	48	WESLEY STREET		0	330563	1269
Commercial	Retail	1 976 000	38	WESLEY STREET		0	330574	1273

CATEGORY	USE DESCRIPTION	Total Val	St No.	Street	Unit No	Sect ID	LIS Key	ERF No
Commercial	Offices&Retail	3 070 000	10	PICKLE STREET		0	330656	1281
Commercial	Vac Bus Land	-	10A	PICKLE STREET		0	330667	1282
Commercial	Offices&Retail	8 500 000	12	PICKLE STREET		0	439071	1283
Commercial	Offices&Retail	4 320 000	34	WESLEY STREET		0	435092	1285
Commercial	Retail	1 833 700	16	PICKLE STREET		0	330704	1288
Commercial	Retail	2 922 250	78	BEACH ROAD		0	330904	1309
Commercial	Retail	2 930 000	14	MICHAU STREET		0	331077	1326
Commercial	Hostel	6 450 000	12	MICHAU STREET		0	331088	1327
Commercial	Vac Bus Land	-	8A	CONRADIE STREET		0	332993	1345
Commercial	Block of Flats	8 286 370	27	MAIN ROAD		0	333048	1346
Commercial	Offices	2 050 000	1	HOFMEYER STREET		0	353725	1805
Commercial	Retail	3 630 000	31	MAIN ROAD		0	333074	1348
Commercial	Vac Bus Land	-	27A	MAIN ROAD		0	333085	1349
Commercial	Retail	4 290 000	39	MAIN ROAD		0	333154	1351
Commercial	Retail	4 290 000	39	MAIN ROAD		0	333154	1351
Commercial	Retail	4 290 000	39	MAIN ROAD		0	333154	1351
Commercial	Retail	10 505 000	11	ABEGGLEN STREET		0	333382	1363
Commercial	Retail	10 505 000	11	ABEGGLEN STREET		0	333382	1363
Commercial	Retail	6 721 910	27	MARKET STREET		0	334497	1396
Commercial	Retail	1 685 350	19	MICHAU STREET		0	334570	1398
Commercial	Resd - Mixed	2 470 000	18	ABEGGLEN STREET		0	334852	1427
Commercial	Retail	1 070 000	31	MARKET STREET		0	334863	1428
Commercial	Retail	1 470 000	23	MICHAU STREET		0	345083	1524
Commercial	Retail	4 380 000	36	MICHAU STREET		0	373904	2043
Commercial	Offices	4 573 240	12	VAN RYNEVELD STREET		0	373942	2047
Commercial	Resd - Detach	680 000	36	VAN RYNEVELD STREET		0	354563	1944
Commercial	Resd - Detach	680 000	36	VAN RYNEVELD STREET		0	354563	1944
Commercial	Vac Gen Resd L	-	39	MAIN ROAD		0	435100	1945
Commercial	Vac Gen Resd L	-	39	MAIN ROAD		0	435100	1945
Commercial	Vac Gen Resd L	-	39	MAIN ROAD		0	435100	1945
Commercial	Resd - 2 Dwell	2 600 000	22	VAN RYNEVELD STREET		0	354866	1951
Commercial	Resd - 2 Dwell	2 600 000	22	VAN RYNEVELD STREET		0	354866	1951
Commercial	Offices	5 340 000	17	MAIN ROAD		0	394766	5137
Commercial	Offices	5 340 000	17	MAIN ROAD		0	394766	5137

CATEGORY	USE DESCRIPTION	Total Val	St No.	Street	Unit No	Sect ID	LIS Key	ERF No
Commercial	Offices	1 600 000	10A	CONRADIE STREET		0	354888	1953
Commercial	Resd - 1 Dwell	2 710 000	11	VAN RYNEVELD STREET		0	354909	1955
Commercial	Retail	9 920 000	2	MICHAU STREET		0	394811	5194
Commercial	Retail	9 920 000	2	MICHAU STREET		0	394811	5194
Commercial	Retail	9 920 000	2	MICHAU STREET		0	394811	5194
Commercial	Retail	3 180 000	13	MAIN ROAD		0	398962	5355
Commercial	Offices&Retail	2 640 000	1	ANDERSON STREET		0	400382	5524
Commercial	Offices&Retail	2 640 000	1	ANDERSON STREET		0	400382	5524
Commercial	Retail	5 401 080	75	BEACH ROAD		0	401908	5635
Commercial	Offices	6 830 000	36	MAIN ROAD		0	405823	5862
Commercial	Offices	6 830 000	36	MAIN ROAD		0	405823	5862
Commercial	Retail	1 790 000	30	MAIN ROAD		0	405824	5869
Commercial	Retail	1 790 000	30	MAIN ROAD		0	405824	5869
Commercial	Retail	4 250 000	40	FAGAN STREET		0	405884	5956
Commercial	Retail	6 410 000	21	MAIN ROAD		0	406352	6478
Commercial	Offices&Retail	9 200 000	24	MICHAU STREET		0	408510	6578
Commercial	Offices&Retail	9 200 000	24	MICHAU STREET		0	408510	6578
Commercial	Offices&Retail	9 200 000	24	MICHAU STREET		0	408510	6578
Commercial	Offices&Retail	5 120 000	50	FAGAN STREET		0	408515	6593
Commercial	Offices&Retail	5 120 000	50	FAGAN STREET		0	408515	6593
Commercial	Offices	6 890 000	44	MAIN ROAD		0	411536	8417
Commercial	Block of Flats	14 718 280	37	MAIN ROAD		0	411630	8480
Commercial	Retail	2 700 000	8	VAN RYNEVELD STREET		0	412531	8921
Commercial	Retail	7 400 000	33	TERHOEVEN STREET		0	413997	9967
Commercial	Retail	38 750 000	22	MAIN ROAD		0	325761	10047
Commercial	Retail	5 000 000	56	FAGAN STREET		0	325776	10070
Commercial	Retail	5 000 000	56	FAGAN STREET		0	325776	10070
Commercial	Block of Flats	6 730 060	15	ABEGGLEN STREET		0	327492	10784
Commercial	Retail	2 840 420	60	FAGAN STREET		0	327573	10937
Commercial	Retail	5 060 000	22	ABEGGLEN STREET		0	327608	10983
Commercial	Vac Bus Land	-	7	CHURCH STREET		0	327731	11023
Commercial	Vac Bus Land	-	7	CHURCH STREET		0	327731	11023
Commercial	Offices&Retail	10 090 000	2	PICKLE STREET		0	329028	11817
Commercial		1 000	76A	BEACH ROAD		0	334578	13987

CATEGORY	USE DESCRIPTION	Total Val	St No.	Street	Unit No	Sect ID	LIS Key	ERF No
Commercial		1 000	76A	BEACH ROAD		0	334578	13987
Commercial	Neighbourhood Shopping Centres	79 380 000	1	MILLS STREET		0	334694	14115
Commercial	Neighbourhood Shopping Centres	79 380 000	1	MILLS STREET		0	334694	14115
Commercial		2 500 000	6	PLEIN STREET		0	354077	18846
Commercial	Vac Bus Land	-	9	CHURCH STREET		0	374668	21221
Commercial	Offices&Retail	11 600 000	4	PICKLE STREET		0	435453	24816
Commercial	Vac Bus Land	-	5	HEINECKE STREET		0	327738	11042
Commercial	Vac Bus Land	-	5	HEINECKE STREET		0	327738	11042
Commercial	Retail	2 200 000	62A	FAGAN STREET		0	344679	1489
Commercial	Office	1 040 000	2	LEIPOLDT STREET	1	119417	450456	8428
Commercial	Office	1 040 000	2	LEIPOLDT STREET	1	119417	450456	8428
Commercial	Office	510 000	2	LEIPOLDT STREET	2	119418	450456	8428
Commercial	Office	510 000	2	LEIPOLDT STREET	2	119418	450456	8428
Commercial	Office	1 750 000	2	LEIPOLDT STREET	3	119419	450456	8428
Commercial	Office	1 750 000	2	LEIPOLDT STREET	3	119419	450456	8428
Commercial	Office	1 760 000	2	LEIPOLDT STREET	4	119420	450456	8428
Commercial	Office	1 760 000	2	LEIPOLDT STREET	4	119420	450456	8428
Commercial	Office	860 000	2	LEIPOLDT STREET	5	119421	450456	8428
Commercial	Office	860 000	2	LEIPOLDT STREET	5	119421	450456	8428
Commercial	Restaurant	2 310 000	95	BEACH ROAD	1	122823	450542	8599
Commercial	Shop	2 940 000	95	BEACH ROAD	2	122824	450542	8599
Commercial	Office	15 220 000	95	BEACH ROAD	3	122825	450542	8599
Commercial	Storeroom	165 000	95	BEACH ROAD	4	122826	450542	8599
Commercial	Shop	930 000	73	BEACH ROAD	42	129066	448204	8819
Commercial	Shop	930 000	73	BEACH ROAD	42	129066	448204	8819
Commercial	Shop	930 000	73	BEACH ROAD	42	129066	448204	8819
Commercial	Shop	1 050 000	73	BEACH ROAD	43	129067	448204	8819
Commercial	Shop	1 050 000	73	BEACH ROAD	43	129067	448204	8819
Commercial	Shop	1 050 000	73	BEACH ROAD	43	129067	448204	8819
Commercial	Shop	1 850 000	73	BEACH ROAD	44	129068	448204	8819
Commercial	Shop	1 850 000	73	BEACH ROAD	44	129068	448204	8819
Commercial	Shop	1 850 000	73	BEACH ROAD	44	129068	448204	8819

CATEGORY	USE DESCRIPTION	Total Val	St No.	Street	Unit No	Sect ID	LIS Key	ERF No
Commercial	Office	1 940 000	42	WESLEY STREET	31	88198	448159	1246
Commercial	Office	2 620 000	42	WESLEY STREET	32	88199	448159	1246
Commercial	Office	2 250 000	42	WESLEY STREET	33	88200	448159	1246
Commercial	Office	-	80	BEACH ROAD	1	86922	448110	9666
Commercial	Office	2 990 000	80	BEACH ROAD	2	86923	448110	9666
Commercial	Shop	780 000	73	BEACH ROAD	2	89613	448204	8819
Commercial	Shop	780 000	73	BEACH ROAD	2	89613	448204	8819
Commercial	Shop	780 000	73	BEACH ROAD	2	89613	448204	8819
Commercial	Shop	790 000	73	BEACH ROAD	3	89614	448204	8819
Commercial	Shop	790 000	73	BEACH ROAD	3	89614	448204	8819
Commercial	Shop	790 000	73	BEACH ROAD	3	89614	448204	8819
Commercial	Shop	710 000	73	BEACH ROAD	4	89615	448204	8819
Commercial	Shop	710 000	73	BEACH ROAD	4	89615	448204	8819
Commercial	Shop	710 000	73	BEACH ROAD	4	89615	448204	8819
Commercial	Shop	530 000	73	BEACH ROAD	5	89616	448204	8819
Commercial	Shop	530 000	73	BEACH ROAD	5	89616	448204	8819
Commercial	Shop	530 000	73	BEACH ROAD	5	89616	448204	8819
Commercial	Shop	850 000	73	BEACH ROAD	6	89617	448204	8819
Commercial	Shop	850 000	73	BEACH ROAD	6	89617	448204	8819
Commercial	Shop	850 000	73	BEACH ROAD	6	89617	448204	8819
Commercial	Shop	660 000	73	BEACH ROAD	7	89618	448204	8819
Commercial	Shop	660 000	73	BEACH ROAD	7	89618	448204	8819
Commercial	Shop	660 000	73	BEACH ROAD	7	89618	448204	8819
Commercial	Shop	1 020 000	73	BEACH ROAD	8	89619	448204	8819
Commercial	Shop	1 020 000	73	BEACH ROAD	8	89619	448204	8819
Commercial	Shop	1 020 000	73	BEACH ROAD	8	89619	448204	8819
Commercial	Shop	2 260 000	14	PICKLE STREET	1	144555	330703	1287
Commercial	Office	-	14	PICKLE STREET	2	144556	330703	1287
Commercial	Office	-	14	PICKLE STREET	4	144558	330703	1287
Commercial	Shop	790 000	66	BEACH ROAD	1	97632	448461	17588
Commercial	Shop	610 000	66	BEACH ROAD	2	97633	448461	17588
Commercial	Shop	610 000	66	BEACH ROAD	2	97633	448461	17588
Commercial	Shop	500 000	66	BEACH ROAD	3	97634	448461	17588

CATEGORY	USE DESCRIPTION	Total Val	St No.	Street	Unit No	Sect ID	LIS Key	ERF No
Commercial	Shop	500 000	66	BEACH ROAD	3	97634	448461	17588
Commercial	Shop	2 200 000	66	BEACH ROAD	4	97635	448461	17588
Commercial	Office	2 110 000	66	BEACH ROAD	85	97716	448461	17588
Commercial	Office	1 580 000	66	BEACH ROAD	86	97717	448461	17588
Commercial	Office	1 080 000	66	BEACH ROAD	87	97718	448461	17588
Commercial	Office	1 080 000	66	BEACH ROAD	87	97718	448461	17588
Commercial	Office	2 220 000	66	BEACH ROAD	88	97719	448461	17588
Commercial	Office	2 220 000	66	BEACH ROAD	88	97719	448461	17588
Commercial	Restaurant	2 420 000	30	MICHAU STREET	1	95503	448392	14017
Commercial	Restaurant	2 420 000	30	MICHAU STREET	1	95503	448392	14017
Commercial	Office	1 300 000	30	MICHAU STREET	2	95504	448392	14017
Commercial	Office	1 300 000	30	MICHAU STREET	2	95504	448392	14017
Commercial	Office	-	98	BEACH ROAD	1	95700	448402	21829
Commercial	Office	7 160 000	98	BEACH ROAD	2	95701	448402	21829
Commercial	Office	7 160 000	98	BEACH ROAD	2	95701	448402	21829
Commercial	Office	7 160 000	98	BEACH ROAD	2	95701	448402	21829
Commercial	Storeroom	20 000	98	BEACH ROAD	3	95702	448402	21829
Commercial	Storeroom	20 000	98	BEACH ROAD	3	95702	448402	21829
Commercial	Storeroom	20 000	98	BEACH ROAD	3	95702	448402	21829
Commercial	Restaurant	1 210 000	38	MICHAU STREET	44	107244	448738	14123
Commercial	Office	1 890 000	38	MICHAU STREET	46	107246	448738	14123
Commercial	Shop	-	3	CHURCH STREET	13	171454	326529	10400
Commercial	Shop	-	3	CHURCH STREET	13	171454	326529	10400
Commercial	Shop	810 000	3	CHURCH STREET	14	171455	326529	10400
Commercial	Shop	810 000	3	CHURCH STREET	14	171455	326529	10400
Commercial	Retail	33 260 000	82	BEACH ROAD		0	1052028	17973
Commercial	Shop	3 110 000	97	CHURCH STREET	1	7502207	973244	32525
Commercial	Shop	3 110 000	97	CHURCH STREET	1	7502207	973244	32525
Commercial	Shop	3 110 000	97	CHURCH STREET	1	7502207	973244	32525
Commercial	Shop	3 110 000	97	CHURCH STREET	1	7502207	973244	32525
Commercial	Shop	2 160 000	97	CHURCH STREET	2	7502208	973244	32525
Commercial	Shop	2 000 000	97	CHURCH STREET	3	7502209	973244	32525
Commercial	Shop	1 940 000	97	CHURCH STREET	4	7502210	973244	32525
Commercial	Shop	2 320 000	97	CHURCH STREET	5	7502211	973244	32525

CATEGORY	USE DESCRIPTION	Total Val	St No.	Street	Unit No	Sect ID	LIS Key	ERF No
Commercial	Block of Flats	617 750	78	BEACH ROAD		0	330904	1309
Commercial	Parking Garage	688 370	27	MAIN ROAD		0	333048	1346
Commercial	Block of Flats	1 419 850	19	MICHAU STREET		0	334570	1398
Commercial	Block of Flats	1 719 980	12	VAN RYNEVELD STREET		0	373942	2047
Commercial		108 210	12	VAN RYNEVELD STREET		0	373942	2047
Commercial		-	12	VAN RYNEVELD STREET		0	373942	2047
Commercial	Block of Flats	1 168 940	75	BEACH ROAD		0	401908	5635
Commercial	Retail	2 791 090	15	ABEGGLEN STREET		0	327492	10784
Commercial	Parking Garage	65 430	15	ABEGGLEN STREET		0	327492	10784
Commercial	Block of Flats	369 580	60	FAGAN STREET		0	327573	10937
Commercial	Block of Flats	1 224 000	38	WESLEY STREET		0	330574	1273
Commercial	Offices	1 695 570	16	PICKLE STREET		0	330704	1288
Commercial	Block of Flats	1 510 730	16	PICKLE STREET		0	330704	1288
Commercial	Block of Flats	-	16	PICKLE STREET		0	330704	1288
Commercial	Block of Flats	-	27	MAIN ROAD		0	333048	1346
Commercial	Warehouse	-	27	MAIN ROAD		0	333048	1346
Commercial	Warehouse	-	27	MAIN ROAD		0	333048	1346
Commercial	Offices	344 110	19	MICHAU STREET		0	334570	1398
Commercial	Retail	2 003 330	37	MAIN ROAD		0	411630	8480
Commercial	Parking Garage	999 340	37	MAIN ROAD		0	411630	8480
Commercial	Warehouse	118 070	37	MAIN ROAD		0	411630	8480
Commercial	Offices	-	37	MAIN ROAD		0	411630	8480
Commercial	Offices	-	37	MAIN ROAD		0	411630	8480
Commercial	Offices	-	37	MAIN ROAD		0	411630	8480
Commercial		-	37	MAIN ROAD		0	411630	8480
Commercial	Shop	810 000	73	BEACH ROAD	45	129069	448204	8819
Commercial	Shop	810 000	73	BEACH ROAD	45	129069	448204	8819
Commercial	Shop	6 180 000	80	BEACH ROAD	30	7531455	448110	9666
Commercial	Flat	2 430 000	80	BEACH ROAD	31	7531456	448110	9666
Commercial	Resd - 1 Dwell	1 550 000	18	MIDAS CRESCENT		0	652134	29024
Commercial	Offices	-	31	MAIN ROAD		0	333074	1348
Commercial	Warehouse	53 430	15	ABEGGLEN STREET		0	327492	10784
Commercial	Warehouse	140 690	19	MICHAU STREET		0	334570	1398
Commercial	Warehouse	5 551 720	27	MARKET STREET		0	334497	1396