

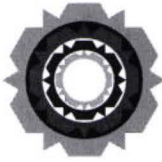
COUNCIL OF THE CITY OF CAPE TOWN

30 MAY 2019

ITEM NUMBER: C 35/05/19

***RECOMMENDATION FROM THE EXECUTIVE MAYOR TOGETHER WITH THE
MAYORAL COMMITTEE: 16 APRIL 2019*****MC 53/04/19 APPLICATION TO EXTEND THE TERM OF THE STRAND
BUSINESS IMPROVEMENT DISTRICT (SBID) FROM 1 JULY
2019 TO 30 JUNE 2024**It is **RECOMMENDED** that:

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



REPORT TO: MAYCO

DATE: APRIL 2019

1. ITEM NUMBER: MC 53/04/19

2. SUBJECT

**APPLICATION TO EXTEND THE TERM OF THE STRAND BUSINESS
IMPROVEMENT DISTRICT (SBID) FROM 1 JULY 2019 TO 30 JUNE 2024**

*AANSOEK OM DIE TERMYN VAN DIE STRAND-SAKEVERBETERINGSDISTRIK
(SBID) VAN 1 JULIE 2019 TOT 30 JUNIE 2024 TE VERLENG*

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

3. **RECOMMENDATION FROM THE URBAN MANAGEMENT PORTFOLIO
COMMITTEE: 1 APRIL 2019 (URBM 10/04/19)**

It is recommended that:

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

Daar word aanbeveel dat:

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

Kundululwe ukuba:

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



DATE: 27 FEBRUARY 2019

REPORT TO: URBAN MANAGEMENT PORTFOLIO COMMITTEE

LC 22078

1. ITEM NUMBER

2. SUBJECT

APPLICATION TO EXTEND THE TERM OF THE STRAND BUSINESS IMPROVEMENT DISTRICT (SBID) FROM 1 JULY 2019 TO 30 JUNE 2024

ONDERWERP

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

ISIHLOKO

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

LSU K3161

3. DELEGATED AUTHORITY

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

This report is for decision by

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



4. DISCUSSION

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

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

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

The Business Plan proposes a continuation of the same services as implemented during previous years with a 7.4% increase in the additional rates requirement in the first year and there after a year on year increase of between 8.1% and 10.2% without compromising service delivery. The SBID budget is funded by the property owners and collected by the City in a sustainable manner as additional rates. This is as per the Municipal Property Rates Act (MPRA) section 22 which facilitates some cross subsidisation as contributions are proportionately based on property values. The additional rates' are modelled and capped to ensure affordability and sustainability in continued service delivery.

Chapter 1 of the SRA By-law requires that property owners are included in a consultation process before the renewal application is submitted to the City. Accordingly, the Annual General Meeting (AGM) held on 24 October 2018 was advertised in two daily newspapers on 21 September 2018 and a notice with the agenda was sent to all property owners (refer annexure C). The term extension formed part of the agenda of the AGM and all relevant documents were made available through the SBID website to all property owners.

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

The proposed term extension was circulated to all relevant Service Departments requesting them to review the new Business Plan to ensure service delivery compliance in terms of the IDP. Only the Branch Environment and Heritage Management, Department: Environmental Management responded and supported the new Business Plan (refer annexure E).



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

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

4.2. Legal Compliance ☒

4.3. Staff Implications ☐ Yes ☒ No

4.4. Risk Implications ☐ Yes ☒ No

5. RECOMMENDATIONS

Not delegated: for decision by Council:

It is recommended that:

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

AANBEVELINGS

Nie gedelegeer nie: vir besluitneming deur die Raad:

Daar word aanbeveel dat:

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

IZINDULULO

Azigunyaziswanga: isigqibo seseBhunga:

Kundululwe ukuba:

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



ANNEXURES

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


FOR FURTHER DETAILS CONTACT

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

ACTING EXECUTIVE DIRECTOR

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

EXECUTIVE DIRECTOR: FINANCE

NAME		COMMENT:
DATE		
SIGNATURE		

LEGAL COMPLIANCE

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

NAME

Patricia Davis

DATE

04.03.2019

SIGNATURE



COMMENT:

Certified as legally compliant:

Based on the contents of the report. **EXECUTIVE DIRECTOR: CORPORATE SERVICES – FOR STRATEGIC POLICY**

- ☐ SUPPORTED FOR ONWARD SUBMISSION

COMMENT:

NAME

DATE

SIGNATURE

N/A

ANNEXURE A

APPLICATION LETTER FOR EXTENSION OF THE CID TERM

Directorate: Urban Management
Attention: Mr Scott
City of Cape Town
8th Floor
12 Hertzog Boulevard
CAPE TOWN
8000

31 January 2019

Dear Sir,

RE: Application for the extension of term of the Strand Business Improvement District (the “SBID”)

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

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

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

Yours faithfully,

A handwritten signature in black ink, appearing to be 'G. Lohrenz', written over the printed name.

G. Lohrenz: Manager: On behalf of the Strand Business Improvement District NPC



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.

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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.***

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.

To address these requirements, the following services will continue:

- Ongoing provision of visible safety patrols and monitoring of public spaces.
- Ongoing provision of supplementary cleansing services, beautification, maintenance and/or upgrading of the urban public environment.
- Ongoing support of projects and partnering with stakeholders who address social issues in the area

**Map 2 (Non-residential Properties Only)**

Urban Analysis - The Need for an SRA

Urban Challenges in the Strand CBD Area – Then and Now

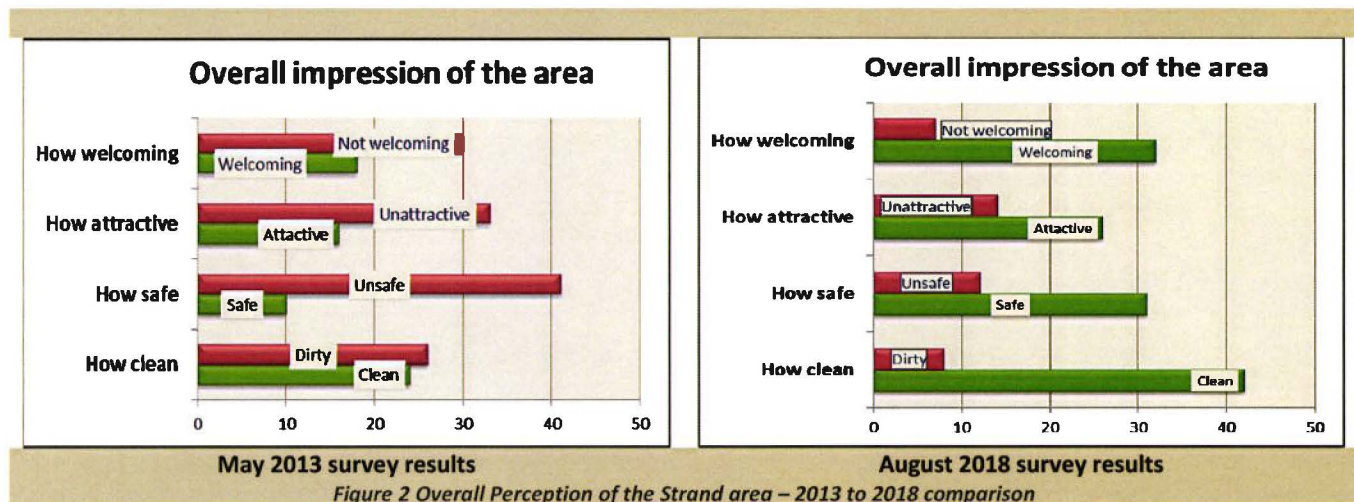
As part of the process to develop the business plan in 2013 the SBID Steering Committee commissioned an Urban Management Survey amongst business and property owners of the proposed SBID area. The survey focussed on five general urban issues namely:

- 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.



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.



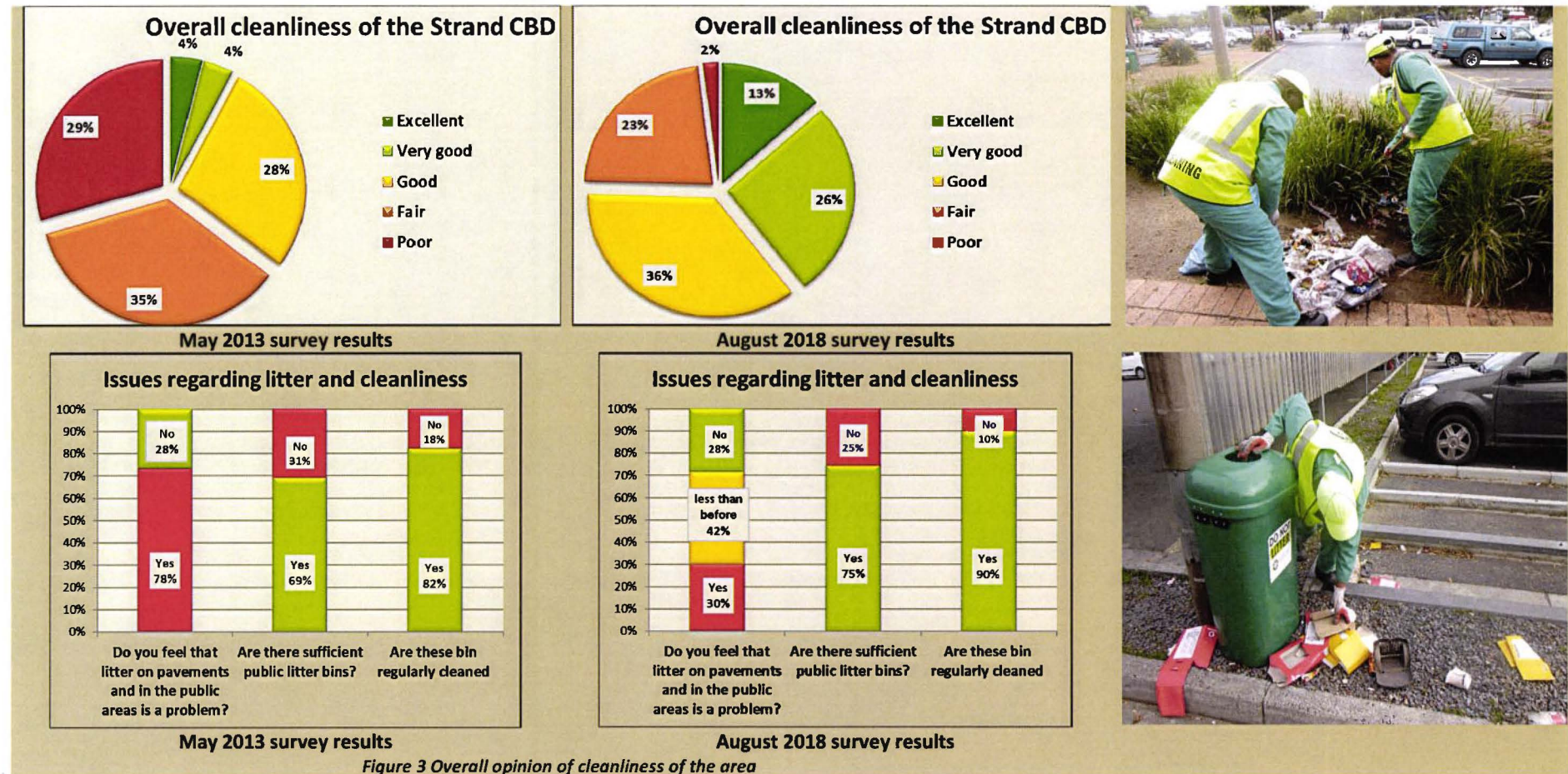
Litter and cleanliness in the public environment

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.

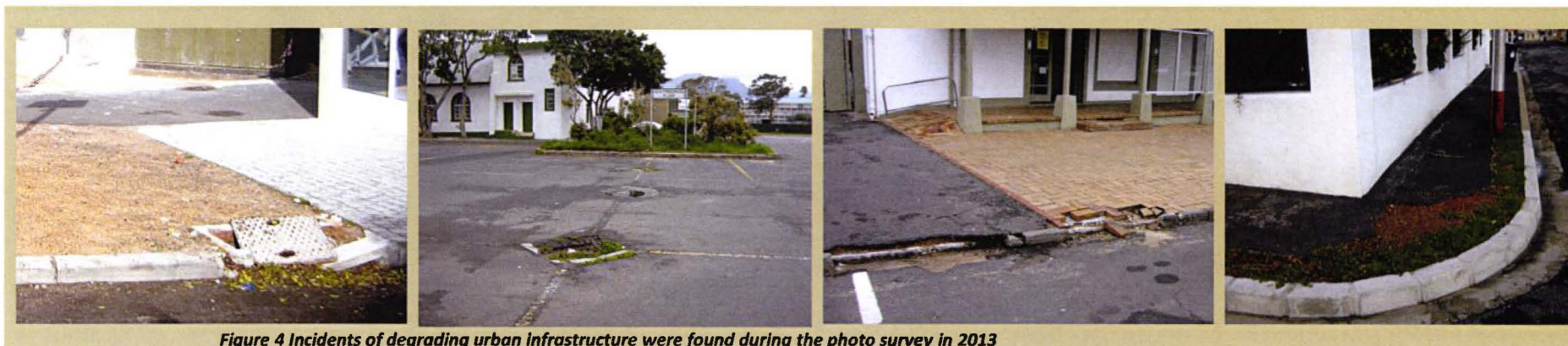


Figure 4 Incidents of degrading urban infrastructure were found during the photo survey in 2013

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.

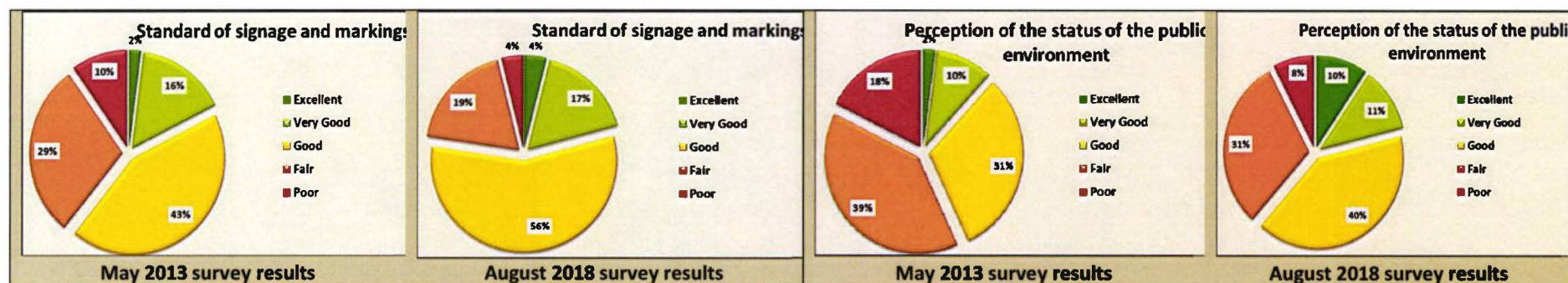


Figure 5 Comparative results regarding urban management from 2013 and 2018 surveys

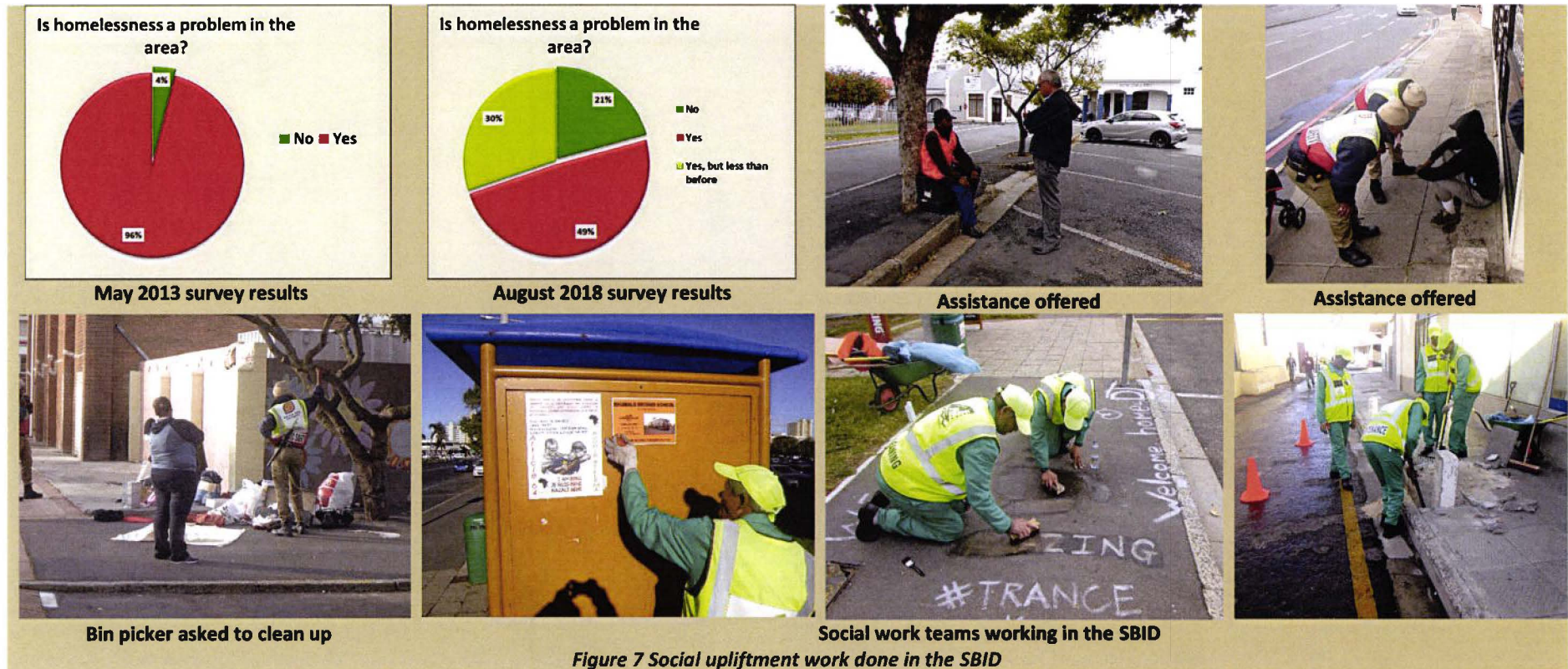


Figure 6 Urban maintenance tasks performed by the SBID urban cleaning and maintenance team

The social environment

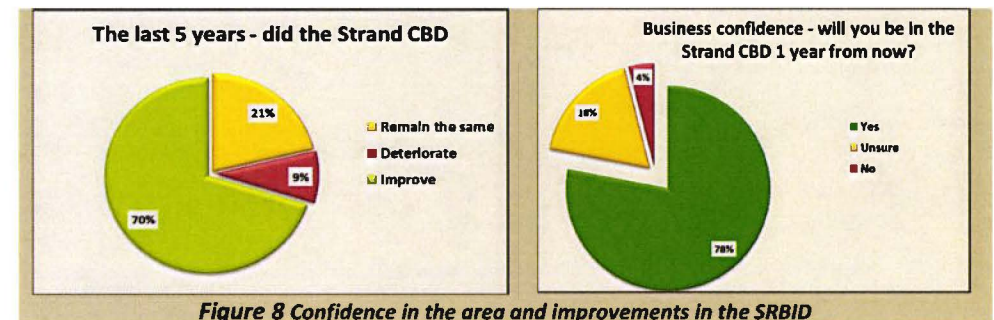
Most areas experience a level of homelessness with vagrants using the opportunities to beg for food and money. Homeless people often utilise public areas such as parks and alleyways for shelter and congregate in areas of potential income such as parking areas, traffic signals and shopping malls. In 2013, 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 see 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.

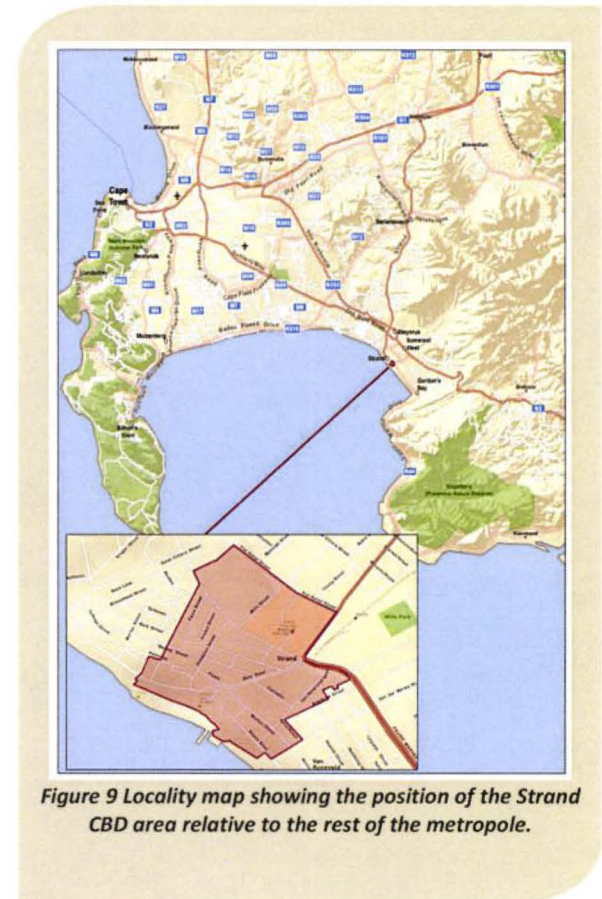


Figure 9 Locality map showing the position of the Strand CBD area relative to the rest of the metropole.

- 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.



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.



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

APPENDIX A

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		
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 changeRegister new directors and submit to the CIPC within 10 business days of changeSubmit annual returns to CIPC within 30 days after the anniversary of the NPCHosting 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	

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		
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

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		
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

APPENDIX 1

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	

STRAND BUSINESS IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2019/20	2020/21	2021/22	2022/23	2023/24
INCOME	R	R	R	R	R
Revenue - Add. Rates	-1 268 969 95.1%	-1 371 724 95.2%	-1 488 184 95.6%	-1 621 094 96.4%	-1 786 433 97.8%
Other: Specify	-65 000 4.9%	-69 000 4.8%	-68 000 4.4%	-60 000 3.6%	-40 000 2.2%
TOTAL INCOME	-1 333 969 100.0%	-1 440 724 100.0%	-1 556 184 100.0%	-1 681 094 100.0%	-1 826 433 100.0%
EXPENDITURE	R	R	R	R	R
Core Business	842 400 63.1%	909 792 63.1%	982 576 63.1%	1 061 182 63.1%	1 157 076 63.4%
Public Safety	780 000	842 400	909 793	982 575	1 072 181
Social upliftment	62 400	67 392	72 783	78 607	84 895
General Expenditure	453 500 34.0%	489 780 34.0%	528 962 34.0%	571 279 34.0%	615 764 33.7%
Accounting fees	12 000	12 960	13 997	15 116	15 108.00
Administration and management fees	340 000	367 200	396 576	428 302	462 566
Advertising costs	8 000	8 640	9 331	10 078	10 884
Auditor's remuneration	12 000	12 960	13 997	15 117	16 326
Bank charges	1 500	1 620	1 750	1 890	2 041
Contingency / Sundry	4 500	4 860	5 248	5 668	6 122
Insurance	8 000	8 640	9 331	10 078	10 884
Marketing and promotions	60 000	64 800	69 984	75 583	81 630
Minor tools & equipment	2 500	2 700	2 916	3 149	3 401
Protective clothing	2 500	2 700	2 916	3 149	3 401
Secretarial duties	2 500	2 700	2 916	3 149	3 401
Bad Debt Provision 3%	38 069 2.9%	41 152 2.9%	44 646 2.9%	48 633 2.9%	53 593 2.9%
TOTAL EXPENDITURE	1 333 969 100.0%	1 440 724 100.0%	1 556 184 100.0%	1 681 094 100.0%	1 826 433 100.0%
(SURPLUS) / SHORTFALL	-0	-0	0	-0	-0
BUDGET GROWTH	3.4%	8.0%	8.0%	8.0%	8.6%
GROWTH ADD RATES	7.4%	8.1%	8.5%	8.9%	10.2%



Kennisgewing van Algemene Jaarvergadering (AJV)

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

Datum: 24 Oktober 2018

Tyd: 16:30

Plek: Friedman and Cohen, Hoek van Hoofweg en Wesleystraat, Strand

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

Vir meer besonderhede oor registrasie en dokumentasie gaan na www.strandbid.co.za, stuur 'n epos aan info@strandbid.co.za of skakel 083 255 7657

XTUWRTMS-08310818



Notice of Annual General Meeting (AGM)

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

Date: 24 October 2018

Time: 16:30

Venue: Friedman and Cohen, Corner of Main Road and Wesley Street, Strand

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

For further information, documentation and how to register go to www.strandbid.co.za or e-mail info@strandbid.co.za or call 083 255 7657

LUL17845456



STRAND BUSINESS IMPROVEMENT DISTRICT NPC 2014/240759/80
2ND FLOOR, FRIEDMAN AND COHEN BUILDING, 10 WESLEY STREET, STRAND
www.strandbid.co.za | info@strandbid.co.za

Notice is hereby given of the Annual General Meeting of the Strand Business Improvement District NPC that will take place on the 24 October 2018 at 16:30 at the Friedman and Cohen, Corner of Main Road and Wesley Street, Strand where the following items will be discussed.

AGENDA:

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

Please note the following:

The present Directors of the Strand Business Improvement District NPC and their respective portfolios are:

Name	Current CID Portfolio	Company
Grant Goodwin	Chair Person	Friedman & Cohen
Daniel Jacob Malan (Daantjie)	Director	MLA Attorneys
Alan Whitehead	Director	Essential Health
Barry Friedman	Director	Friedman & Cohen

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

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

The following documentation is available at the AGM and on the Strand Business Improvement District NPC website at www.strandbid.co.za:

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

ANNUAL GENERAL MEETING
OCTOBER 2018

MINUTES OF THE ANNUAL GENERAL MEETING HELD ON 24 OCTOBER 2018 AT FRIEDMAN & COHEN, STRAND AT 16H30

Present	
Grant Goodwin (GG)	Chairperson and Director – SBID
Alan Whitehead (AW)	Director – SBID
Barry Friedman (BF)	Director – SBID
Daniel Jacob Malan (DJM)	Director – SBID
Gene Lohrentz (GL)	Geocentric as Management Company
Johan Erasmus (JE)	Geocentric as Management Company

Apologies
Dr Morkel

See attached attendance register for additional attendees:

1. WELCOME a. The Chairperson welcomed all present to the Annual General Meeting of SBID.	ALL
2. APOLOGIES, PROXY AND QUORUM a. The Chairperson announced that a quorum is present and that the meeting is properly constituted.	ALL
3. MINUTES a. The Minutes of the previous AGM was approved by show of hands.	ALL
4. APPROVAL OF THE AGENDA a. The Chairperson asked the meeting if anyone would like to add anything to the Agenda of the meeting. b. The Agenda was accepted.	ALL
5. CHAIRPERSONS REPORT AND FEEDBACK a. The Chairperson gave a short summary of the work done by the SBID over the last 5 years including the execution of the mandate related to crime, grime and social upliftment. b. GG also noted that unfortunately the successes have not translated into more growth and development of the area. This will be the focus Future Strand as an initiative to inspire growth and development in the Strand CBD. c. The Chairperson handed over proceedings to GL d. GL presented a feedback of the year’s operations with specific reference to Public Safety, Cleaning, Urban Management and Social Upliftment. e. GL also highlighted the interaction with homeless people in the area f. GL highlighted the issue of how drugs are hidden in the area and have all been found by the public safety patrols. g. GL noted the various cleaning and urban management activities of the SRBID cleaning team.	ALL

h. GL gave a brief description about the work done by the CID on the Future Strand initiative.	
6. UPDATED OPINION SURVEY a. GL showed the results of the recent urban management survey and the very favourable comparison to the survey that was done before inception of the SBID. It showed how the opinion of various aspects have improved since the inception of the SBID.	ALL
7. ACCEPTANCE OF THE AUDITED FINANCIAL STATEMENTS a. The meeting adopted and approved the AFS of the SBID.	ALL
8. APPROVAL OF THE NEW 5-YEAR BUSINESS PLAN (TERM RENEWAL) AND 5-YEAR BUDGET a. The members of the meeting adopted the new 5-year business plan and approved the term extension of the SRBID for the next 5 years starting on 1 July 2019. b. GL presented the 5-year budget to the members in the meeting and highlighted the way in which some of the surplus funding will be used to augment the budget every year. c. GL also presented the budget for 2019/20. d. GL asked the meeting if the 5-year budget and the 2019-20 budget can be approved. The members of the meeting approved the budgets. e. A member of the meeting asked if the residential component cannot be brought on-board to augment the SBID Budget. It was explained that it must be a community initiative and that property owners should form a committee and initiate this according to the By-law and policy. Mr Joejie Joubert from the City of Cape Town supported the response and noted that it must be done by the residents. f. Another member asked how the increase in the Public Safety line item is made up and GL explained that the figure now incorporates the festive season extra patrols and the statutory increases imposed on the security industry.	ALL
9. IMPLEMENTATION PLAN APPROVAL a. The members of the meeting approved the proposed 5-year implementation plan as well as the 2019/20 implementation plan.	ALL
10. AUDITORS FOR 2019/2020 a. GL noted that the current auditors are Pyper Turner. The members approved the re-appointment of Pyper Turner.	ALL
11. APPOINTMENT OF THE COMPANY SECRETARY a. GL noted that Pyper Turner currently act as Company Secretary. The members approved the re-appointment of Pyper Turner.	ALL
12. STAND DOWN & RE-ELECTION OF ONE THIRD OF THE BOARD a. Barry Friedman and Alan Whitehead representing Heindrich Brand have resigned. Barry Friedman has made himself available for re-election. b. Barry Friedman was re-elected to the Board.	ALL
13. GENERAL a. Mr Malan encouraged the members of the meeting to participate and support in the Future Strand initiative. GG acknowledged this and shortly motivated how the "small town" growth required in the Strand CBD can be achieved in the future.	ALL

<ul style="list-style-type: none">b. A member of the meeting once more noted the frustration with the on-street parking. GG and GL noted what actions the Strand BID has taken to get the City to work with the Strand community to resolve the matter.c. Clr Punt further elaborated on the matter and noted that the issue is up for discussion at the next Council Meeting.	
14. CLOSURE <ul style="list-style-type: none">a. Grant Goodwin thanked those involved in the SBID for their support and for those business and property owners for being present.	

From: Elize Mendelsohn <Elize.Mendelsohn@capetown.gov.za>
Sent: Wednesday, 13 February 2019 10:36 AM
To: Runan Rossouw <Runan.Rossouw@capetown.gov.za>
Cc: Abduragmaan Majiet <Abie.Majiet@capetown.gov.za>
Subject: SBID

Good morning Runan,

The Heritage Section was approached by two different local interest groups whom are keen to upgrade the Strand CBD to promote business and tourism in the Strand area. This is in line with the Helderberg District Plan Technical Report 2012 that stated:

- *Redevelopment or renewal of building facades along the Main Road and on strategic locations within the CBD area should be encouraged over a long term to facilitate revitalisation of the character Strand CBD to reinforce it as one of the significant attractive investment areas in Helderberg.*
- *Allow redevelopment or renewal of dilapidated significant heritage buildings and urban environment in a manner that does not detract from the character of the area.*

The reconstruction of the Strand Jetty was discussed as well as the possibility of setting up a "Heritage Walk" once suitable Heritage Resources had been identified in the area.

The Heritage Section is therefore committed to support and advise this initiative.

Regards

Elize Mendelsohn

Heritage Professional: Environment and Heritage Management
Environmental Management Department, Spatial Planning and Environment

Strand Municipal Building, Corner Main Road and Fagan Street, Strand, Eastern Region
Tel: 021 850 4047 | **Cell:** 082 777 1182 | **Email:** elize.mendelsohn@capetown.gov.za | **Web:** www.capetown.gov.za



Dear Colleagues

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

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

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

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

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

Regards

On Behalf Of Runan Rossouw

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

8th Floor, Civic Centre, Cape Town

Tel: 021 400 5148 | **Cell:** 084 233 0715 | **Email:** Runan.Rossouw@capetown.gov.za | **Website:** www.capetown.gov.za

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