

**BUSINESS PLAN
FOR THE ESTABLISHMENT AND MANAGEMENT
OF THE**



**STIKLAND INDUSTRIAL CITY IMPROVEMENT DISTRICT
(SICID)
LIMITED AREA**

REVISION 3 – SEPTEMBER 2012

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

Compiled by Gene Lohrentz of Geocentric Information Systems



Urban Management Consultant to Stikland Industrial City Improvement District Steering Committee

This report was prepared for Stikland Industrial City Improvement District Steering Committee Gene Lohrentz of Geocentric Information Systems.

Disclaimer

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This proposal covers the period 1 July 2013 to 30 June 2018 as set out in three parts, namely:

Part 1: Motivation

Part 2: Budget

Part 3: Implementation Plan

SICID Information

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

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

Western Boundary – From the intersection of La Belle Road and Strand Road along La Belle Road to the property boundary of property 39145 extending westward to meet up with Herta Louw Street and along Herta Louw Street to Willow Road and then extending westward along the northern boundary of property 69 to the intersection with the railway line. The boundary then follows Willow Road to the intersection with La Belle Road and along La Belle Road up to the crossing with the railway line

Northern Boundary – Along the railway line from La Belle Road to the western boundary of the R300 road reserve.

Eastern Boundary – Along the western boundary of the R300 road reserve southwards to the intersection of the R300 and the boundary of property 20944 in Farad Street.

Southern Boundary - From property 20944 in Farad Street along the southern boundary of all properties in Farad Street to Ampere Street and the intersection with La Belle Road.



	<p>STIKLAND INDUSTRIAL PROPOSED SPECIAL RATING AREA PROPOSED BOUNDARY</p>	<p>Legend</p> <p> Proposed Stikland Industrial SRA Boundary2</p>	 <p>Figure No. 1</p>	 <p>geocentric Information Systems Geocentric Information Systems info@geocentric.co.za www.geocentric.co.za 082 256 7467</p> <p>Date: 2012/09/28</p>
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Map 1 Proposed boundary of the SICID



Executive Summary

The Stikland Industrial City Improvement District (SICID) Steering Committee has taken the initiative to seek solutions to the problems in the Stikland Industrial area. Although the Stikland Industrial area is a fairly well established light industrial area it has become a target of property related crime and the lack of dedicated urban management have seen some of the public and municipal infrastructure falling into neglect and disrepair. The steering committee has identified the Special Rating Area (SRA) model as a basis to address these problems and counter any potential for further urban decay and the further increase of crime in the area. Timely intervention through coordinated management of the area will preserve and maintain the existing infrastructure and ensure the future viability of the area as a vibrant industrial node. The proposed interventions will focus on dedicated urban management and security (especially at night) which may contribute to securing the area and driving incidents of property related crime down.

The formation of an SRA in the area will enable the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town. The property owners from the area will pay an additional rate to fund additional services for that specific area as set out in this business plan for the SRA. The additional services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

The SRA additional rates will be collected by the City from property owners in the area and paid over to the SRA Non Profit Company (NPC). The budget will be dedicated to the specific area only. The SRA additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed industrial node including a shared sense of communal pride, safety and social responsibility.

Vision, Mission and Goals of the Proposed Stikland Industrial City Improvement District

The vision of the SICID is to establish and maintain a safe, clean, well-managed industrial area that attracts and retains industrial and retail business operators.

It is the mission of the SICID to create an accessible and inviting industrial area attractive and safe for workers, visitors and clients alike.

The Proposed Stikland Industrial City Improvement District has the following goals:

- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract investment to the area.
- Support the promotion of the SICID Industrial area as a safe and clean environment by promoting greening, energy efficiency, recycling and risk-and disaster management.
- Support and promote social responsibility in the area
- The sustained and effective management of the SICID area.

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BACKGROUND AND INTRODUCTION

The Stikland Industrial City Improvement District (SICID) Steering Committee has taken the initiative to seek solutions to the problems in the Stikland Industrial area. Although the Stikland Industrial area is a fairly well established light industrial area it has become a target of property related crime and the lack of dedicated urban management have seen some of the public and municipal infrastructure falling into neglect and disrepair. The steering committee has identified the Special Rating Area (SRA) model as a basis to address these problems and counter any potential for further urban decay and the further increase of crime in the area.

Part 1: Urban Analysis - The Need for an SRA

Description of the Stikland Industrial Area

The Stikland Industrial area is bounded by the R300 arterial in the east and is well situated along this major route with easy access from two interchanges from the R300. Stikland Industrial offers a variety of industrial properties. Much of the area has been developed into secure business parks with small to medium factory and warehousing units offering office components adjacent to each industrial unit. The units are ideal for warehousing or light industrial use.

Some larger industries are also situated in the area such as the SAB depot and the Brights Hardware Group warehouse and distribution centre. There are a few retail shops and service stations in the area with a more significant retail node near Stand Road in the south offering discounted factory-shop retail.



Figure 1 Street view of a part of La Belle Road in Stikland Industrial

The industrial area is bordered by residential properties to the west and southwest and fairly large areas of vacant undeveloped land to the east in-between the industrial area and the R300.

La Belle Road forms the major spine through the area and although it provides access to the area it also divides the area into westerly and easterly sections of the industrial area. A major boundary is formed by the railway line on the western boundary. Figure 1 shows La Belle Road which often carries high traffic volumes. Figure 2 shows a map of the area and highlights specific features. Figure 3 shows the geographic location of the area relevant to the greater Cape Town metropole.

The implementation of a properly managed SRA most often results in:

- *A safer public environment to the benefit of all residents, visitors, businesses and property owners.*
- *Proactive and co-ordinated communication and direct consultation with the City's service directorates regarding service delivery to the Stikland area.*
- *An equitable distribution of the cost to all property owners for providing supplementary and additional services in the area in proportion to the municipal valuation of the property.*
- *The protection and tangible growth in property values and capital investments which encourages economic development in the area.*



Figure 2 - Map of the Stikland area with major features

Urban Challenges in the Stikland Industrial Area

As part of the investigation for the establishment of an SRA and in support of the development of the business plan, the SICID Steering Committee commissioned a perception survey amongst 84 property owners, businesses and people working or visiting the area of the proposed SRA. The full survey report is attached as Appendix B. 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.

Safety and Security

The Stikland area mostly experience property related crime which occurs within or originate from the public domain. Table 1 present official crime statistics for the Stikland area based on the data from the Bellville South Police Station for the period April 2003 to March 2011. It must be noted that these crime statistics represent reported crime and may not reflect crimes where cases are not reported to the SAPS. It is evident that crime levels increased significantly in the 2008 to 2009 period and then levels receded significantly. Over the last three reporting periods there is a very small decrease in property 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. However, 63% of all survey participants indicated that they feel safe in the area.

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

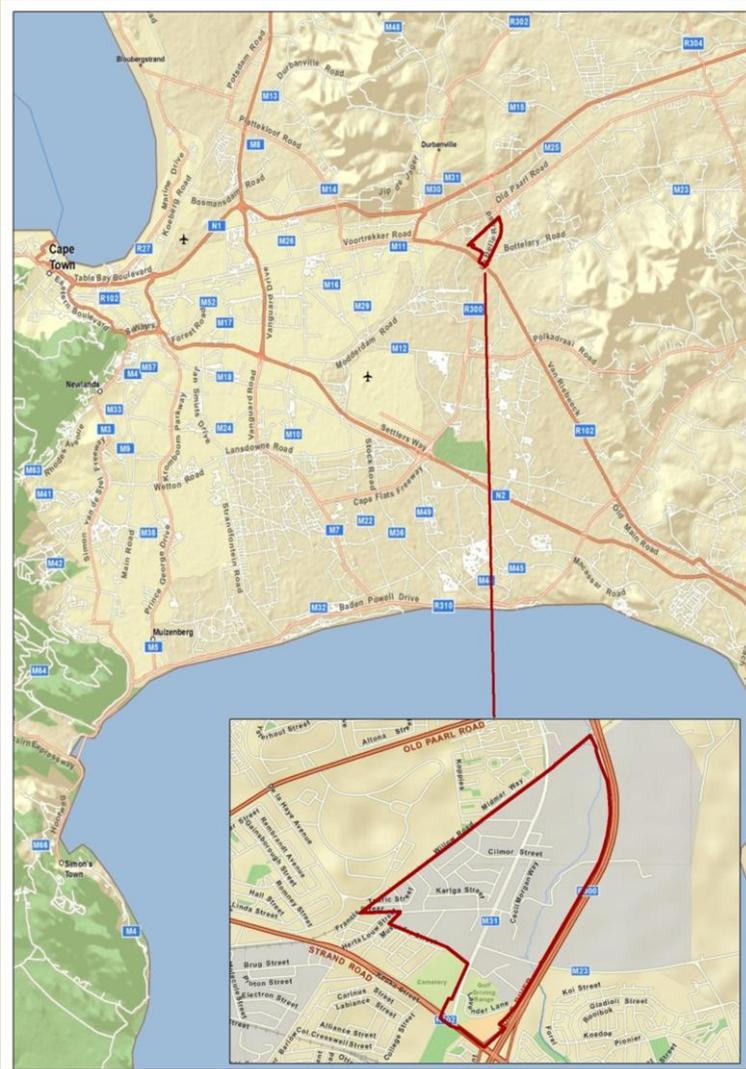


Figure 3 Locality map showing the position of Stikland Industrial relative to the rest of the metropole and the major roads.

Figure 4 illustrates the various criminal activities highlighted in the survey and the frequency that each activity was listed by the participants. Although these figures cannot be regarded as accurate crime statistics or empirical evidence of crime, it illustrates that theft from property, armed robbery, theft from cars or vehicle related crime, snatching of belongings and cable theft occurs most often in the area and support the statistics listed in Table 1.

Participants further indicated that crimes take place at various hours of the day but mostly at night when very few people are in the area. Evenings, night time and early mornings make up 68% of the perceived times that crimes occur in Stikland as is illustrates in Figure 5.

Table 1 Crime statistics for the Stikland Area

Crime in Bellville South (WC) for April to March 2003/2004 - 2010/2011

Crime Category	April 2003 to March 2004	April 2004 to March 2005	April 2005 to March 2006	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011
CONTACT CRIMES (CRIMES AGAINST A PERSON)								
Murder	8	8	5	4	4	7	3	4
Total Sexual Crimes	57	32	47	45	37	34	56	46
Attempted murder	18	5	8	7	5	6	3	13
Assault with the intent to inflict grievous bodily harm	204	118	109	92	105	98	148	134
Common assault	293	230	167	134	129	171	175	180
Common robbery	106	66	36	39	54	54	62	51
Robbery with aggravating circumstances	43	16	27	52	43	58	65	56
CONTACT-RELATED CRIMES								
Arson	4	3	2	1	0	2	2	3
Malicious damage to property	174	129	113	114	121	122	118	126
PROPERTY-RELATED CRIMES								
Burglary at non-residential premises	79	63	44	80	92	114	127	66
Burglary at residential premises	191	130	126	156	136	186	201	199
Theft of motor vehicle and motorcycle	24	25	40	36	45	42	36	21
Theft out of or from motor vehicle	171	170	133	189	163	147	174	167
Stock-theft	0	0	0	0	0	0	0	0
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION								
Illegal possession of firearms and ammunition	12	9	8	7	7	3	12	9
Drug-related crime	154	280	258	350	336	332	433	525
Driving under the influence of alcohol or drugs	29	27	21	22	27	23	41	49
OTHER SERIOUS CRIMES								
All theft not mentioned elsewhere	786	637	509	535	549	629	579	653
Commercial crime	27	17	10	5	16	24	27	34
Shoplifting	1	1	1	2	0	4	1	1
SUBCATEGORIES FORMING PART OF AGGRAVATED ROBBERY ABOVE								
Carjacking	1	2	1	1	0	2	0	2
Truck hijacking	0	0	0	0	0	0	1	0
Robbery at residential premises	1	0	0	0	2	2	3	5
Robbery at non-residential premises	0	0	0	0	3	4	5	9
OTHER CRIMES CATEGORIES								
Culpable homicide	3	0	4	5	3	6	4	6
Public violence	4	2	0	3	3	1	7	7
Crimes injuria	45	42	42	19	22	33	61	47
Neglect and ill-treatment of children	13	4	1	1	9	10	6	8
Kidnapping	5	2	2	0	0	0	2	3

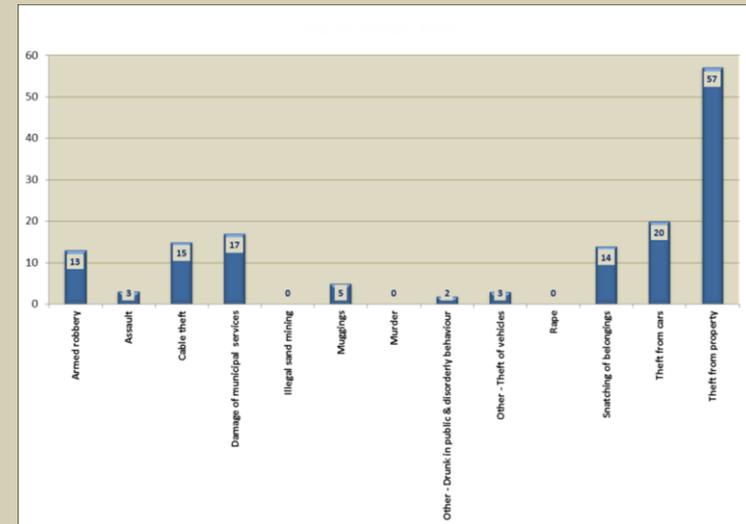


Figure 4 Number of times that perception survey participants listed typical criminal activities.

Indication of time of day that crime takes place

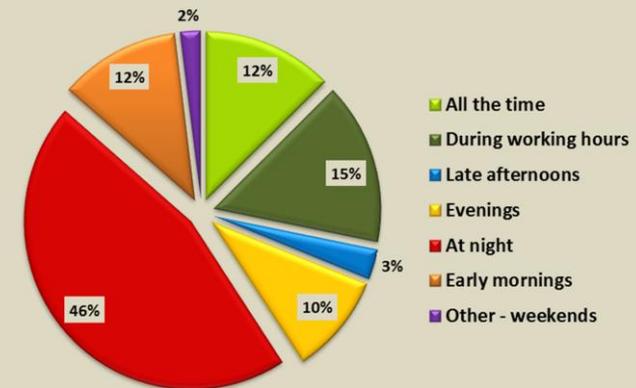


Figure 5 Perception of time of day when crime takes place in Stikland Industrial

63% of participants indicated that the railway station and bus stations are not safe to use. Although 40 participants answered the question many indicated that it is not themselves but their employees that have to walk to the train or bus stations. Sixteen (16) of the 40 respondents indicated that they or their workers did not feel safe doing so. This implies that in addition to feeling unsafe at the train and bus stations, many felt unsafe while walking between their place of work and the stations. In addition respondents indicated that they felt particularly unsafe at the station, walking along the railway line and in Willow Road going to and from the train station. Figure 7 shows the overgrown informal walkway to the railway station close to Willow Road.

The survey also tested respondent's opinion on the open undeveloped land in the Stikland area. It must be noted that most of the vacant land is situated to the east of the proposed Stikland SRA boundary and is located from the R 300 to the property boundaries in Cecil Morgan Street. Participants were asked if they were of the opinion that these open areas contribute to the lack of safety in the area. 51% of the respondents agreed that the vast areas of vacant land contribute to the lack of safety in the area. Figure 8 illustrates that the high vegetation creates safe hiding places for criminal elements. Figure 6 illustrates these locations geographically.

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



Figure 6 Geographic distribution of vacant land around the Stikland Industrial Area



Figure 7 Informal walkway to the railway station close to Willow Road.



Figure 8 High vegetation creates safe hiding places for criminal elements

Litter, cleanliness the public environment

The opinion of people regarding litter and cleanliness can be very subjective and difficult to measure. Responses received during the perception survey should be regarded as observations although it can be argued that the responses are based on people’s desire for their area compared to the current situation. Figures 9 and 10 show a summary of the opinions regarding litter and cleanliness. Litter in the public areas seem to be a general problem. If considered with the opinion that not enough litter bins are provided, it highlights this as an issue to be addressed. The responses to the issue of refuse collection are fairly positive from commercial and industrial properties where it would seem to be collected regularly.

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

39% of respondents indicated that illegal dumping is a problem. Participants indicated the following places as areas of frequent illegal dumping.

- Along railway line and Kariga Street
- Along the railway lines area
- Along the railway lines area
- Anywhere in Stikland La Belle Road, opposite grave yard
- Bottom of Cilmore
- Dipka Street
- Dumping at private company bins
- Gamka and Kariga Streets
- Golf course Stikland
- In Lavender Road
- Near Station
- Next to railway line
- On sidewalks
- Open areas
- Open undeveloped land
- Outside some factories/warehouses. Also along railway, side of road
- Stikland Station
- Train Areas, Station, Willow Road
- Vacant Land Cecil Morgan Street
- Willow Road
- Willow Road near train line

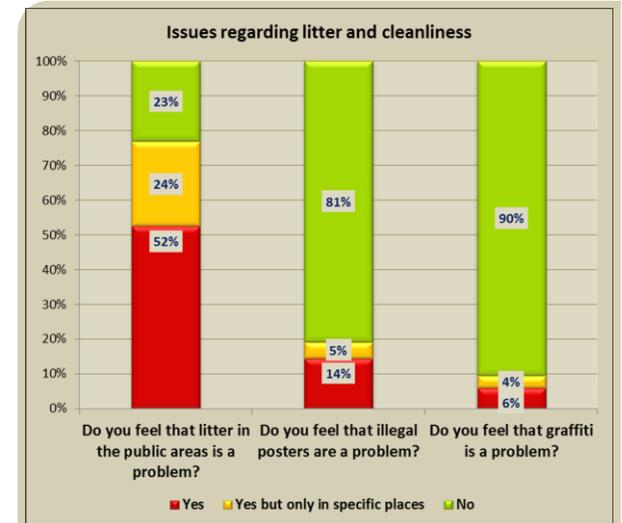


Figure 9 Opinion on litter and cleanliness

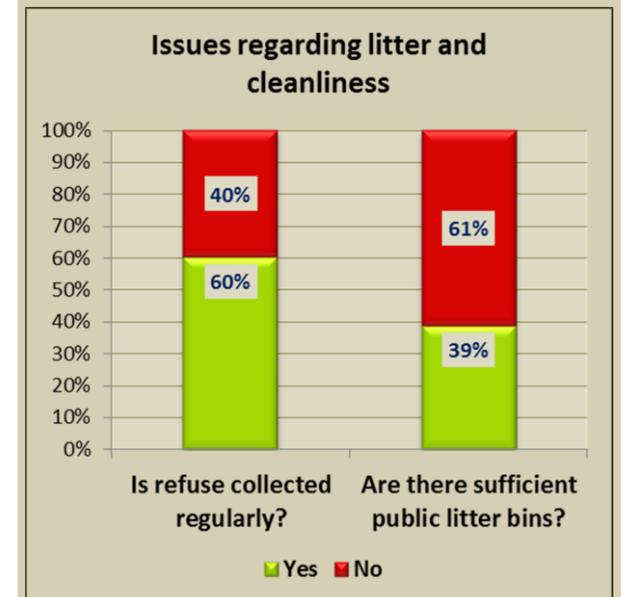


Figure 10 Analysis of refuse collection and public litter bin provision

Figures 11 – 12 illustrates the typical litter and illegal dumping issues that need to be addressed in the SICID area on a daily basis. The need for waste recycling clearly exists in the Stikland area. 88% of all participants indicated that there is a need for recycling in the area. Figure 13 illustrates the required types of recycling that respondents indicated as important and the frequency that it was listed.

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

- 17% of the participants regard the general state of cleanliness as poor and 61 % regarded it as average.
- Waste management is a problem as excessive litter can be seen in some of the public areas.
- 39% of the participants indicated that there is indeed a problem with illegal dumping.

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

Area lighting and traffic

The third section of the survey sought the opinion of participants regarding the lighting of streets and pavements and the standards of traffic signs and road markings. 53% of the participants that answered the question regarded the street lighting as sufficient and 77% indicated that existing streetlights work while another 7% indicated that street light only function in specific places. Participants were asked where the street lights are not functioning. The following locations were listed:

- Ampere Street
- Building provide light - not many street lights on Hydro Road
- Cecil Morgan Street
- Cnr Kariga & Traka Streets -very dark
- Coenru & Dipka Street
- Kaymor Street
- La Belle Road lights are not working
- Lavender Road
- More lights around Access Park
- No street lights at Cnr La Belle and Winelands Close
- Palmiet Street
- Tedric & Willow
- Tedric Street - we rely on our own security lights
- Very dark in Farad Street
- Willow and Traka Streets



Figure 11 Illegal dumping of builders rubble in Tedric Street



Figure 12 Illegal dumping of garden waste in Willow Road

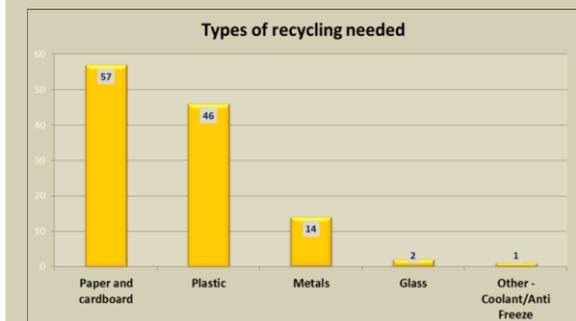


Figure 13 Types of recycling listed

Considering that most street lights work according to the survey participants it would seem that although the lights work, the location and number of lights or the quality of the light coverage are insufficient. Some of the roads indicated as areas perceived to be unsafe coincide with the indication that there are too few street lights.

Urban Management

Further to the issues of litter and cleaning in the public environment, urban management problems are present in some areas of the proposed SICID area. In terms of the basic elements of the public environment most people (67%) in the area regard street signage and road markings as average to poor (See Figure 14). Street name signs are singled out as a specific problem highlighted by the fact that most street names are displayed on kerb stones at street corners. The kerb stones have been damaged and this makes navigation for visitors and delivery vehicles in the area very difficult as illustrated in Figure 15.

In terms of the use of pavements and walkways in the public area 49% of participants are not satisfied with the maintenance of the pavements in the area while 38% regard the pavements as unsafe (See Figure 16). In some roads pavements do not exist, especially in Willow Road while it is also indicated that in many cases vehicles are parked on the pavements and make pedestrian use impossible. In particular, Willow Road is mentioned for its flooding during winter rains when only one lane of traffic is open and it is shared by vehicles and pedestrians at the same time, especially in the mornings and afternoons when people go to -or leave work.

The photographic survey captured numerous locations where the road infrastructure has been damaged severely. This is clearly due to the uncontrolled use of sidewalks to park heavy vehicles. This practice has also created damage to storm water kerb inlets which are now blocked with debris and cannot drain the road sufficiently when it rains. In addition, these practices move sand from verges onto the paved surface of the roads creating a safety hazard. Figure 17 illustrate typical damage to road infrastructure in the Stikland industrial area.

In order to address these urban management issues in the public environment a comprehensive management plan in association with the existing City of Cape Town Service Departments is proposed in the SICID area as set out in the Implementation Plan.



Figure 17 Evidence of vehicles frequently using sidewalk for parking and breaking kern inlets and kerb stones



Figure 14 Standard of signage and markings



Figure 15 Poor quality street name sign for Willow Road

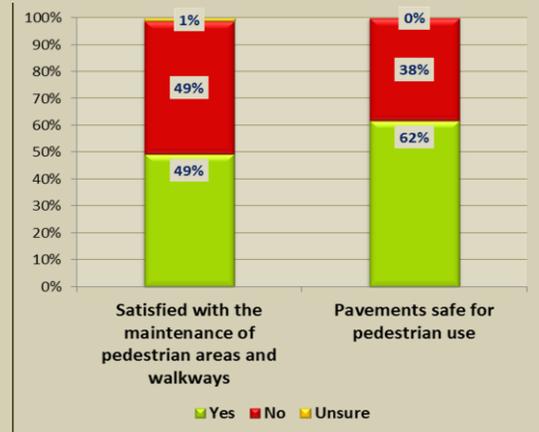


Figure 16 Maintenance and safety of pavements

The social environment

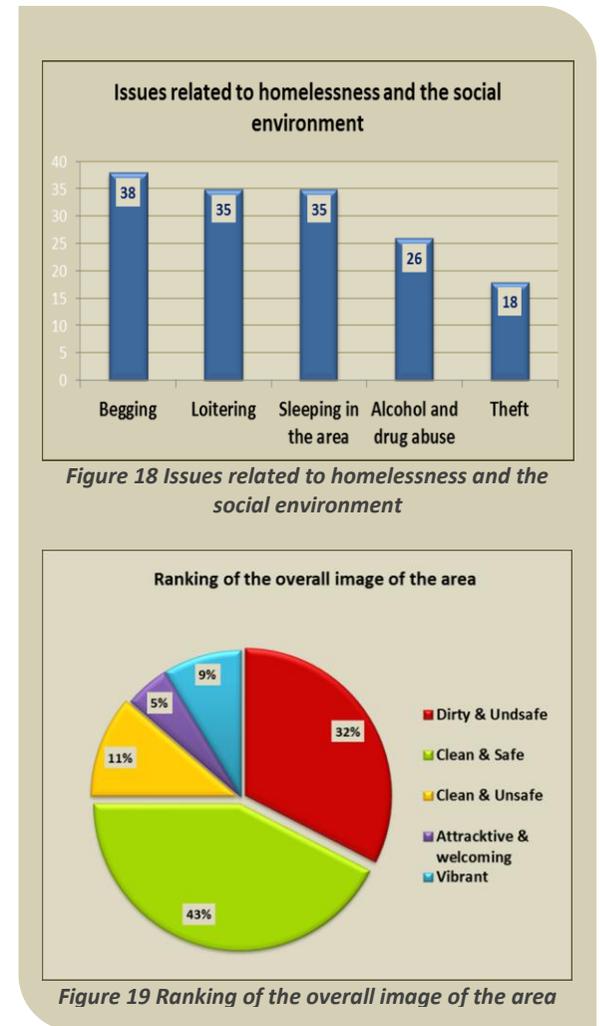
Most areas experience a level of homelessness with vagrants using the opportunities to beg for food and money. Homeless people often utilise public areas such as parks and alleyways for shelter and congregate on areas of potential income such as parking areas, traffic signals and shopping malls. Homelessness does not seem to be a problem everywhere in the Stikland industrial area. This becomes more evident in the fact that only 52% of participants perceive homelessness as a problem in the area and 16% perceived it to be in specific places only. Participants were asked to identify the issues associated with homeless people in the area. The most frequently identified issues in the area in order of priority is begging, loitering, sleeping in the area, alcohol and drug abuse and theft as shown in Figure 18.

Marketing of the area

32% regarded the area as Dirty & Unsafe. 11% regarded it as Clean but unsafe, 43% regarded it as Clean and Safe, 9% regarded it as Vibrant and 5% regarded it as Attractive & Welcoming (See Figure 49). Considered together 57% ranked the area as quite safe, clean and welcoming. This is in contrast to many other unmanaged industrial areas and it can be assumed that this industrial area is perceived to be quite acceptable to the owners and tenants in the area.

The Stikland Industrial area is not an area of serious urban decay nor is it rife with crime and criminal activities. The area is however lacking clear urban management control and security at night may contribute to secure the area completely and driving incidents of property crime down. Timely intervention through coordinated management of the area will preserve and maintain the existing infrastructure and ensure the future viability of the area as a vibrant industrial node.

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



Part 2: Special Rating Areas

What is a Special Rating Area (SRA)?

In principle the SRA will enable the establishment of a statutory body (a Non Profit Company) managed by a board elected by its members, and operated by a management team appointed by the board as per the SRA By-law of the City of Cape Town. An SRA refers to a clearly defined geographical area where property owners from the area pay an additional rate to fund additional services to improve and upgrade that specific area as set out in the business plan for the SRA.

The additional services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area. The SRA additional rates will be collected by the City of Cape Town from property owners in the area and paid over to the SRA Non Profit Company (NPC). The budget will be dedicated to the specific area only. The SRA additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed neighbourhood including a shared sense of communal pride, safety and social responsibility.

An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

Formation and operation of a Special Rating Area

The procedure for establishing and managing a SRA is described below.

- The geographic boundaries of the improvement district (SRA) have to be established.
- All property owners within the defined area should be consulted and exposed to the proposed intervention.
- A perception survey measures the perception of people in the area and highlights specific needs and shortcomings
- A comprehensive business plan must be developed to address the needs of the area
- A consent and objection period has to occur and a pre-determined majority (50% plus 1) of the properties must vote in favour of the SRA in order to apply for the establishment of an SRA.
- Additionally, the full council has the final approval of the SRA.
- Every property owner needs to be informed about the establishment of the SRA
- Once a SRA is approved, all of the property owners within the SRA have to pay the additional rate..
- Once legally constituted, the local authority will collect the additional rate from all property owners within the demarcated area.

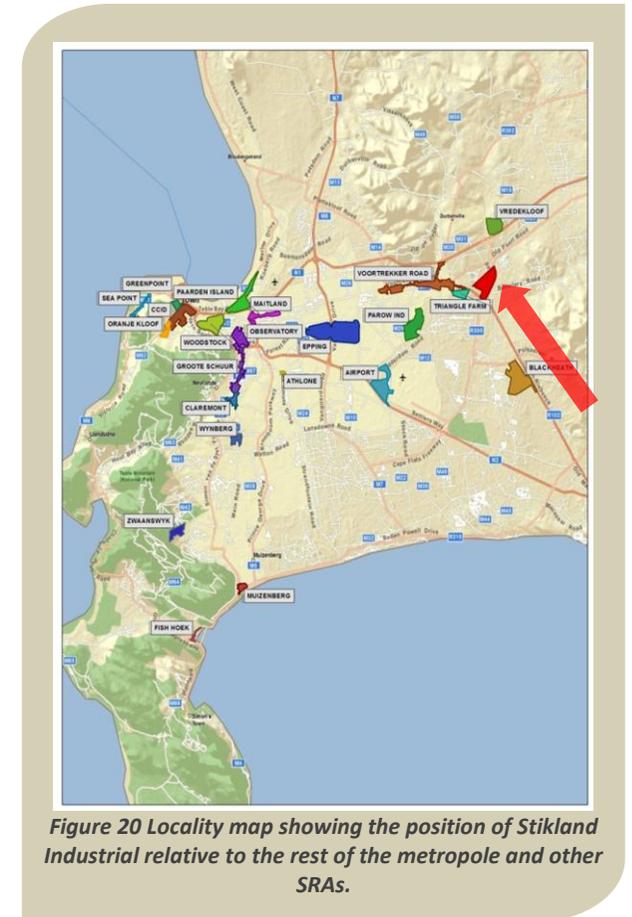


Figure 20 Locality map showing the position of Stikland Industrial relative to the rest of the metropole and other SRAs.

- The local authority collects the additional rate and pays the money received directly over to the SRA management company in 12 equal instalments that equal the SRA annual budget as approved to the Non-Profit Company (NPC).
- Each SRA has its own board of directors, elected by the members of the SRA. A Board of Directors consists of property owners within the SRA and political representation from the City of Cape Town appointed to the Board by the City of Cape Town.
- A Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the original SRA business plan will oversee the implementation thereof.
- The board can appoint service providers and staff to manage the day-to-day operations within the SRA.
- The supplementary services provided by the SRA should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven.
- The local authority must inform the SRA of its current level of service and must continue providing similar services when the SRA is in operation. This is to ensure that the SRA services remain supplementary and are not a replacement for local authority baseline services.
- The SRA is established for an initial period of five years but its life can continue indefinitely unless members move for material changes to the original business plan or the SRA is dissolved. Annual and term renewals are required.
- An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

Typical services offered within a Special Rating Area

Services offered within a SRA do not replace the services of the City of Cape Town but rather complement and supplement those services. Typically SRAs provide the following services:

Improved public safety

SRAs provide supplementary crime prevention services to enhance services from the national and local policing services. With the assistance of Neighbourhood Safety Ambassadors (also known as Neighbourhood Safety officers) and private security companies SRAs effectively provide visible policing in conjunction with metro police, SAPS and existing community policing forums.

Cleaning and maintenance

SRAs provide cleaning and maintenance services over and above those provided by local government. This could include frequent pavement and street sweeping, daily trash and litter removal, weeding of pavements, removal of illegal posters/pamphlets in the area and graffiti from buildings and public amenities.

What are the benefits of SRAs?

The SRA approach is holistic

All issues that may be negatively impacting on the area are investigated and dealt with on an integrated basis by the property owners and stakeholders within the area.

Enhancement of the environment and strengthening of investor confidence

Enhancing the safety, cleanliness and economic vitality of different urban nodes which include: residential, commercial, retail and/or industrial - strengthens the competitiveness and attractiveness of the area.

The SRA supports investment

The perception of crime, grime and general environmental disorder in most urban areas has a negative impact on residents, family life and the willingness of people to visit the area and thus sustain economic growth and development.

An SRA creates a positive identity for the area

The establishment of a SRA provides a new and positive identity from which to launch a concerted effort to maintain and enhance the asset base in the area thus attracting continued investment and development.

The SRA offers private sector management and accountability

Once the SRA is set-up, a management body is established in the form of a Non-Profit Company. This company appoints a manager through which the SRA is managed. Annual reports and budgets are developed by the SRA management team which provides a full set of monthly management accounts overseen by the board. This ensures that the SRA is directly accountable to those in the community who pay the additional rate. In addition, the Inter Service Liaison Department of the City of Cape Town provides an oversight role to ensure appropriate execution of the business plan and management of the public funds.

Urban monitoring

Urban monitoring aims to regularise the quality and management of the environment producing management information that contributes to increasing the urban management know-how and capacity in a given area. This is achieved through a system of breakdown and incident identification, recording, reporting, tracking and resolution carried out by the management team.

Place Marketing and branding

The identity or the “DNA” of a place is what distinguishes it from another, providing people with a richly layered sense of that place and what connects them to it, giving them a stake and a sense of ownership within. The identity of a place equals its distinctiveness, and distinctiveness only occurs when the features and character of that place have been used creatively to develop and promote it. Whatever they are, these individual qualities can quite literally transform the economy of an area and the way it is promoted. Identity, and the way it is used to market a place brings opportunities for community development, with property owners and stakeholders participating in projects that not only develop that locality but the network of relationships within it.

Parking and transportation

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 Trader 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.

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 such land use change in order to guide the management body.

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.

Part 3: Plan for the proposed Stikland Industrial City Improvement District (SICID)

Vision, Mission and Goals of the SICID

The vision of the SICID is to establish and maintain a safe, clean, well-managed industrial area that attracts and retains industrial and retail business operators.

It is the mission of the SICID to create an accessible and inviting industrial area attractive and safe for workers, visitors and clients alike.

The SICID has the following goals:

- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS, City of Cape Town Law Enforcement and other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract investment to the area.
- Support the promotion of the SICID Industrial area as a safe and clean environment by promoting greening, energy efficiency, recycling and risk/disaster management.
- Support and promote social responsibility in the area
- The sustained and effective management of the SICID area.

Operations of the SICID

Once the City of Cape Town has approved the establishment of the SICID its operations will commence. It is envisaged that this will occur from the 1st of August 2013.

The Implementation Plan is based on the results of the perception survey compiled in February 2012 with due recognition of the specific management issues, safety, cleaning, urban management and social needs of the area. In addition the Business and Implementation Plans incorporate service delivery standards to be provided by the City of Cape Town directorates and specific projects and capital investments for the duration of the Business Plan lifecycle.

The SICID will be directed to address six main focus areas namely:

- The management of the SICID operations,
- The provision of extensive safety and security measures



Figure 21 La Belle Road is the main arterial running through the industrial area and connects it with other major routes

- 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 SICID.
- Through constructive partnerships with all the role-players in the Stikland area a recycling initiative will be implemented to improve the sustainability of the industries and potentially create employment opportunities and social upliftment in the area.
- Marketing and promotional efforts will be undertaken to promote the SICID area as a well-managed and functioning industrial node.

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

Current City of Cape Town service levels

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

Safety security

In order to improve safety and security the SICID will develop a comprehensive and integrated safety and security plan for the area in conjunction with the appointed service provider. These actions will include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

The SRA initiative and the inherent security situation of the area require the deployment of security officers and patrol vehicles to adequately secure the areas. Such a deployment can be expensive to implement. Through a wide consultation process with various role-players, study of best practice solutions, evaluation of other SRA security solutions and assessment of possible alternatives a safety and security plan designed for the SICID is proposed.

The SRA area will be divided into two security sectors which will be patrolled on a 24-hour seven-days-a-week basis. This will be achieved primarily through the deployment of two highly visible security patrol vehicles and on foot security officers. In addition this deployment will be supported by a comprehensive radio and communications network and a manned control room. This will provide additional safety measures and an increase in visible security presence. The security plan for the area includes a phased approach whereby high impact deployments will take place initially and once security has been stabilised, appropriate security deployments will be used to sustain the security of the area.

Phase 1 – 2 months –high impact deployment

This phase is designed to deliver high visibility and a crack-down on crime.

Above Labelle Road (Railway line side)

- 1 x Vehicle patrol 24 hourly
- 1 x Grade C security officer in vehicle on day shifts
- 1 x Grade D security officer additional in vehicle on night shifts, can also be use to deploy on foot where and when necessary
- Allow for 250 km per 12 hour period
- 1 x Security officer on foot patrol in each of the following areas:
 - Tedric & upper Willow Road – Day & night shifts
 - Willow Road next to railway line – Day & night shifts
 - Kaymor & Willow Roads – Day & night shifts

Below Labelle Road (R300 side)

- 1 x Vehicle patrol 24 hourly
- 1 x Grade C security officer in vehicle on day & night shifts
- Allow for 150 km per 12 hour period
- 1 x Security officer on foot patrol in each of the following areas:
 - Ampere Road area only day shifts
 - Cecil Road only day shifts

Phase 2 – 10 months of Year 1 and entire Year 2 – sustained impact deployment

This phase is designed to sustain security in the area.

Above Labelle Road (Railway line side)

- 1 x Vehicle patrol 24 hourly
- 1 x Grade C security officer in vehicle on day & night shifts
- Allow for 180 km per 12 hour period
- 1 x Security officer on foot patrol in each of the following areas
 - Tedric & upper Willow Road – Day & night shifts



Figure 22 Examples of CID high visibility patrol vehicles in other CIDs in Cape Town

- Willow Road next to railway line – Day & night shifts

Below Labelle Road (R300 side)

- 1 x Vehicle patrol 24 hourly
- 1 x Grade C security officer in vehicle on day & night shifts
- Allow for 85 km per 12 hour period
- 1 x Security officer on foot patrol in each of the following areas:
 - Ampere Road area only day shifts

Operational security forum

In order to facilitate an integrated approach the SICID 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 SICID, property owners, tenants, businesses and representatives of the above mention 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 trends or emerging threats. The forum should ideally be attended by the following stakeholder groups:

- The preferred private security service provider – employed by the Improvement District
- The cleansing supervisor of the Improvement District
- The local SAPS Commander
- The Senior Superintendent of the Metropolitan Police Services
- The Principle Inspector / Law Enforcement Services
- The Assistant Chief Traffic Services
- Prominent property owners
- Representatives from the City Service branches (Transport and Road, Sewage, Electricity, Solid Waste, Parks and Sports and Recreation).
- Representatives of other private security companies operating within the area.

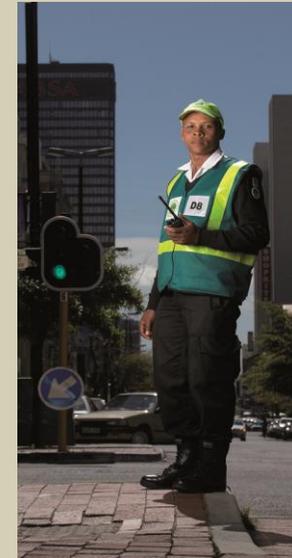


Figure 23 Example of high visibility patrol officer in Cape Town Central CID



Figure 24 The railway line is completely open and unsecured

Perimeter security and security applications

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

Securing the Railway Line

The railway line area along Willow Road is perceived as an area from where criminal elements enter and escape the industrial area. It is considered as a safety and security risk by property owners, businesses and their workforce. For this reason it is vitally important that the railway line be secured with proper security fencing. The SICID management will approach Metrorail to fulfil its obligation to properly secure this length of railway line failing which the SICID will embark on a project to secure the line through a fencing project.

Bush clearing coordination programme

In support of improved safety in the public environment the SICID will set up a bush clearing coordination programme to assist the City of Cape Town in identifying overgrown vacant land where bush clearing is required to improve safety. The SICID will assist in contacting property owners to facilitate action from the property owners to clear the land and provide a contact registry of potential service providers that are able to assist with such projects.

The concept of public safety should be incorporated in the marketing and communication of the SICID and it should be promoted into the local community. This should aim at enlisting their support otherwise any initiative aimed at cleaning or enforcement will virtually have no impact.

Assistance from the City of Cape Town

The SICID will further potentially enhance its safety and security initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on securing the services of one or more dedicated Law Enforcement officers from the City of Cape Town. These services are made available to SRAs by the City of Cape Town and provide officers that will:

- Enforce compliance with By-Laws and policies
- Have power of arrest
- Issue appropriate fines for the transgression of City By-laws
- Enhance safety and security in the SICID

Area Cleaning and Urban management

Due to limited funding for a very large area the effective deployment of area cleaning and urban management initiatives will focus on specific areas at a time and will coordinate efforts with existing services provided by the City of Cape Town. It is therefore proposed that a multi-skilled team of workers that are well equipped are deployed in the SICID area to provide cleaning services and urban management.

To establish the most effective cleaning plan for the SICID, the management will initially develop a comprehensive cleansing strategy in conjunction with the appointed service provider and the relevant City of Cape Town department. The strategy will support existing waste management services, identify specific management problems and areas and assist in developing waste management and cleaning plans for the area.

The plan will be executed by establishing a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas of the SICID.
- Removal of illegal posters, graffiti and stickers from public spaces and infrastructure.
- Promote waste minimisation by providing supplementary municipal services in the area including but not limited to more waste bins and waste recycling opportunities.

Urban management for the SICID will require a multi-disciplinary approach from the management of the SRA in close cooperation with the various service departments of the City of Cape Town.

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 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 required using the City's C3 system
- After a base level of repair and reinstatement has been achieved the SICID will implement local actions to correct minor issues.

The provision of additional urban management services will be undertaken in cooperation with the social intervention and development initiatives of the SICID. As has been successfully applied in various other SRAs, the SICID will develop an entry level work programme and job creation initiative for unemployed people resident in the area and/or linked to social welfare organisations in the area.



Figure 25 Cleaning teams at work in CIDs

It is the intention to initially provide additional cleansing services through employment from these agencies where appropriate. Once a working relationship has been developed, the SICID envisages a programme of skill development to enhance the capabilities the organisations to offer more skilled work opportunities. These opportunities include:

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

The cleaning and maintenance deployment is as follows:

Manpower

The cleansing and urban management team includes:

- 4 x Cleaners Monday to Friday 08h00 to 17h00
- 2 x Cleaners Saturday 08h00 to 13h00

This will entail a core team of 5 members.

Equipment (to be provided by the service provider)

- 1 x 1-ton long wheel base bakkie (no canopy)
- 1 x 500kg flatbed trailer with 600mm sides
- General cleaning equipment such as spades, picks, etc.

The cleansing contingent will deploy in a team in various areas and rotate through the SICID. Figures 24, 25 and 26 illustrate the typical cleansing staff members deployed by an SRA in the public environment, well equipped and visible.

In addition to the normal cleaning activities the security vehicle patrols will identify illegal dumping sites which can be cleared and then monitored.



Figure 26 Maintenance teams at work in CIDs



Figure 27 Cleaning graffiti

Recycling Initiative

The City of Cape Town's Solid Waste Department have embarked on a recycling project incorporating a waste drop-off facility completely dedicated to recycling. It is used exclusively for recyclable materials, such as glass, plastic, paper, cardboard, and cans, which can be dropped off free of charge (See Figure 27 for examples of such drop-off points).

The SICID will embark on processes to develop and facilitate similar facilities and initiatives for the Stikland Industrial area to support the need for recycling programs. All recyclables could be sold or donated for re-use.

Social responsibility

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The SICID will coordinate social intervention actions with the various NGO's and social improvement organisations in the area to assist in the develop of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Once the Social Intervention Plan has been finalised the SICID management will assist to facilitate and monitor the strategy and implement social rehabilitation. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

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

Marketing

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

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



Figure 28 Recycling Drop-off Facility

Property Owner Supported Projects

Property owners with the financial means to contribute beyond their SRA levy for the SICID will be encouraged to support various additional initiatives such as:

- Donation of infrastructure for the deployment of CCTV cameras of properties in strategic locations.
- Job creation and skills development opportunities.
- Funding of voluntary additional services including landscaping of public spaces through an “adopt a spot” initiative.
- Funding of additional security patrols in the public area.
- Funding for the direct employment of City of Cape Town Law enforcement officers.
- Donation of supplies and equipment for the operations of the SICID such as uniforms, branding, signage, cleaning equipment.

5-Year Budget of the SICID

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

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

1. The budget allows for a project budget. These projects will be identified by the SICID management and submitted to the Board for approval. Projects may include additional greening, the upgrade of public walkways and facilities, the improvement of signage, the development of marketing and promotional material to promote the area or social upliftment projects.
2. The budget allows for capital projects. It is the intention to build up reserves and spend the budget accumulated over time on a date in the future to install and maintain a safety and security fence along the railway line in Willow Road.

Important Budget Considerations

The following considerations and assumptions need to be considered when evaluating the proposed budget of the SICID.

3. Calculations for the budget are based on the valuation base as provided by the City of Cape Town via the ISL Department as at 25 June 2012.
4. The budget for the 1st year of implementation allows for the incremental implementation of the SRA so that most services will effectively be applied for 11 months of the first year. The accumulated funding will be used to provide the capital required for some of the capital improvement projects.