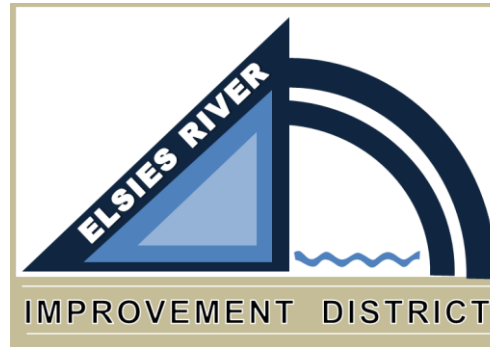


**BUSINESS PLAN FOR THE MANAGEMENT
OF THE**



**ELSIES RIVER CITY IMPROVEMENT DISTRICT
(ERCID)**

REVISION 3 – JUNE 2014

**Compiled in accordance with the City of Cape Town By-Law for
Special Rating Areas, promulgated in the Provincial Gazette 7015/2012**

Compiled by Gene Lohrentz of Geocentric Information Systems



Urban Management Consultant to the proposed Elsie's River City Improvement District

This report was prepared for the Steering Committee of the proposed Elsie's River City Improvement District Special Rating Area by Gene Lohrentz of Geocentric Information Systems.

Disclaimer

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This proposal covers the period 1 July 2015 to 30 June 2020 as set out in three parts, namely:

Part 1: Motivation

Part 2: Budget

Part 3: Implementation Plan

PROPOSED ELSIES RIVER CITY IMPROVEMENT DISTRICT SPECIAL RATING AREA Information:

Name of SRA: Elsie River City Improvement District (ERCID)
Contact Person: Mr John B Houston
Contact Telephone No: 021 592 1272
Commencement Date: 1st July 2015
Municipality: City of Cape Town

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

The proposed boundaries for the **ERCID** are outlined below (Commercial Properties Only):

- Northern Boundary –** From the intersection of the railway reserve with Jan van Riebeeck Drive westwards along the railway reserve to the intersection of the railway reserve with Halt Road (Excluding the railway reserve).
- Eastern Boundary –** From the intersection of Jan van Riebeeck Drive south along Jan van Riebeeck Drive up until the intersection of Epping Avenue to include only the properties to the west of Jan van Riebeeck Drive (Including the road reserve of Jan van Riebeeck Drive).
- Southern Boundary –** From the intersection of Jan van Riebeeck Drive and Epping Avenue along Epping Avenue up to the intersection of Halt Road to include only the properties to the north of Epping Avenue (Including the road reserve of Epping Avenue).
- Western Boundary –** From the intersection of Epping Avenue and Halt Road northwards along Halt Road up to the intersection of Halt Road and the railway line to include only the properties to the east of Halt Road (Including the road reserve of Halt Road).
-



Map 1 Boundary of the proposed ERCID SRA (Commercial Properties Only)

Executive Summary

Elsies River Industrial area supports a business mix including some light industries, specifically in the textile and clothing sector (with some factory shop outlets) as well as various industrial parks and a retail spine along Halt Road. The public environment is clearly in distress with marked levels of urban degradation. Most business owners are aware of crime, concerned about crime or have been directly affected by crime in the area. Property owners of adjacent communities such as Parow Industrial, Epping Industrial and in the Voortrekker Road Corridor have already invested in their urban management by establishing their own Special Rating Areas commonly known as city improvement districts. A certain level of displacement of the above mentioned negative factors from these areas to Elsie's River has contributed to the problems in the area.

The steering committee has identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and the further increase of crime in the area. 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 municipal services for that specific area as set out in this business plan for the ERCID. The additional municipal 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 is collected by the City from property owners in the area and paid to the ERCID, a Non Profit Company (NPC). The budget will be dedicated to the specific area only and will be spent in accordance with the approved Business Plan. The 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 business node including a shared sense of communal pride, safety and social responsibility.

Vision, Mission and Goals of the Proposed Elsie's River City Improvement District

The vision of the ERCID is to establish and maintain a safe, clean, well-managed industrial area that attracts and retains business investment and industry activities in the area. It is the mission of the ERCID to implement a turn-around strategy to halt the urban degeneration of the area thereby creating a safe and attractive industrial area.

The Proposed Elsie's River 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 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 ERCID 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 ERCID area.

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BACKGROUND AND INTRODUCTION

Elsies River Industrial area supports a business mix including some light industries, specifically in the textile and clothing sector (with some factory shop outlets) as well as various industrial parks and a retail spine along Halt Road. The public environment is clearly in distress with marked levels of urban degradation. Most business owners are aware of crime, concerned about crime or have been directly affected by crime in the area. Property owners of adjacent communities such as Parow Industrial, Epping Industrial and along properties owners in the Voortrekker Road Corridor have already invested in their urban management by establishing their own Special Rating Areas commonly known as city improvement districts. A certain level of displacement of the above mentioned negative factors from these areas to Elsie's River has contributed to the problems in the area.



Figure 1 Locality map showing the position of Elsie's River relative to the rest of the metropole, other SRAs and the major roads.

The steering committee has identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and the further increase of crime in the area. 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 municipal services for that specific area as set out in this business plan for the SRA. The additional municipal 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 is collected by the City from property owners in the area and paid over to the ERCID, a Non Profit Company (NPC). The budget will be dedicated to the specific area only. The 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 business node including a shared sense of communal pride, safety and social responsibility.

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 Elsie's River 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.*



**Proposed Elsie's River Special Rating Area
Feasibility Study**

Legend
 Proposed Primary Boundary



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Map 2 (Commercial Properties Only)

Part 1: Urban Analysis - The Need for an SRA

Urban Challenges in the Elsie's River Area

As part of the process to develop the business plan the ERCID Steering Committee commissioned a perception survey amongst business and property owners of the proposed ERCID area. The survey focussed on five general urban issues namely:

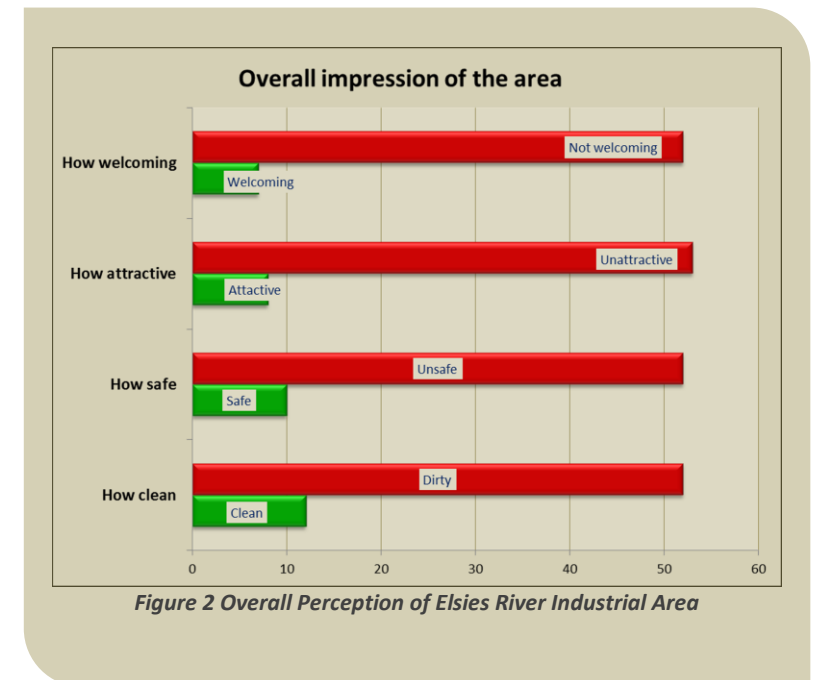
- Safety and security
- Litter and cleanliness
- Lighting & marking of streets and pavements
- Public environment
- Social environment

Seventy-one (71) participants completed the full perception survey and 23 respondents completed the user survey. 46% of the participants that completed the full survey are business owners renting the properties they operate and 37% are business owners owning the property they operate. The number of participants constitutes a 21.5% sample of the commercial properties in the proposed area. The survey was conducted over a period of two weeks in March 2014. Participants were also asked to rank the importance of the above listed issues at the end of the survey questionnaire. The survey questionnaire also provided the opportunity to express general comments and concerns in writing. The results of the perception survey along with additional research, newspaper reports and information available to the ERCID Steering Committee was used to develop an overall analysis of the urban challenges of the Elsie's River area.

Safety and Security

The latest crime statistics for the entire Elsie's River area which includes the industrial area is shown in Table 1. These figures illustrate the fact that in general the Elsie's River area mostly experience crime which could occur or originate from the public domain including assault, theft, robbery, business burglaries and drug related crime. Table 1 illustrates the official crime statistics for the Elsie's River area based on data from the South African Police Service. It is important to note that this may not be a true representation of Elsie's River industrial area since it only constitutes a small portion of the entire Elsie's River area yet the statistics are indicative of the trends and criminal activities in the area. It must also 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 some instances.

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. Survey participants were asked to provide an overall impression of Elsie's River and most respondents indicated that they perceive the area as less welcoming, unattractive, dirty and unsafe (See Figure 2).

Crime Category	Apr 2011 to March 2012	Apr 2012 to March 2013	Increase	Increase %
Murder	36	40	↑ 4	10%
Total Sexual Crimes	112	99	↓ -13	-13%
Attempted murder	90	159	↑ 69	43%
Assault with the intent to inflict grievous bodily harm	341	320	↓ -21	-7%
Common assault	569	503	↓ -66	-13%
Common robbery	217	256	↑ 39	15%
Robbery with aggravating circumstances	202	282	↑ 80	28%
Arson	11	7	↓ -4	-57%
Malicious damage to property	533	631	↑ 98	16%
Burglary at non-residential premises	203	205	↑ 2	1%
Burglary at residential premises	309	299	↓ -10	-3%
Theft of motor vehicle and motorcycle	89	83	↓ -6	-7%
Theft out of or from motor vehicle	360	411	↑ 51	12%
Illegal possession of firearms and ammunition	62	100	↑ 38	38%
Drug-related crime	1874	1945	↑ 71	4%
Driving under the influence of alcohol or drugs	224	204	↓ -20	-10%
All theft not mentioned elsewhere	1578	1321	↓ -257	-19%
Commercial crime	124	131	↑ 7	5%
Shoplifting	118	131	↑ 13	10%
Carjacking	7	13	↑ 6	46%
Robbery at residential premises	8	8	0	0%
Robbery at non-residential premises	25	25	0	0%
Culpable homicide	10	12	↑ 2	17%
Public violence	2	7	↑ 5	300%
Crimes injuria	178	208	↑ 30	14%
Neglect and ill-treatment of children	12	13	↑ 1	8%
Kidnapping	4	3	↓ -1	-33%

Table 1 Crime statistics for the entire Elsie's River Area

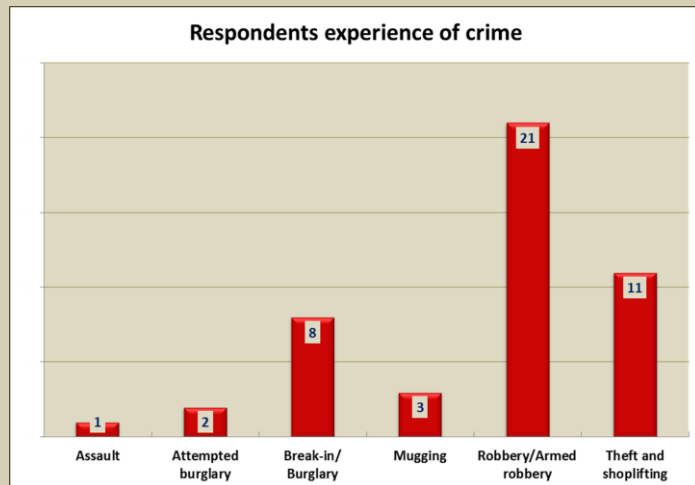


Figure 3 Experience of the type of crime in Elsie's River

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 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 burglaries at properties, especially businesses, robberies and armed robberies and theft in general 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 many occur during the day and early evenings.

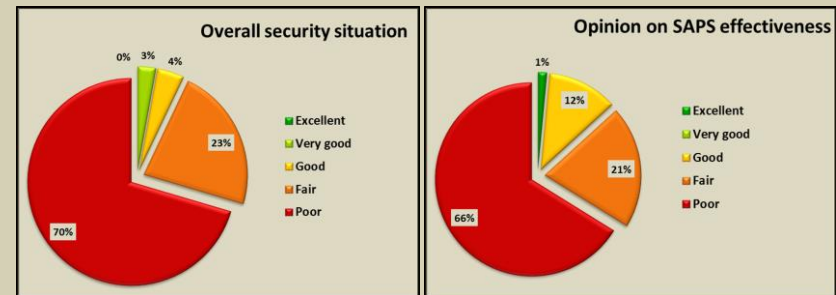


Figure 4 Perception of time of day when crime takes place and SAPS effectiveness in Elsie's River

The survey also tested respondent's opinion on the effectiveness of current policing efforts. 70% regarded the security situation in Elsie's River industrial area as poor and 66% agreed that current policing efforts are ineffective and poor. Only 13% regarded it as good or excellent.

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

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 5 and 6 show a summary of the opinions regarding litter and cleanliness. Litter in the public areas seems to occur with high frequently in the area. 86% of the survey respondents indicated that litter on pavements and in public places are a problem it seems to be problematic in specific areas (See examples in Figure 7). The responses to the issue of refuse collection are very positive from commercial properties where it would seem to be collected regularly. Participants indicated the following places as areas associated with litter and general poor cleaning.

- Halt Road
- Vacant land
- Canal Area
- 12 Street
- 6th Avenue
- Consani Road
- 16th Street
- 3rd Avenue
- Epping Avenue
- 19th Street
- Coleman Road
- 11th Street
- 2nd Avenue
- 7th Street
- 8th Street
- Bus Terminus/ Taxi Rank
- Station Subway
- The scrap yards

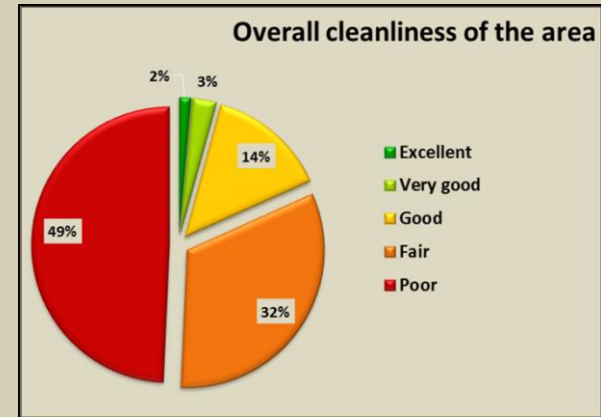


Figure 5 Overall opinion of cleanliness of the area

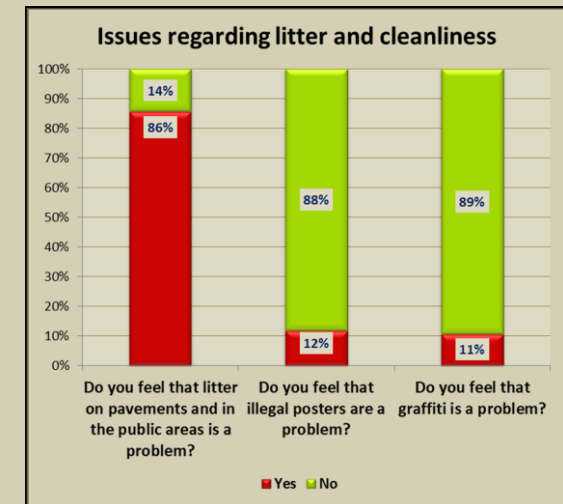


Figure 6 Opinion on litter and cleanliness



Figure 7 Litter in the public areas

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 (See Figure 8). 79% of respondents indicated that illegal dumping is a problem. General household waste and builders rubble is the most common types of waste illegally dumped. The photographic survey found ample evidence of illegal dumping as shown in Figures 11 and 12.



Figure 11 Evidence of illegal dumping – in this case general household waste



Figure 12 Evidence of illegal dumping – in this case plastic containers, tyres, house hold waste and builder's rubble

The need for waste recycling clearly exists in the Elsie's River area. 80% of all participants indicated that there is a need for recycling in the area. Figure 10 illustrates the required types of recycling that respondents indicated as important and the frequency that it was listed. A major generator of waste relates to uncontrolled bin picking which generates additional litter in the streets and public areas. 55% of all participants indicated this as a problem (See Figures 13 and 14).



Figure 13 Bin picking burn scrap and cables in the area



Figure 14 Bin picking generates litter

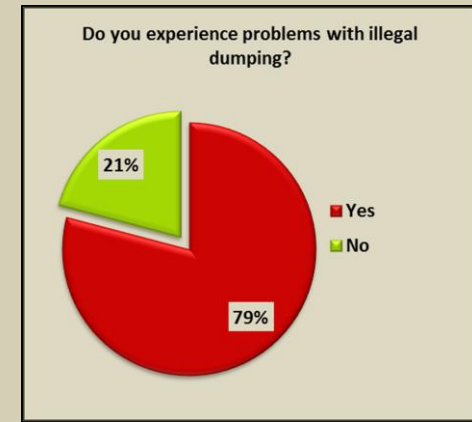


Figure 8 Opinion on types of illegal dumping



Figure 9 Illegal dumping of builders rubble

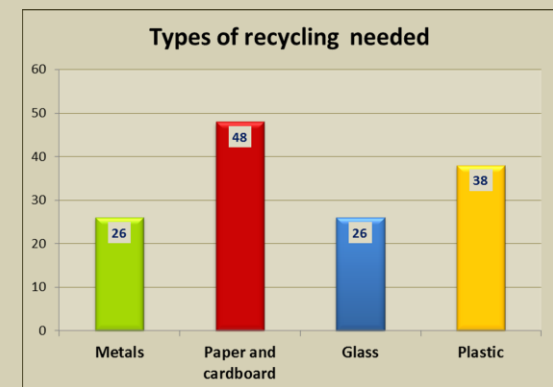


Figure 10 Types of recycling listed

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

- Overall, most of the public streets and places are unmaintained and are regarded as unclean.
- 49% of the participants regard the general state of cleanliness as poor and only 5 % regarded it as good.
- Waste management is a problem and litter is evident in most of the public areas and streets.
- 79% of the participants indicated that there is indeed a problem with illegal dumping.
- 55% noted that bin picking is a problem which generates litter in the public areas.
- Although very few people notes graffiti as a problem many instances of graffiti was found in the area.
- 80% of the participants indicated a need for recycling.

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 ERCID 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. 65% of the participants regarded the standard of street signage and markings as good to excellent while 35% regarded it as of a fair to poor standard (See Figure 15). Figures 16 illustrate the absence of traffic signage in Elsie's River. Bent, disorientated and faded signage illustrates the opinion of some of the survey participants. Sixty-two percent (62%) of the participants regarded the street lighting as sufficient.

Urban Management

Further to the issues of lighting, signage and cleaning in the public environment, urban management problems are present in some areas of the proposed ERCID area. In terms of the basic elements of the public environment most people (62%) in the area regarded the status of the public environment as fair to poor.

In terms of the use of pavements and walkways in the public area 48% of participants are not satisfied with the maintenance of the pavements in the area. The photographic survey captured numerous locations where the pavement infrastructure has been damaged including missing manhole covers (See Figures 18 and 19).

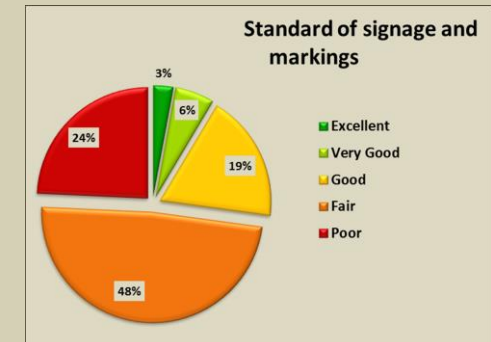


Figure 15 Standard of signage and markings



Figure 16 No traffic or street information signs



Figure 17 The street name on the kerbstone is completely



Figure 18 Unmaintained sidewalk surfaces



Figure 19 Broken manhole covers on sidewalks

In general, most parts of the public environment can be described as “in distress” with some elements suffering from neglect and general deterioration. These elements include street furniture such as public signage and items such as public phones, and litter bins. Figure 20 illustrates these issues picked up during the photographic survey. It is clear that the requirement for this area is to improve and then maintain higher standards of service and maintenance. The incidents of poor urban management and problems in the public area need to be addressed before such problems become more wide-spread.



Figure 20 Incidents of urban management neglect

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 ERCID area as set out in the Implementation Plan.

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. 81% of survey participants perceive homelessness as a problem in Elsie's River. 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 are sleeping in the area, bin picking, alcohol and drug abuse and theft as shown in Figure 21.

55% of respondents indicated that bin picking is a problem in Elsie's River. Bin picking creates various problems in any urban area as it supports vagrant communities through recycling of small amounts of material from bins. This in turn leads to anti-social behaviour including littering, aggressive begging and opportunistic criminal activity such as theft. General anti-social behaviour has also been mentioned by survey respondents who have singled out drinking in public, begging in the area and urinating in public as three particular related issues. Figures 22 to 23 illustrate these perceptions and support the opinion of the respondents. Table 2 lists the locations frequented by homeless people.

Locations	
3rd Avenue	Empty Buildings
Halt Road	11th Street
Canal Area	16th Street
Consani Road	19th Street
Vacant land	7th Street
12 Street	8th Street
14th Street	Bus Terminus/ Taxi Rank
2nd Avenue	Epping Avenue
Train Station	9th Street

Table 2 Locations frequented by homeless people

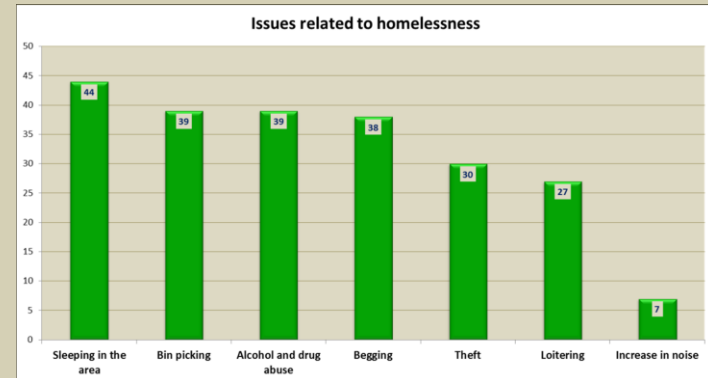


Figure 21 Issues related to homelessness and the social environment



Figure 22 Issues related to homelessness and the social environment



Figure 23 Issues related to homelessness and the social environment

Marketing of the Elsies River industrial area

59% of the survey participants indicated that the Elsies River area has deteriorated over the last 5 years. This perception needs to be changed to improve the image of the area. 80% of respondents indicated that would be useful to have events to improve business opportunities in Elsies River. Participants indicated that area clean-up efforts, crime awareness campaigns, an Elsies River Newsletter and the promotion of recycling would be supported.

Comprehensive marketing and branding of the ERCID 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.

Priorities for the Elsies River industrial area

The perception survey concluded with an opportunity for participants to rank each of the seven general themes of the survey in terms of its importance (See Table 3). As shown in Table 3, 69% of the respondents that responded ranked safety and security as the most important issue. Litter and cleanliness was selected as the second highest priority in Elsies River industrial area. Social issues such as vagrancy and begging were ranked as a third priority along with the maintenance of roads and public spaces.

Table 3 Ranking of priorities for Elsies River industrial area

Service delivery category	Most important	2nd most important	3rd most important
Safety and security (including lighting)	69% selected		
Litter and cleanliness		39% selected	
Road and street signage			20% selected
Maintenance of public spaces			20% selected
Social issues such as vagrancy and begging			20% selected
Marketing of the area			

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 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 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 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 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 Rates Policy.
- Once legally constituted, the local authority will collect the additional rate from all property owners within the demarcated area.

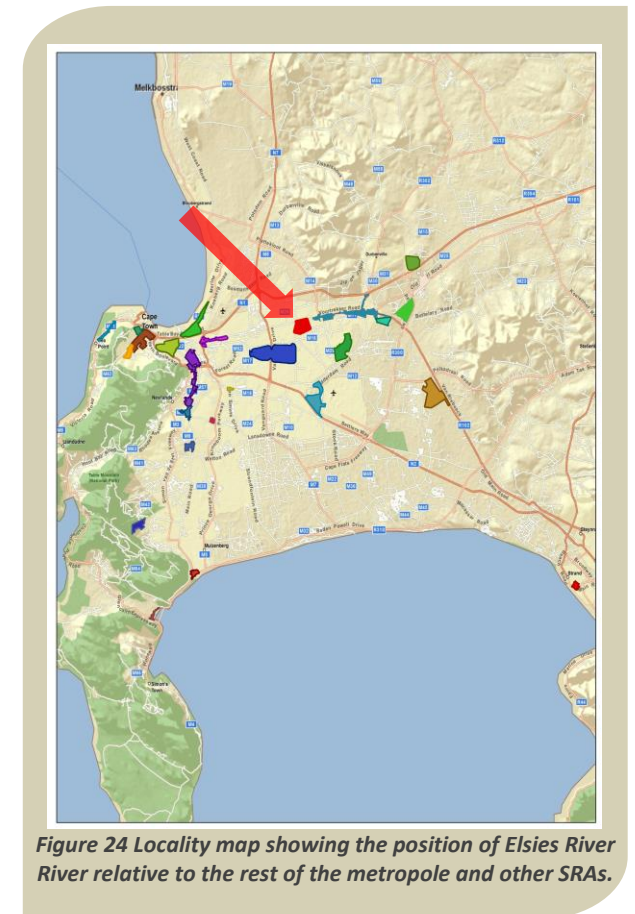


Figure 24 Locality map showing the position of Elsie's River relative to the rest of the metropole and other SRAs.

- The local authority 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 the SRA. 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 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 approved SRA business plan will oversee the implementation thereof.
- The board can appoint service providers and staff to manage the day-to-day operations within the SRA.
- The supplementary services provided by the SRA should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven.
- The local authority 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 local authority baseline services.
- The SRA is established for an initial period of five years. 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 public safety 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 as noted in the ERCID Implementation Plan part 4-7.

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 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?

The effectiveness of the SRA is constantly measurable

Through the utilization of tools such as the urban monitoring system, urban environments are managed and monitored at street level on a regular and on-going basis. Statistical information, reports and graphs are generated and enable the SRA board and stakeholders to measure the success trends and developments over a period of time.

SRAs monitor any new developments or interventions that impact on the area

As the custodian of the area, the SRA is aware of developments in the area and is in a position to make collective comment to the authorities on land use change in order to guide the decision process.

SRAs form effective working relationships with appropriate bodies or associations

These relationships could include the local authority, tourism associations, and community policing forums, to name a few.

The SRA is able to put forward ideas for change to the local authority

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

Part 3: Business & Implementation Plan for the Elsie's River City Improvement District (ERCID)

Vision, Mission and Goals of the ERCID

The vision of the ERCID is to establish and maintain a safe, clean, well-managed industrial area that attracts and retains business investment and industry activities in the area.

It is the mission of the ERCID to implement a turn-around strategy to halt the urban degeneration of the area thereby creating a safe and attractive industrial area.

The ERCID has the following goals:

- Reducing crime 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 ERCID 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 ERCID area.

Operations of the ERCID

Once the City of Cape Town has approved the establishment of the ERCID its operations will commence. It is envisaged that this will occur from the 1st of July 2015.

The Implementation Plan is based on the results of the perception survey compiled in March 2014 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. Table 4 illustrates the top 3 needs selected and ranked by the perception survey participants as priorities for the activities of the ERCID.



Figure 25 The urban environment is in serious distress. Illegal dumping occurs frequently in the area and public infrastructure is completely degraded.



Figure 26 Various building are in serious need of repair and some properties have derelict building that are vandalised by criminal elements.

Table 4 Ranking of priorities for the ERCID

Service delivery category	Most important	2nd most important	3rd most important
Safety and security (including lighting)	69% selected		
Litter and cleanliness		39% selected	
Road and street signage			20% selected
Maintenance of public spaces			20% selected
Social issues such as vagrancy and begging			20% selected
Marketing of the area			

In order to address these needs the ERCID will be directed to address six main focus areas namely:

- The management of the ERCID operations,
- The provision of extensive safety and security measures in the public areas only
- The cleaning, greening and maintenance of the public spaces in the area
- In co-operation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the ERCID.
- Through constructive partnerships with all the role-players in the Elsies River 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 ERCID 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.

Current City of Cape Town service levels

Once the management team has accepted the responsibility to manage the Elsies River 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 ERCID area.

Management of the ERCID

The ERCID will be managed by its own board of directors, elected by the members of the SRA. A Board of Directors consists of property owners within the SRA and a political representative (ex-officio director) from the City of Cape Town appointed to the Board by the City of Cape Town. The Board manages a Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved SRA business plan and oversees the implementation thereof.



Figure 27 Vacant land in the area and building projects that are half completed indicate a lack of investor confidence. If the urban degradation can be turned around it may attract new developments which may include job opportunities and synergies with adjacent businesses.



Figure 28 If public spaces like this could be rehabilitated it would create a sense of place in the industrial area and inspire property owners to improve and invest in the properties

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

The board can appoint service providers and staff to manage the day-to-day operations within the 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 SRA will be managed by a SRA manager appointed by the Board and will oversee the day-to-day delivery of the additional services according to the Business and Implementation Plans.

A formal Annual General Meeting is held every year to review the performance of the SRA and to confirm the mandate of the members. The budget and implementation plan for the next year is also presented and discussed for approval at the AGM. The AGM also provides the opportunity to elect new directors to serve on the board of the NPC.

Public Safety

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

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

The SRA initiative and the inherent security situation of the area require the deployment of patrol officers and patrol vehicles to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is for day-time operations between 07:00 and 17:30 when most businesses are operational in the area. This will be supported by a night-time vehicle patrol element. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the ERCID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and patrol vehicles who will provide a reassuring presence on streets 7 days a week.

Public Safety Patrol Officers

The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and providing an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify criminal activity and form an extension of the SAPS and the local authority law enforcement. A smaller group of well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such

as crime prevention and reporting, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure. Figure 27 shows a group of patrol officers during training.

It is proposed that 4 public safety patrol officers be deployed in the ERCID, Monday to Friday between 07:00 and 17:30. They will be supported by a patrol vehicle. The patrol vehicle will be on a 24/7 manned by two armed response officers. In addition, the Department of Community Safety of the Western Cape Provincial Government will be approached for a donation of a mobile command post which the Department supplies to SRAs in Cape Town. This command post will serve as a public contact point within the ERCID and a reporting point for the patrol officers. In addition this deployment will be supported by a comprehensive radio and communications network linked to a supporting control room to be supplied by the service provider. This will provide additional safety measures and an increase in visible security presence. Figure 31 shows the patrol officers in high visibility uniforms and a mobile command post and public contact centre. Figures 32 to 34 shows public safety patrol officers engaging with the public and proposed high visibility patrol vehicles for the ERCID.



Figure 29 Public Safety Patrol Officers undergo extensive training to become knowledgeable on issues such as crime prevention

The public safety plan includes

- 4 x public safety patrol officers patrolling the area on foot, 5 days a week during the day-time (0700 – 17:30).
- 1 x mobile command post (the command post will only be deployed if sponsorship is received from DOCS)
- 1 x patrol vehicles patrolling the area on a 24/7 basis manned by two armed response officers.
- Radio communications network.
- CCTV camera network to comprise of 8 cameras and monitoring as set out in the implementation plan time scale.

Assistance from the City of Cape Town

The ERCID will further 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 utilising the services of Law Enforcement officers from the City of Cape Town as well as the Neighbourhood Safety Officers when they are deployed by the Metro Police in the area. These services are made often made available to SRAs by the City of Cape Town. These officers:

- Can enforce compliance with By-Laws and Policies
- Have powers of arrest
- Can Issue appropriate fines for the transgression of City By-laws
- Enhance safety and security in the ERCID



Figure 30 Public Safety Patrol Officers are highly visible and patrol on foot. The mobile command post is used for reporting and serve as a public contact point with the ERCID



Figure 31 Public Safety officer engage with people on street



Figure 32 Engagement with homeless people and the issues of shopping trolleys



Figure 33 Highly visible patrol vehicles

CCTV Surveillance Project

The proposed budget and business plan also incorporates the development of a CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras is envisaged over the next 5 years. The cameras will assist in acting as a deterrent and will assist in the monitoring of areas that are difficult to or less frequently patrolled by foot patrollers and patrol vehicles. The cameras also assist in directing foot patrollers and patrol vehicles to specific problems when detected.

Operational security forum

In order to facilitate an integrated approach the ERCID 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 ERCID, 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
- Metropolitan Police Services
- Law Enforcement Services
- Traffic Services
- A representative of the Community Policing Forum
- Representatives of other private security companies operating within the area.

Perimeter security and security applications

Existing property owners and businesses should be encouraged to improve existing security applications. This includes initiatives to encourage property owners and businesses to secure their perimeters.

Area Cleaning and Urban management

Most established Special Rating Areas that have appropriate budgets available have deployed the services of a dedicated public cleaning service to provide the “top-up” or additional cleaning services required in their areas. To establish the most effective cleaning plan the strategy will support existing waste management services, identify specific management problems and areas and assist in developing additional 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.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

Urban infrastructure will be improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town’s departments to address infrastructure defects. This will be done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.
- After a base level of repair and reinstatement has been achieved the ERCID team will implement local actions to correct minor issues.

In addition, the urban management team will in consultation with the relevant City Departments assist with

- Graffiti removal from non-municipal infrastructure where possible
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the ERCID Implementation Plan part 4-7.
- Painting of road markings and correction of road signs
- Greening, tree pruning and landscaping
- Kerb, bollard and paving reinstatements
- Storm water drain cleaning where required

The cleaning contingent will deploy the team in various areas and rotate through the ERCID. Figure 35 illustrate the typical make-up of the urban maintenance team who will perform multiple tasks including area cleaning and urban maintenance. Team members can be recruited from homeless people seeking gainful employment and training can be facilitated to improve their skills and potential utilisation. The cleaning and urban maintenance team includes:

- 3 x urban management workers per day. The shifts will be run Monday to Friday
- 1 x urban management supervisor (may be the CID manager)

The following equipment will be required:

- General cleaning equipment such as spades, picks, etc.

- General maintenance tools such as scrapers, paint brushes, spanners etc.
- Materials such as paint, cement, cold asphalt and cleaning materials such as plastic bags which will be acquired as needed and within budgetary limitations.



Figure 34 the combination of social upliftment through job creation and the development of an urban maintenance team have had positive results in other SRAs

Recycling Initiative

The City of Cape Town's Solid Waste Department have embarked on various recycling projects incorporating waste drop-off facilities completely dedicated to recycling and/or the appointment of waste recycling companies that support the collection and recycling of waste from businesses. The ERCID will embark on processes to develop and facilitate similar facilities and initiatives for the Elsies River industrial area in support of the need for recycling programs.

Social responsibility

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The ERCID 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 ERCID management will assist to facilitate and monitor the strategy and implement social rehabilitation. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

Through the development of pro-active programmes to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their work programmes to include cleaning and maintenance services to SRAs. These partnerships between SRAs and NGOs create a more cost effective approach to the provision of a "top-up" service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required. It is therefore suggested that in addition to the permanent maintenance team a social work programme is used to deployed previously homeless people from NGOs for specific clean-up projects in the ERCID area. This plan depends on close cooperation with NGOs and the City of Cape Town's social intervention strategy through which a small number of individuals can be identified to be re-integrated into society through gainful employment.

Marketing

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

- Establishing and maintaining an informative website.
- Distributing ERCID flyers and/or newsletters reflecting the initiatives and successes of the ERCID.
- Promoting the ERCID amongst the local businesses and industries.
- Promote community pride through the initiatives of the ERCID in making the area cleaner and safer.
- Promote the ERCID through high visibility branding on the patrol vehicles.
- Promote the ERCID through high visibility uniforms with ERCID branding for the patrol officers and maintenance workers.

Property Owner Supported Projects

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

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

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

5-Year Budget of the ERCID

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