

STIKLAND INDUSTRIAL CITY IMPROVEMENT DISTRICT NPC



September
2017

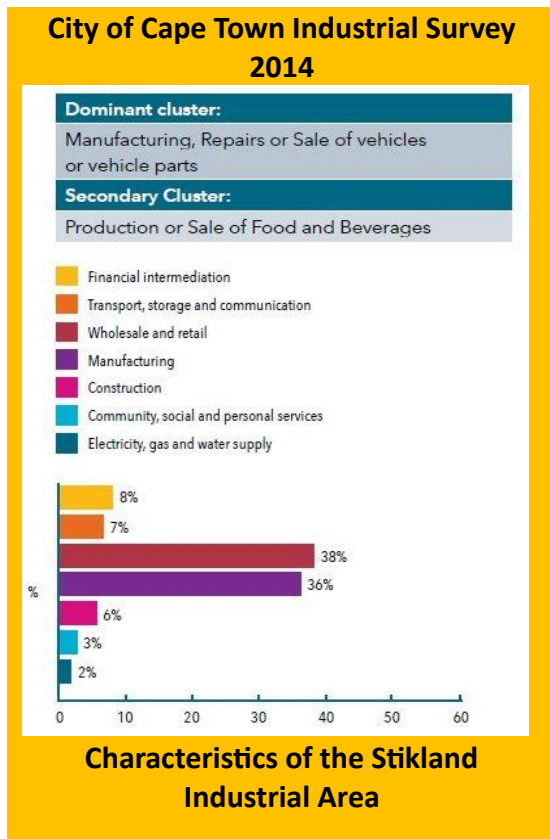
Business Plan 2018-2023

STIKLAND INDUSTRIAL CITY IMPROVEMENT DISTRICT NPC

BUSINESS PLAN 2018-2023

INTRODUCTION

In 2012 the Stikland Industrial area was regarded as a well-established light industrial area. The area also became the target of property related crime and the lack of dedicated urban management saw some of the public and municipal infrastructure falling into neglect and disrepair. A group of concerned property and business owners identified the Special Rating Area (SRA) model as a basis to address these problems and counter the potential for further urban decay and the increase of crime in the area. Their aim was to implement timely interventions through coordinated management to preserve and maintain the existing infrastructure and ensure the future viability of the area as a vibrant industrial node. The proposed interventions focused on dedicated urban management and security (especially at night) planned to contribute to securing the area and driving incidents of property related crime down.



The formation of the Stikland Industrial City Improvement District (SICID) in September 2013 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 property owners from the area paid an additional rate to fund additional services for that specific area as set out in this business plan for the area. The additional services included 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 collected by the City from property owners in the area was paid over to the SRA Non-Profit Company (NPC) and dedicated to the specific area only. The additional rates paid by the property owners in the area meant 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 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 Stikland Industrial City 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.
- Support the promotion of the SICID business 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 SICIDD area.

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 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, 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 non-residential 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 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.
- 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.
- Each SRA has its own board of directors, elected by the members of NPC. A Board of Directors consists of property owners within the SRA and a political representative (ex-officio director) from the City of Cape Town appointed to attend board meetings by the Executive Mayor as an observer/s.
- A Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved business plan will oversee the implementation thereof.
- The board can appoint service providers and staff to manage the day-to-day operations of the NPC.
- 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. The implementation plan and budget are approved annually and term renewals are required every five years.
- An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

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.

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.

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.

Typical services offered within a Special Rating Area

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 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 within the common areas (road reserves and public areas). This does not include assistance to any property owner.

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 as noted in the BVID Implementation Plan part 4-7.

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 each area. This is achieved through a system of breakdown and incident identification, recording, reporting, tracking and resolution carried out by the management team.

Recycling, greening and environmental upgrading

Greening and environmental upgrades aims to introduce opportunities to create green areas and landscaping which makes areas more attractive and user friendly. This also includes the development of waste minimization and recycling projects aimed at making the area more environmentally sensitive and the activities within more sustainable.

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

WHAT ARE THE BENEFITS OF SRAs?

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 rates. 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.

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.

WHAT ARE THE BENEFITS OF SRAs?

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 can 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 CAN put forward ideas for change to the local authority

Due to its close relationship with the local authority, the SRA CAN petition for new initiatives which will further improve the area, for example, traffic surveys.



Stikland Industrial City Improvement District Boundary

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

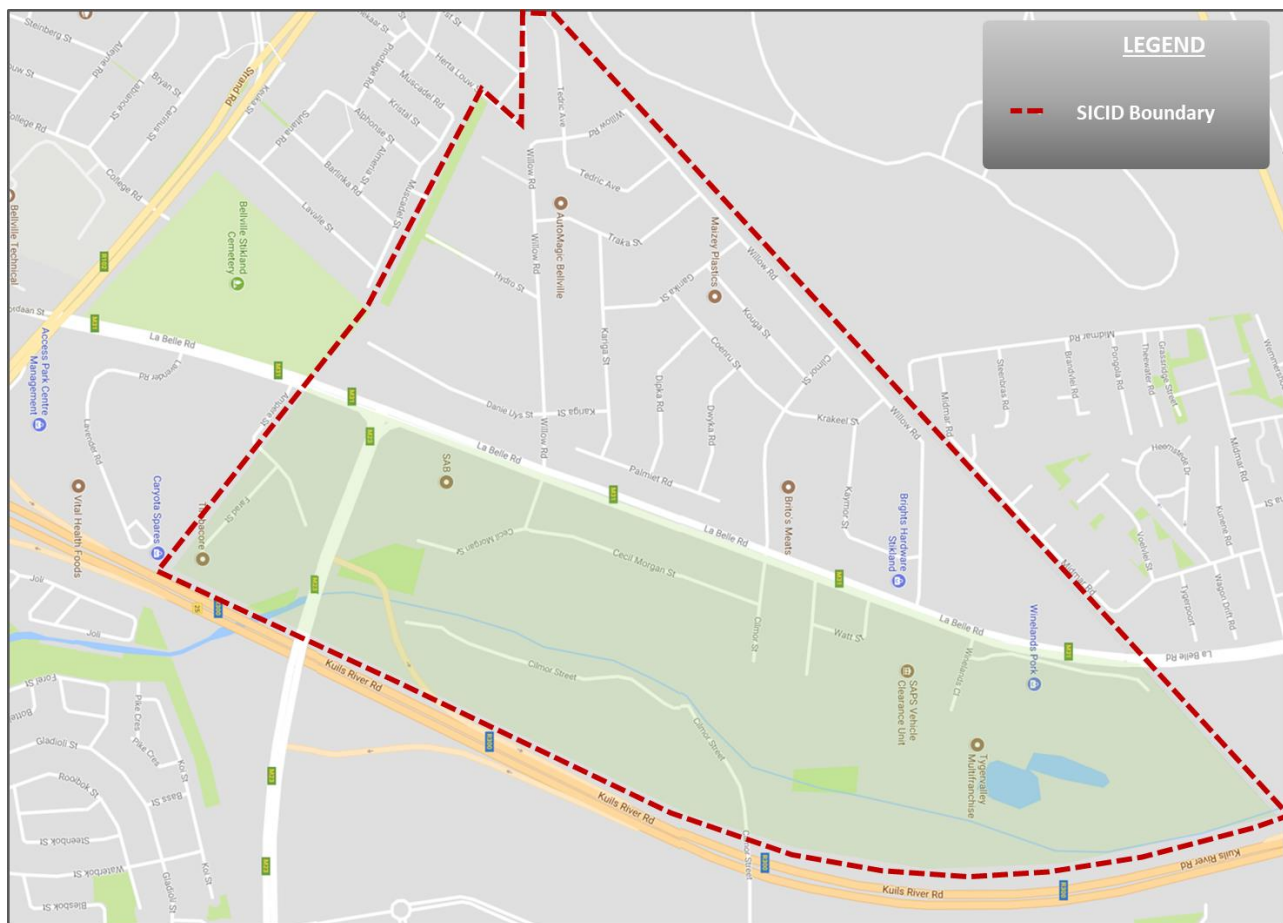
Along the railway line from La Belle Road to the western boundary of the R300 road reserve.

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.



SICID 2013-2017



2013-2017 PUBLIC SAFETY ACTIONS		
	People approached in public area in assistance to SAPS and Law Enforcement	2016
	Provided assistance to the public	1467
	Provided assistance at fires, accidents and medical emergencies	29
	Confirmed Arrests	32
	Installed, serviced and replaced CCTV cameras	16
2013-2017 ISSUED WARNINGS AGAINST		
	Bin Scratching	382
	Drinking in public	154
	Shopping trolleys & wheelie bins recovered	204
2013-2017 URBAN CLEANING AND MANAGEMENT		
	Bags of litter picked up and removed	30 557
	Cleared illegal dumping sites	102
	Strings and cable ties removed	175
	Illegal posters removed	68
	Urban defects and service requests logged and attended to	315
	Trees and scrubs trimmed	36
	Dealt with dead animals	4



PUBLIC SAFETY

SICID OPERATIONS 2013-2017

The operational implementation of SICID took place in August 2013. The deployment consisted of dedicated public safety patrol vehicles, public safety officers patrolling the area on foot, an urban cleaning and maintenance team and the SICID manager, overseeing the overall operation.

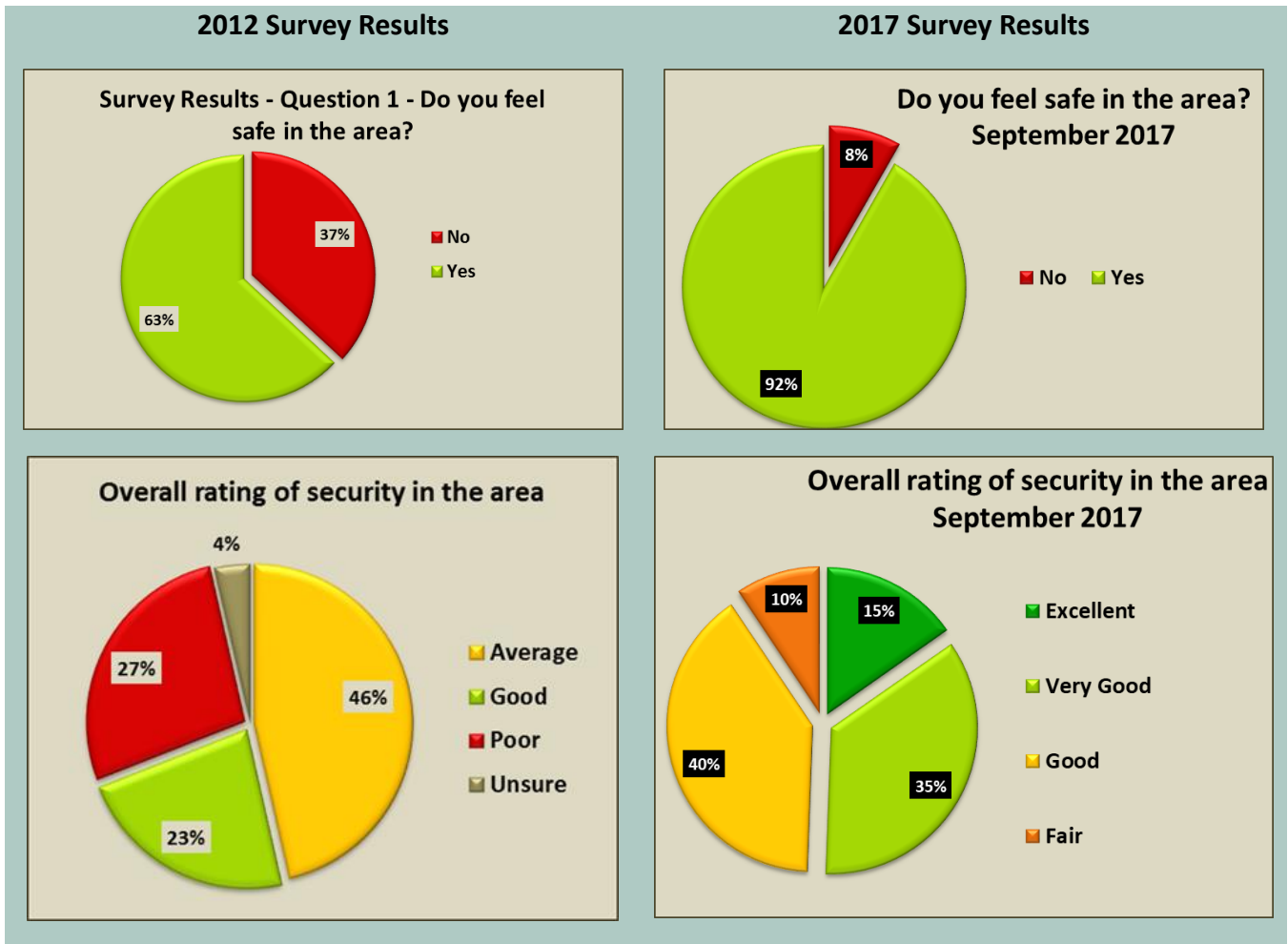


Within days of the commencement of operations the first arrests for theft, burglary and possession of stolen property followed with the assistance of the Bellville and Brackenfell SAPS. The dedicated patrols and focus on safety created a safer environment for all the business owners and their staff in the area. This was also augmented by commuter patrols during the mornings and afternoons when staff walked to and from the public transport nodes, especially Stikland train station. By November 2013 the patrol vehicles had driven 37 550 patrol kilometers, completed 472 vehicle patrol shifts and the SICID public safety foot patrollers completed 384 – four-man shifts.

A detailed survey was conducted in February 2012 to determine the perception of the SICID area. Initially 37% of the 84 respondents indicated that they do not feel safe in the area. In some instances, participants qualified their “Yes” answer by stating that they felt safe during the day but not necessarily at night and/or that they don’t frequent the area at night. Overall 69% rated the overall security situation as average to good. Only 27% rated it as poor.

Four and a half years later the same survey reveals the following results. Posing the same questions to 85 respondents, **92%** states that they feel safe in the area while **90%** rate the overall security in the area as good

to excellent. Similarly, **92%** of respondents indicated that they see the Public Safety Officers and Patrol Vehicles and the work they do every day.



In addition to the patrol officers and patrol vehicles the initial drive included improving perimeter security by encouraging existing property owners and businesses to improve their security applications including enforced perimeters, adding electrified fencing and deploying powerful flood lights.

Property owners were encouraged to improve property security



The railway line area along Willow Road was perceived as an area from where criminal elements enter and escape the industrial area. It was considered a safety and security risk by property owners, businesses and their workforce. Through extensive communication with Transnet and the SICID management Transnet fulfilled its obligation to properly secure this length of railway line.

The wall alongside the railway line was built



In support of improved safety in the public environment the SICID also planned bush clearing programs to assist the City of Cape Town in identifying overgrown vacant land where bush clearing is required to improve safety.



Bush clearing was done to improve security

In addition to the above measures the public safety initiatives of the SICID included even more plants. Noting the fact that our resources could not be deployed everywhere at the same time the SICID Board and management initiated the implementation of an extensive CCTV surveillance system in the area including the deployment of Pan Tilt Zoom cameras that would be monitored from a control room and License Plate Recognition cameras that would detect and alert SICID of vehicles entering the area that have been linked or associated to criminal activity.

SICID also secured the services of a fully trained and uniformed Law Enforcement Officer (LEO) from the City of Cape Town who is contractually bound to operate within the boundaries of the industrial area. The LEO provides an extension to the Public Safety Operations by having the ability to effect arrests, apply the by-laws of the City and fine transgressors and to serve as an important interface between the operations of SICID and the various law enforcement departments of the City of Cape Town. This program will undoubtedly continue to ensure a well-regulated industrial environment that operates within the regulations, policies and by-laws.





CCTV

16



The CCTV system was planned and deployed over a period of three years. Camera locations were picked carefully based on several criteria including known crime locations, position that could provide coverage of the railway line, positions that would cover commuter patrols and locations that will cover the entrances and exits to the area.

A high-site mast was fabricated and installed at a property in Palmiet Street. This serves as the accumulator of all the WIFI signals from all the CCTV cameras in the area. From here the data is streamed to the control room of the public safety service provider where the cameras are monitored on a 24/7 basis.

The implementation of the CCTV system brought immediate success with the arrest of several criminal elements in the area, detected through the CCTV system attempting to break in at various premises. Drag racing in La Belle Road was also committed to history with the constant detection of such activities which lead to several arrests and vehicle confiscations.

The CCTV system will see further expansion when the new development area between the existing industrial area and the R 300 is completed early in 2018.



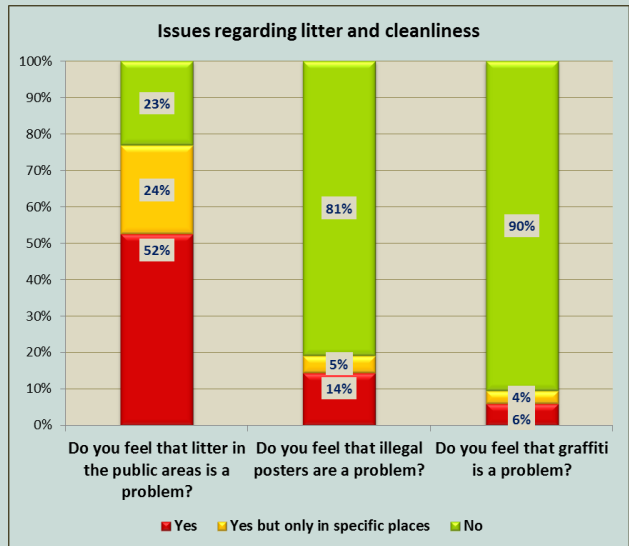


CLEANING

CLEANING OPERATIONS

The initial survey completed in 2012 included opinions about the cleanliness of the SICID. It was no surprise to find that many respondents regarded the area as dirty and indicated that there are no public litter bins or cleaning efforts in the area at all. The photographic survey of the area in 2012 confirmed this opinion.

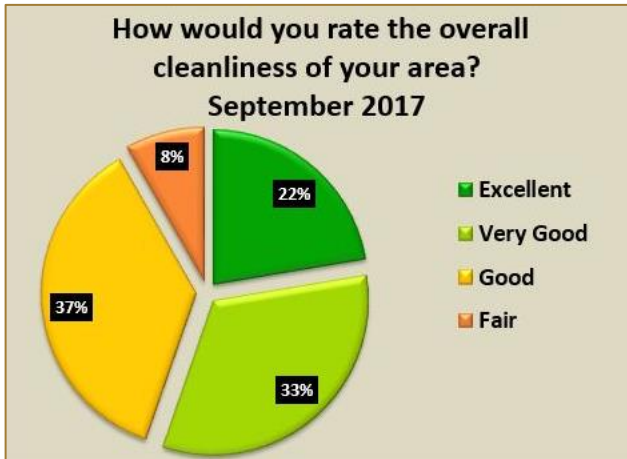
How things looked and the opinion about cleaning in 2012



With the onset of operations in SICID the urban cleaning and management team got to work immediately and vast quantities of litter, building rubble, discarded tires, household waste and garden refuse was picked up and removed from the area. This was followed by deep cleaning all the roads and public spaces, doing regular grass cutting, removing the rubble along the newly constructed railway line wall and trimming all trees and scrubs in the area to create a more attractive and clean industrial area.

The City of Cape Town partnered with SICID to implement green public litter bins throughout the area whilst the SICID cleaning team serviced these bins every week to ensure a cleaner environment.

The deep cleaning program was replaced with a weekly cleaning schedule rotating the cleaning team throughout the area to sweep streets, pick up litter, cut grass verges, trim trees, sweep sidewalks and deal with any illegal dumping that may occur.



Asking respondents to offer their opinion in 2017 these efforts have certainly paid off. 37% regard the cleanliness as good and 55% regarded it as very good to excellent.

This compares favorably to the 2012 opinion where only 21% that regarded the cleanliness of the area as good to excellent.

The urban cleaning program will continue to ensure a clean and welcoming industrial area into the future.



URBAN MANAGEMENT



The urban infrastructure in the SICID area was in a poor state of repair before operations commenced in August 2013. At the time, some roads pavements did not exist, especially in Willow Road. Many businesses mentioned flooding during winter rains. 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 curb inlets which are now blocked with debris and cannot drain the road sufficiently when it rains.



The 2012 survey reflected the opinion of the area where fifty-three percent of the participants rated the overall quality of the public environment as average. Only 20% rated it as good to excellent. In some cases, the photographic survey found general lack of maintenance in the public environment. This was most evident in the lack of maintenance of sidewalks, the lack of street sweeping which leads to blocking of storm water drains and the lack of maintenance of infrastructure such as road signs and tree wells.

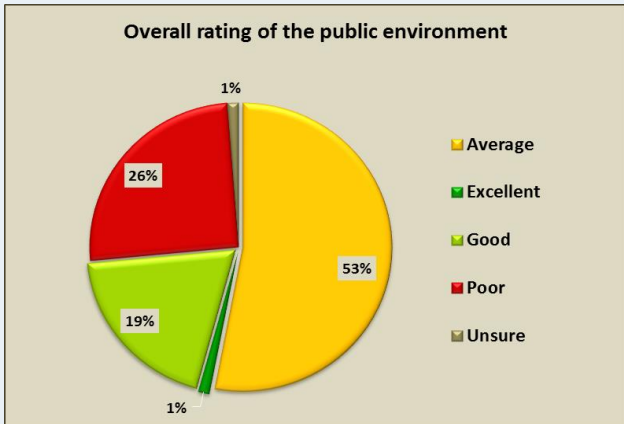


The SICID immediately addressed as many of the issues as possible. The management team surveyed the entire area for urban defects and reported each problem as a service request with the City of Cape Town. Photographic records were kept of all the defects. In partnership with the City of Cape Town each problem was addressed including the fixing of curb inlets, the cleaning of storm water drains and the protection of infrastructure through the installation of bollards.

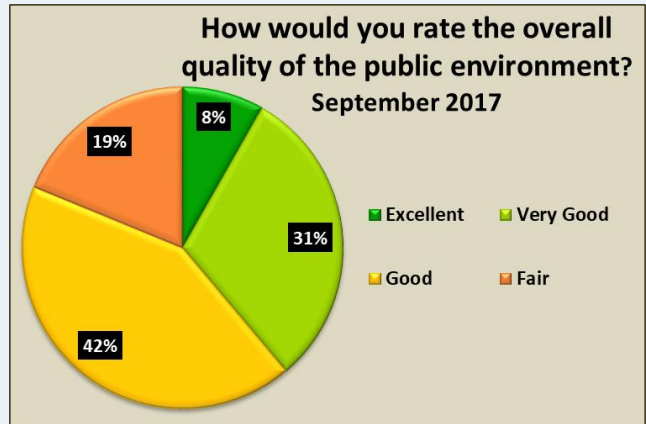


By 2017 the opinion on the state of the public environment has changed completely. 81% of the 2017 survey respondents regarded the status of the public environment as good to excellent. 94% indicated that the street lights work and 82% rate the quality of street and road signs as good to excellent.

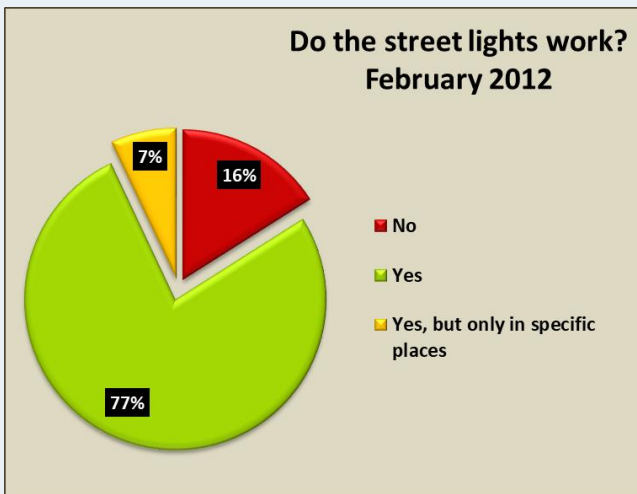
2012 Survey Results



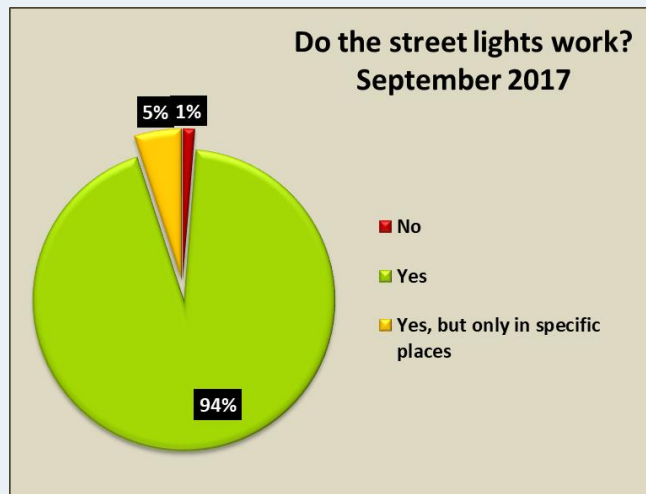
2017 Survey Results



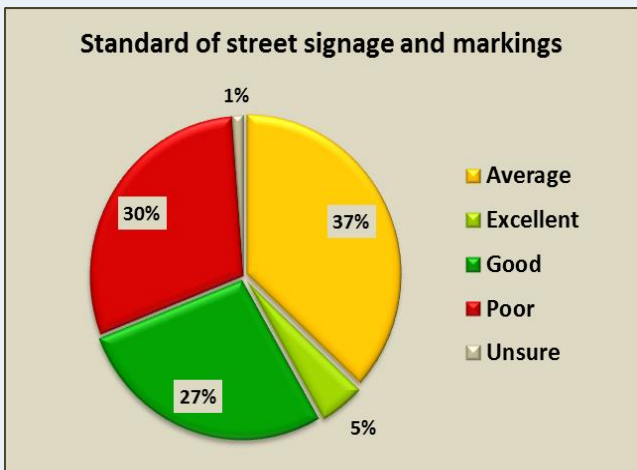
Do the street lights work? February 2012



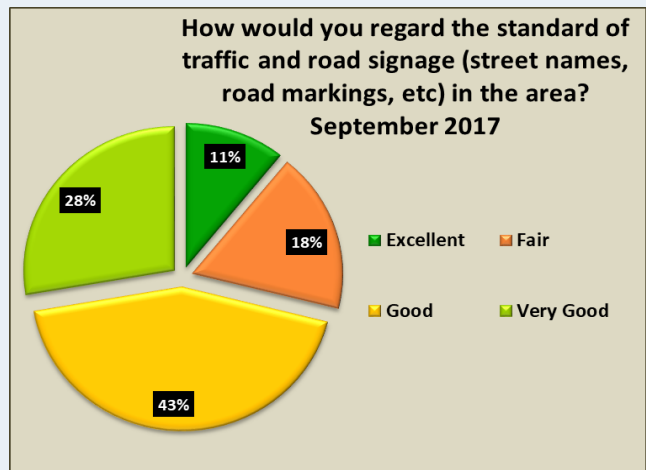
Do the street lights work? September 2017



Standard of street signage and markings



How would you regard the standard of traffic and road signage (street names, road markings, etc) in the area? September 2017





SOCIAL

Homelessness and vagrancy remains a significant challenge for all urban areas in South Africa. Negative perceptions regarding bin-scratchers and beggars and their potential involvement with criminal activities required a multi-faceted approach in the SICID area.

The management of SICID sought assistance from social partners in the area and through this partnership could offer homeless individuals an opportunity to go to a place of safety, possible reintegration with families and the opportunity to regain dignity through the social work action team, a work program sponsored by SICID.

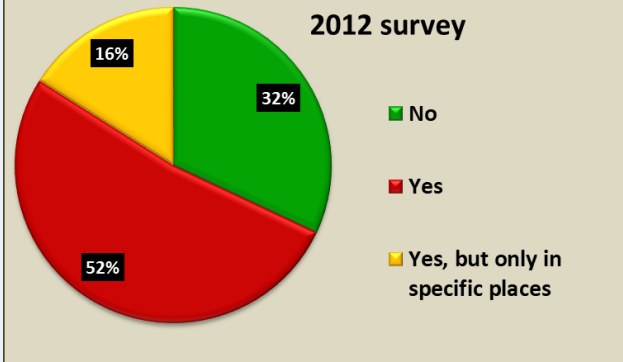
This program offered all SICID staff including our public safety officers the opportunity to engage with vagrants and homeless individuals to discourage them from being in the area, living on the street and offering them assistance by our social partners. In 2012, 68% of survey respondents indicated that homelessness and vagrancy was a problem in the SICID area and by 2017 this has significantly changed.



2012 Survey Results

Do you perceive vagrancy and homelessness to be a problem in the area?

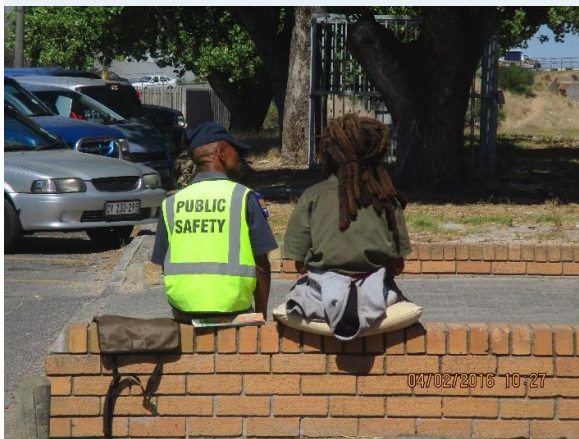
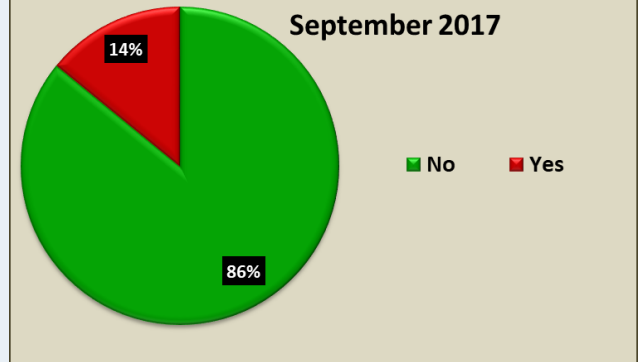
2012 survey



2017 Survey Results

Do you perceive vagrancy and homelessness to be a problem in the area?

September 2017

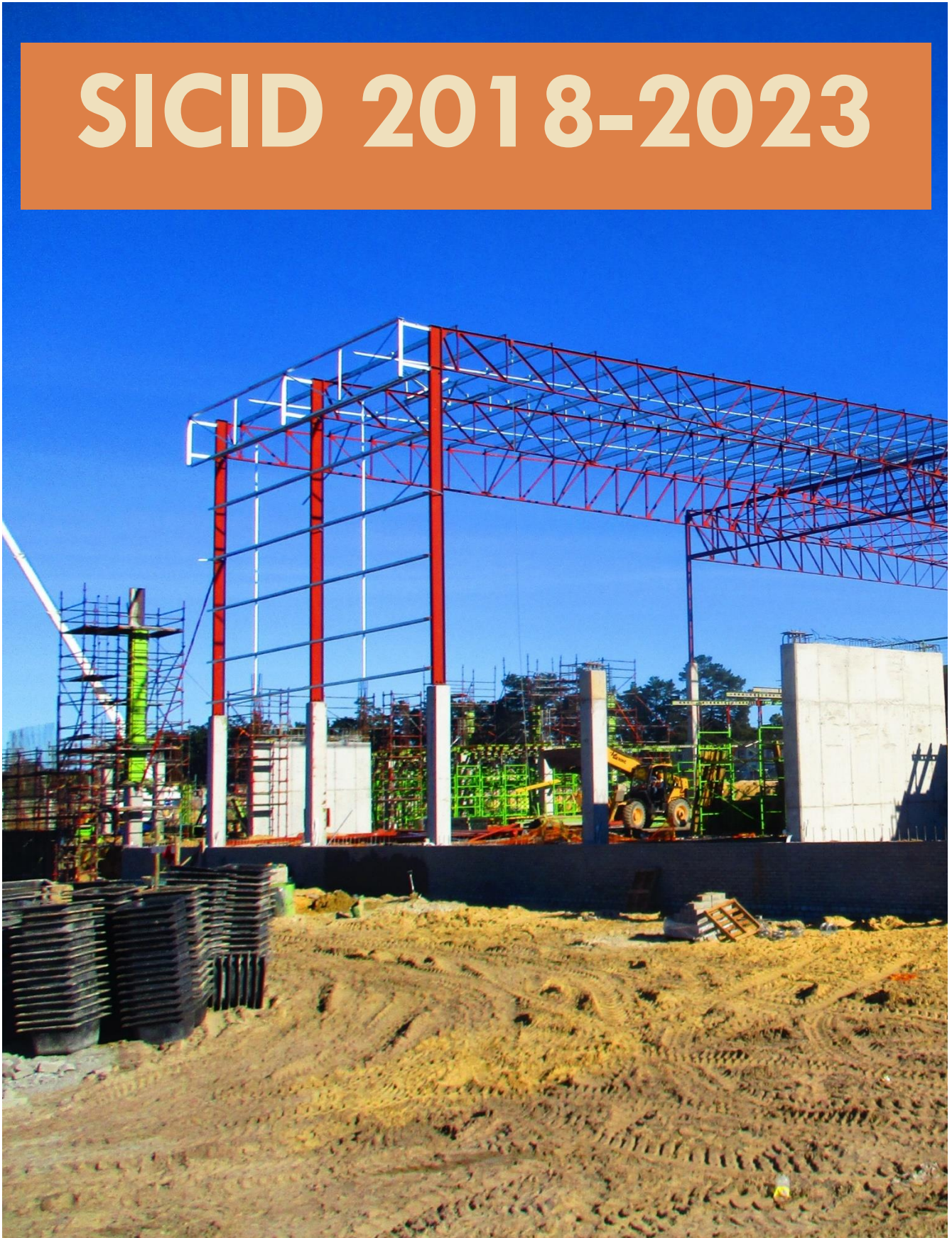


PUBLIC SAFETY OFFICERS TALKS TO A HOMELESS PERSON IN THE AREA



SOCIAL WORK ACTION TEAM

SICID 2018-2023



OPERATIONS OF THE SICID: 2018-2023

The future Implementation Plan is based on the results of the worked and experience of the SICID management team since August 2013 and the perception survey compiled in September 2017 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 focus areas namely:

- The continued management of the SICID operations,
- The provision of extensive public safety measures
- The cleaning, greening and maintenance of the public spaces in the area
- Continued co-operation with the relevant City of Cape Town departments to address and monitor urban management issues related to the public infrastructure in the SICID.
- To develop constructive partnerships with all the role-players in the Stikland area to improve the sustainability of the industries and potentially create employment opportunities and social upliftment in the area.
- Marketing and promotional of 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 A.

Management of SICID - Refer to Program 1 of the Implementation Plan

SICID will continue to be managed by its own board of directors, elected by the members of the SICID. The Board of Directors consists of property owners within the SRA 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 SICID business plan and oversees the implementation thereof.

Elected 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 can appoint service providers and staff to manage the day-to-day operations within the SRA. The supplementary services provided by SICID 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 SICID will be managed by a manager appointed by the Board and will oversee the day-to-day delivery of the additional services according to the Business Plan.

A formal Annual General Meeting (AGM) is held every year to review the performance of the SICID 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 and ensure legal compliance,
- provide feedback in the form of the Annual Financial Statements,
- provide feedback in the form of the manager and chairperson's report,
- appoints auditors,
- appoints the company secretary.

Current City of Cape Town service levels

The SICID management team will continue to communicate and consult with the various City of Cape Town line departments responsible for service delivery in the SICID area.

Safety security

To maintain and further improve safety and security the SICID will continuously evaluate and improve the comprehensive 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

To maintain the levels of public safety of the area SICID will continue the deployment of security officers and patrol vehicles to adequately secure the areas. The SICID area will remain 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 Public Safety Officers. The teams on the ground will be supported by the 14-camera CCTV network. 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.



Above Labelle Road (Railway line side)

- 1 x Vehicle patrol 24 hours, 7 days a week
- 4 x Security officer on foot patrol during the day, weekdays only

Below Labelle Road (R300 side)

- 1 x Vehicle patrol 24 hours, 7 days a week
- 2 x Security officer on foot patrol during the day, weekdays only



Operational security forum

In order to facilitate an integrated approach, the SICID will continue to participate in the existing safety and security forum in association with the appointed security service providers. This current forum includes coordination and cooperation with:

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

This forum continues to encourage the involvement of members of the SICID, property owners, tenants, businesses and representatives of the above mentioned organisations. This forum will continue 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 SICID
- The cleansing supervisor of SICID
- 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 Departments
- Representatives of other private security companies operating within the area.

Perimeter security and security applications

Existing property owners and businesses will be encouraged to improve existing security applications in an ongoing program. 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 continues to be 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, SICID will continue to perform

railway line patrols where all methods and means of transit over the security wall will be removed.

Bush clearing coordination program

Were appropriate, the bush clearing coordination program will continue 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.

Assistance from the City of Cape Town

The SICID will further continue to 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 continues services of a dedicated Law Enforcement officer from the City of Cape Town. These services are made available to CIDs by the City of Cape Town and provide officers that will:



- Enforce compliance with By-Laws
- 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.



The SICID management will continue to evaluate and enhance the comprehensive cleansing strategy in conjunction with the appointed service provider and the relevant City of Cape Town departments. 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 program.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas of the SICID.
- Reporting 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 continue to require a multi-disciplinary approach from the management of SICID 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
- Continue to 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, SICID will continue the social work program and job creation initiative for unemployed people linked to social welfare organisations in the area.

It is the intention to provide additional cleansing services through employment from these agencies where appropriate. In the future SICID envisages a program of

skill development to enhance the capabilities the organisations to offer more skilled work opportunities. These opportunities include:

- Coordinate graffiti removal from public spaces and infrastructure
- Coordinate the 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:

- 5 x Cleaners Monday to Friday 08h30 to 16h30

Equipment (to be provided by the service provider)

- 1 x 1-ton long wheel base bakkie
- 1 x 500kg flatbed trailer with 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.

Environmental upgrading and recycling initiative



The SICID will embark on processes to develop and facilitate recycling initiatives for the Stikland Industrial area to support the need for recycling programs. Through the management company, urban cleaning and maintenance teams will be equipped with maintenance and cleaning trolleys to pick up and sort recycle material while cleaning.

Environmental upgrading includes greening and landscaping, initiatives to reduce water usage and creating awareness of waste minimization where circumstances and opportunities allow.

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 continue with the comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

The skills development and employment opportunity program 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 programs of organisations already active in the community as well as skills development initiative offered by businesses and industries in Stikland Industrial.

Marketing

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

- Maintaining an informative website and relevant social media platforms such as Facebook.
- 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.

Property Owner Supported Projects

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

- Donation of infrastructure for the deployment of CCTV cameras on properties in strategic locations.
- Job creation and skills development opportunities.
- Funding of voluntary additional services including landscaping of public spaces through an “adopt a spot” initiative.
- Funding of additional security patrols in the public area.
- 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 branding, signage, cleaning equipment.

5-Year Budget of the SICID

The 5-year budget for the continued implementation and operations of the SICID is set out in Appendix B. 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.

This document was prepared for the Board of the Stikland Industrial City Improvement District Special Rating Area 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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STIKLAND CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2018/19	2019/20	2020/21	2021/22	2022/23
INCOME					
Revenue - Add. Rates	-3 750 000	-4 099 691	-4 448 675	-4 991 801	-5 352 697
Other Surplus	-150 000	-85 000	-50 000		
TOTAL INCOME	-3 900 000	-4 184 691	-4 498 675	-4 991 801	-5 352 697
	96.2%	98.0%	98.9%	100.0%	100.0%
	3.8%	2.0%	1.1%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
EXPENDITURE					
Core Business	2 839 100	3 061 978	3 302 389	3 561 714	3 841 445
Cleansing services	350 000	374 500	400 715	428 765	458 779
Environmental upgrading	25 000	26 750	28 623	30 626	32 770
Law Enforcement Officers	198 000	213 840	230 947	249 423	269 377
Public Safety	2 063 100	2 228 148	2 406 400	2 598 912	2 806 825
Public Safety - CCTV monitoring	153 000	165 240	178 459	192 736	208 155
Social upliftment	25 000	26 750	28 623	30 626	32 770
Urban Maintenance	25 000	26 750	28 623	30 626	32 770
Depreciation	130 000	130 000	130 000	130 000	130 000
Repairs & Maintenance	25 000	27 000	29 160	31 493	34 012
Interest & Redemption					
	0.0%	0.0%	0.0%	0.0%	0.0%
General Expenditure	785 900	842 722	903 666	968 840	1 036 659
Accounting fees	16 500	17 820	19 246	20 593	22 034
Administration and management fees	605 000	647 350	692 665	741 151	793 032
Advertising costs	6 500	7 020	7 582	8 188	8 761
Auditor's remuneration	18 000	19 440	20 995	22 675	24 262
Bank charges	4 000	4 320	4 666	5 039	5 392
Contingency / Sundry	12 000	12 960	13 997	15 117	16 175
Insurance	8 500	9 180	9 914	10 708	11 457
Marketing and promotions	10 000	10 800	11 664	12 597	13 479
Meeting expenses	7 500	8 100	8 748	9 448	10 109
Office rental	90 000	97 200	104 976	113 374	121 310
Office security	5 400	5 832	6 299	6 802	7 279
Secretarial duties	2 500	2 700	2 916	3 149	3 370
Capital Expenditure (PPE)	7 500	-	-	150 000	150 000
Office Equipment	7 500			150 000	150 000
CCTV Cameras					
Other: Specify					
Bad Debt Provision 3%	112 500	122 991	133 460	149 754	160 581
TOTAL EXPENDITURE	3 900 000	4 184 691	4 498 675	4 991 801	5 352 697
	2.9%	2.9%	3.0%	3.0%	3.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
(SURPLUS) / SHORTFALL	-	-	-	0	0
GROWTH: SRA RATES	14.9%	9.3%	8.5%	12.2%	7.2%
BUDGET GROWTH	19.4%	7.3%	7.5%	11.0%	7.2%



STIKLAND INDUSTRIAL CITY IMPROVEMENT DISTRICT (SICID) 5 YEAR IMPLEMENTATION PLAN

1st July 2018 to 30th June 2023

PROGRAM 1 - SICID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Fully operational Management Office	SICID Board	Ongoing	➔	➔	➔	➔	➔	Functional and accessible	
2. Appointment of relevant service providers	SICID Board	1	1Y		1Y			Appointment of appropriately qualified service providers.	Service providers to be reappointed or new providers to be appointed at end of initial contracts (3 Years)
3. Board meetings	SICID Board	6	6	6	6	6	6	Bi-monthly Board meetings with feedback per portfolio. Keep minutes and file resolutions.	
4. Financial reports to CoCT	SICID Manager	12	12	12	12	12	12	Submit reports to the CID Unit timeously by the 15 th of the following month	Refer to Financial Agreement
5. Audited Financial Statements	SICID Manager	1	1Y	1Y	1Y	1Y	1Y	Unqualified Financial Audits Submitted to the City by 31 August of each year	
6. Communicate SICID Arrears List	SICID Manager	12	12	12	12	12	12	Observe and report concern over outstanding amounts to Board and CID Unit – Board Members in areas cannot participate in meetings	
7. Annual General Meeting	SICID Board	1	1Y	1Y	1Y	1Y	1Y	Host successful AGM before 31 January – Annual feedback to members at AGM and	Once a year

PROGRAM 1 - SICID MANAGEMENT & OPERATIONS

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
8. Submit Management Report and Annual Financial Statements to Sub-council(s)	SICID Manager / SICID Board	1	1Y	1Y	1Y	1Y	1Y	complying with legal requirements Submit AFS and annual report to Subcouncil within 3 months of AGM with prof of submission to CID Unit	
9. Successful day-to-day management and operations of the SICID	SICID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to SICID Board at Directors present at every meeting	
10. Establish and maintain Website	SICID Board SICID Manager	Ongoing	➔	➔	➔	➔	➔	Website with all the relevant documents as required by the By-Law and Policy	Refer to Program 6-3
11. Comply with all Company Act requirements	SICID Board	1Y	1Y	1Y	1Y	1Y	1Y	CIPC Requirements: <ul style="list-style-type: none"> • Register Auditors and submit to CIPC within 10 business days of change • Register New Directors and submit to CIPC within 10 business days of change • Maintenance of Membership List • Submit Annual Returns to CIPC within 30 business days after the anniversary date of the NPC • Hosting an AGM 	
12. Monthly Reports to the SRA Directors	SICID Manager	12	12	12	12	12	12	Report back on all CID related business to be measured and signed off	Provide monthly reports to the SRA Directors
13. Manage and monitor the C3 notification Process	SICID Manager	12	12	12	12	12	12	Complete daily reports of C3 notifications and monitor outstanding issues	
14. Submit input to the Integrated Development Plan	SICID Manager	1Y	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager	October to February of every year

PROGRAM 1 - SICID MANAGEMENT & OPERATIONS

ACTION STEPS **RESPONSIBLE** **FREQUENCY** **DURATION IN WEEKS,** **PERFORMANCE INDICATOR** **COMMENTS**
per year **MONTHS OR YEARS**

Y1 **Y2** **Y3** **Y4** **Y5**

15. Submit input to the City Capital/Operating Budgets	SICID Manager	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager by September of each year	
16. Communicate with property owners	SICID Manager	Ongoing	↑	↑	↑	↑	Keep property owners informed through monthly newsletter	
17. Mediate issues with or between property owners	SICID Manager & City of Cape Departmental Managers and Law Enforcement	Ongoing	↑	↑	↑	↑	Provide an informed opinion on unresolved issues and assist where possible	
18. Visit SICID members	SICID Manager	Ongoing	↑	↑	↑	↑	Communicate and visit SICID members twice per year	Refer also to Program 6-4
19. Promote and develop SICID NPC membership	SICID Manager / SICID Board	Ongoing	↑	↑	↑	↑	Have a NPC membership that represents the SICID community Update NPC membership frequently. Ensure that membership application requests are prominent on webpage	Refer P 3.1
20. Build working relationships with Sub-Council Management and relevant CoCT officials and departments that deliver services in the SICID	SICID Manager	Ongoing	↑	↑	↑	↑	Successful and professional relationships with sub-council management, Area Based Manager and City Departments resulting in enhanced communication, cooperation and service delivery	
21. Compile the SRA renewal application and survey.	SICID Manager / SICID Board	In year 4				1Y	Submit a comprehensive renewal application for approval by the members and the City of Cape Town by 31 August.	
22. Obtain Annual Tax Clearance Certificate			1Y	1Y	1Y	1Y	Within one month after expiry date of current TCC	
23. Perform Budget Review			1Y	1Y	1Y	1Y	By 31 January	
24. Apply for Tax Exemption Status			1Y				By end of 1 st Financial Year	

PROGRAM 1 - SICID MANAGEMENT & OPERATIONS

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
25. Present Month Income and Expenditure reports at Board Meetings			12	12	12	12	12	Board members are informed of budget information and status	
26. Perform mid-year review								Submit Board Approved mid-year review to the City by 31 January	
27. Compile Annual SRA Implementation Plan and Budget						1Y		Board to submit draft IP and Budget Plans to CID unit for verification and table at AGM for approval by members	
28. Do Vat reconciliation and tax returns						6			
29. Register with CCT as Community Base Organisation (CBO)						1Y			

PROGRAM 2 - SICID PUBLIC SAFETY / 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	SICID Security Provider	Ongoing	3M	→	→	→	→	→	Incorporate in Security Management Strategy Plan	This is done comprehensively at the beginning of term and then modified continuously
2. Determine the Crime Threat Analysis of the SRA area in conjunction with the SAPS	SICID Security Provider	Ongoing	3M	→	→	→	→	→	Incorporate in Security Management Strategy Plan	
3. Determine strategies by means of an integrated approach to improve public safety	SICID Security Provider	Ongoing	3M	→	→	→	→	→	Incorporate in Security Management Strategy Plan	
4. In liaison with other security role players and the South African Police Service, identify current	SICID Security Provider	Ongoing	→	→	→	→	→	→	Incorporate in Security Management Strategy Plan	

PROGRAM 2 - SICID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
security and policing shortcomings and develop and implement effective public safety strategy									
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.	SICID Security Provider Manager/ Service	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 implementation of the CID and then modified continuously
6. Maintain a manned centrally located office(s) open to the members and residents of the SRA to request security assistance or report information	SICID Security Provider Manager/ Service	Ongoing	➔	➔	➔	➔	➔	Appropriately manned and equipped control room with skilled staff	As per Program 1-2
7. Deploy security resources accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable	SICID Security Provider Manager/ Service	Ongoing	➔	➔	➔	➔	➔	Effective safety and security patrols in the SICID	
8. Utilise the "eyes and ears" of all security and gardening/street cleaning staff, as well as own staff, to identify any breaches	SICID Security Provider Manager/ Service	Ongoing	➔	➔	➔	➔	➔	Incorporate feedback and information in security and safety initiatives of the SICID	
9. Assist the police through participation by SICID in the local Police sector crime forum	SICID Security Provider Manager/ Service	Monthly	12	12	12	12	12	Incorporate feedback and information in security and safety initiatives of the SICID Report on any security information of the SICID to the CPF	
10. Monitor and evaluate the security strategy and performance of all service delivery on a quarterly basis	SICID Security Provider/ Intelligence Officer Manager/ Service SAPS Crime	Quarterly	4	4	4	4	4	Report findings to the SICID Board with recommendations where applicable	Refer to Program 1-15 and Program 6-1

PROGRAM 2 - SICID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
			11. On-site inspection of Security Patrol officers	SICID Security Provider	Manager/ Service	Daily	→			→
12. Weekly Security Reports from Contract Security Company	Security Provider	Service	Weekly	52	52	52	52	52	Report findings to the SICID Board with recommendations where applicable	Provide feedback to forum meeting

PROGRAM 3 - SICID CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
			1. Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider.	SICID Manager/ Cleansing Service Provider	annually	1Y	1Y			1Y
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	SICID Manager/ Cleansing Service Provider	Quarterly	4	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.	SICID Manager/ Waste Department	Quarterly	4	4	4	4	4	4	Quarterly status reports to Local Authority regarding progress of identified shortcomings	
4. Provide clean streets and sidewalks in the SICID	SICID Manager/ Cleansing Service Provider	Bi annually	6	6	6	6	6	6	Cleansing each of the streets within the CID Boundary at least once within every two month period	

PROGRAM 3 - SICID CLEANSING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
5. Identifying Health and safety issues within the area and reporting to Council with C3 notification reference no's	SICID Manager	Ongoing	→	→	→	→	→	Monthly evaluations and inspections Provide an improved healthy urban environment in the SICID	
6. Monitor and combat Illegal Dumping	SICID Manager/ Cleansing Service Provider/ Law Enforcement Officers	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	SICID Manager/ Cleansing Service Provider	Quarterly	4	4	4	4	4	Quarterly evaluation of the causes of waste Quarterly evaluation of measures implemented and identification of remedial actions	
8. Promoting waste minimization through education and awareness on waste and water pollution	SICID Manager/ Cleansing Service Provider, Solid waste Department	Ongoing	→	→	→	→	→	Monthly evaluations and inspections Report findings	
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	CID Manager / Solid Waste Department	Ongoing	→	→	→	→	→	Monthly evaluations and inspections Report findings	
10. Coordinate with local NGO to assist in cleaning programs where applicable	CID Manager	Ongoing	→	→	→	→	→	As required	Refer to program 4-6 and 5-2

PROGRAM 4 - SICID URBAN MANAGEMENT INITIATIVES

ACTION STEPS

RESPONSIBLE

FREQUENCY
per year

**DURATION IN WEEKS,
MONTHS OR YEARS**

PERFORMANCE INDICATOR

COMMENTS

Y1 **Y2** **Y3** **Y4** **Y5**

	Y1	Y2	Y3	Y4	Y5		
1. Submissions to Ward Allocation, IDP and Capital Budgets	1Y	1Y	1Y	1Y	1Y	SICID Manager	Report to the SICID Board with recommendations where applicable
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	➔	➔	➔	➔	➔	SICID Manager	Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report monthly to the Board
Use the established service levels to design the provision of supplementary services without duplication of effort							This is done comprehensively at the implementation of the CID and then modified continuously
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						SICID Manager	Monitor and evaluate. Report findings to the SICID 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	4M	4M	4M	4M	4M	SICID Manager	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the SICID Board with recommendations where applicable

PROGRAM 4 - SICID URBAN MANAGEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
			5. Greening campaigns - Arbor Day	SICID Manager	1	1Y	1Y		
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	SICID 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	SICID Manager	Ongoing	→	→	→	→	→	City of Cape Town infrastructure free from illegal posters	

PROGRAM 5 - SICID 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.	SICID Manager/ NGOs	Ongoing	→	→		
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	SICID Manager/ NGOs	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

PROGRAM 5 - SICID SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
			3. Coordinate Social Development programs and initiatives with City Social Development Department			→	→		
4. Public awareness program on social issues			→	→	→	→	→		

PROGRAM 6 - SICID MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
			1. Regular and monthly newsletters / Newsflashes	SICID Manager	Monthly	4	4		
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects c. Social Issues	SICID Manager	Ongoing	→	→	→	→	→	Regular media exposure	
3. Establish and maintain Website	SICID Manager	Ongoing	→	→	→	→	→	Up to date and informative website in compliance with SRA legislation.	Refer to Program 1-11
4. Regular Member visits and meetings	SICID Manager	Ongoing	→	→	→	→	→	Monthly feedback to SICID Board at Directors Meeting	Refer to Program 1-17
5. Establish the SICID Business Directory and link to website	SICID Manager	Every 2 months	2	2	2	2	2	Up to date directory	
6. SRA Signage			→	→	→	→	→	Signage to be visible and maintained	