

ELSIES RIVER CITY IMPROVEMENT DISTRICT BUSINESS PLAN

1 JULY 2020 – 30 JUNE 2025

FOR THE
CONTINUATION AND ONGOING MANAGEMENT
OF THE
ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC

(NPC Reg. No. 2015/169342/08)



Prepared by:
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A. MOTIVATION REPORT

Introduction

The Elsies River City Improvement District (ERCID) was formally established in 2015 providing top up public safety and urban cleaning services in close cooperation with the City's Cleansing and Law Enforcement Departments as well as the SAPS to regain the cleanliness of the area and safety of property and business owners and the community.

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. In 2015 the public environment was clearly in distress with marked levels of urban degradation. Most business owners were aware of crime, concerned about crime or had been directly affected by crime in the area.

After the formation of the ERCID, significant inroads were made in addressing crime and grime in the area. Beyond the formal contributions from property owners through Additional Property Rates, the CCTV network of the ERCID was implemented with additional funding from property owners in the area. The area has improved in terms of cleaning and urban infrastructure upgrades and progress has been made to address the negative impact of specific problem buildings in the area.

With its term renewal imminent, the ERCID is positioning itself to address the significant impact of large volumes of commuters in the ERCID area and the associated potential for urban decay, traffic congestion, littering and increased opportunities for crime that may impact the entire area. In the light of these challenges the ERCID aims to continue to motivate property owners to enhance their investments and work closely with the City of Cape Town to upgrade its facilities around the Public Transport Interchange.

The continued improvements and upgrades proposed in this business plan is funded by an additional rate levied on no- residential rateable property located within the ERCID.

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Registered Office: 40 Sixth Avenue, Elsies River Industrial, Cape Town, 7480

ERCID Board: John B Houston (Chairperson) - Emplast (Pty) Ltd - john@emplast.co.za
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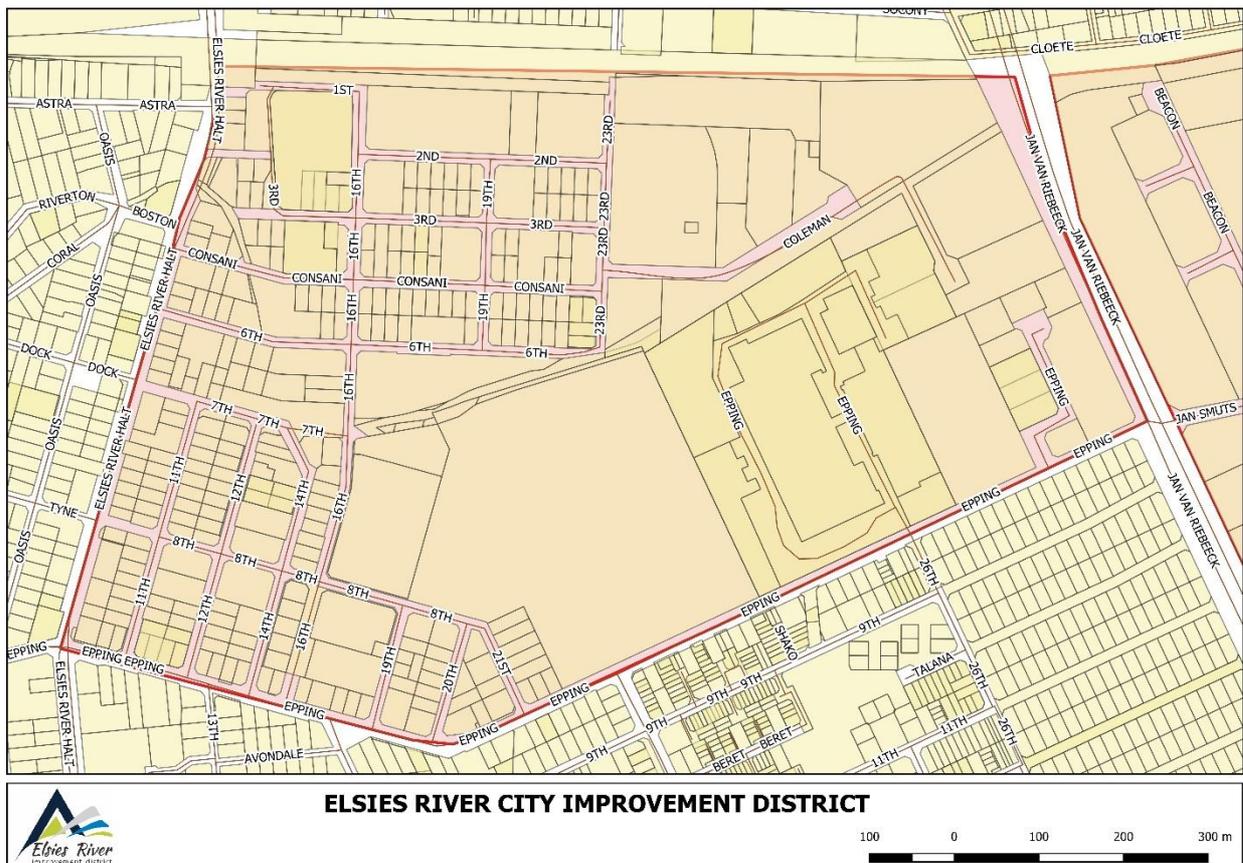
ERCID Area

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).



ERCID Mission

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.

ERCID Vision

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.

ERCID Goals

- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract new investment to the area.
- Support and promote social responsibility in the area
- The sustained and effective management of the ERCID area.

Proposed Services

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

- a) The management of the ERCID operations;
- b) The provision of public safety and security measures in the public areas only;
- c) The cleaning, greening and maintenance of the public spaces in the area;
- d) In 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;
- e) Through constructive partnerships with all the role-players in the ERCID a recycling initiative will be implemented to improve the sustainability of the businesses and potentially create employment opportunities and social upliftment in the area; and
- f) Marketing and promotional efforts will be undertaken to promote the ERCID as a well-managed and functioning business and residential node.

Consistency with Integrated Development Plan (IDP)

The Integrated Development Plan of the City rests on 5 pillars and the ERCID supports these pillars as follows:

- **The Opportunity City.** The ERCID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management as social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities.
- **The Safe City.** The primary focus and therefor budget allocation for the ERCID is aimed at improved public safety in the public spaces within the ERCID boundary. The ERCID therefor directly supports a Safe City.

- **The Caring City.** The ERCID supports the City's Social Upliftment Strategies to find lasting solutions for Social Development, which includes supporting individuals to move from the street into places of safety, support NGOs that provide social services and where possible create employment opportunities.
- **The Efficient City.** The ERCID supports the functions of the City through the delivery of coordinated top-up municipal services and communicates with the various line departments which facilitates streamlined communication and service delivery with the City.
- **The Well Run City:** The ERCID's governance structures ensure an open and transparent approach in the way public money is used for the benefit of the community.

Improving 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 an appointed service provider. These actions will include coordination and cooperation with:

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

The ERCID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is on roaming vehicles and foot patrols with the highest number of resources deployed during day-time operations between 06:30 and 17:30 when most businesses are operational in the area. Considering the contributions from other stakeholders such as 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 a future public CCTV surveillance system to 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 provide an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk or patrol the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority law enforcement. A



small group of well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.

It is proposed that 2 public safety patrol officers on motorcycles be deployed in the ERCID, Monday to Friday between 06:30 and 17:30. When specific operations are underway, the ERCID mobile public kiosk will serve as a public contact point within the ERCID and serve as a reporting point for the patrol officers. In addition, the area will be patrolled by two public safety patrol vehicles on a 24 hour/7 days a week basis. The public safety deployment will be supported by a comprehensive radio and communications network linked to a supporting control room to be supplied by the service provider.

The public safety plan includes

- 2 x public safety patrol officers on motorcycles patrolling the area, Monday – Friday during the day-time (06:30 – 17:30).
- 2 x public safety patrol vehicles patrolling the area on a 24/7 basis.
- 1 x mobile command post
- Radio communications network.
- Centralised Control Room and CCTV monitoring
- CCTV camera network to comprise of 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 public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilising the services of Law Enforcement officers from the City of Cape Town in the area. These services are often made available to CIDs 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

CCTV Surveillance Project



The proposed budget and business plan also incorporate the continuation of the CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras have been completed and the current network of cameras will be maintained over the next 5 years. The cameras assist in acting as a deterrent and 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 continue to participate in the safety and security forum in association with the appointed security service provider. These actions will include coordination and cooperation with:

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

This forum encourages the involvement of members of the ERCID, property owners, tenants, businesses and representatives of the above-mentioned organisations. Operational and response protocols are governed and decided upon at an operational forum convened to oversee safety and security initiatives within the area. This forum serves to share pertinent crime information as well as trends or emerging threats. The forum should ideally be attended by the following stakeholder groups:

- The preferred private security service provider – employed by the Improvement District
- The cleansing supervisor of the Improvement District
- The local SAPS Commander
- Metropolitan Police Services
- Law Enforcement Services
- Traffic Services
- A representative of the Community Policing Forum and Neighbourhood Watch
- Representatives of other private security companies operating within the area.

Perimeter security and security applications

Existing property owners and businesses should be encouraged to improve existing security applications on their property. This includes initiatives to encourage property owners and businesses to secure their perimeters as the ERCID public safety service provider may only operate in the public space.

Area Cleaning and Urban management

Most established Improvement Districts that have appropriate budgets available to deploy 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:

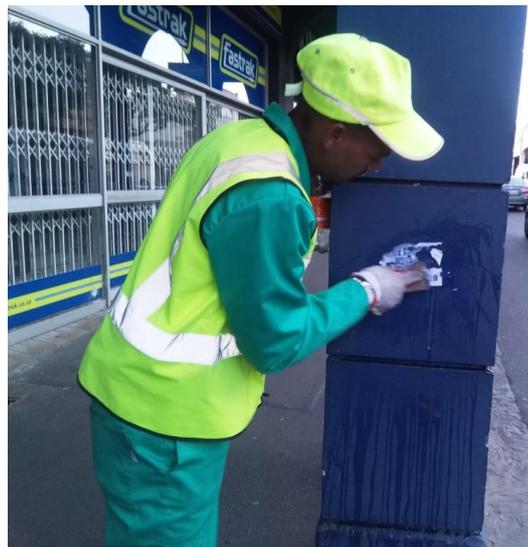
- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

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. 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:

- 4 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.

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 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 development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Once the Social Intervention Plan has been finalised the 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 CIDs. These partnerships between CIDs 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 deploy 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:

- 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.
- Promoting the ERCID through high visibility branding on the patrol vehicles.
- Promoting 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 additional Municipal Property Rates 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 Annexure A. 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 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 property rates. It is however incumbent on the property owner to seek such relief from the City under the City's Rates Policy.

Financial Impact of the CID

The budget for each year of the Business Plan

Year 1:	R 3 238 196
Year 2:	R 3 440 441
Year 3:	R 3 696 005
Year 4:	R 3 971 314
Year 5:	R 4 267 906

The steady increase in the budget is based on an average 7,4% escalation.

Budget allocation (excluding depreciation) by Portfolio

- Public Safety 65%
- Management & Administration 17%
- Cleaning & Greening 11%
- Social 1%
- Provision for bad debt 3%
- Depreciation 3%
-

In line with the City's Special Rating Areas Policy (SRA Policy), the ERCID management annually prepares an overall budget for the year based on the specific needs of the area as set out in the Business Plan. The budget is funded by the property owners through an additional property rate levied on the municipal valuation of all properties within the ERCID boundary. Additional property rates attract VAT @ 15%.

The additional property rate is calculated by the City annually during the City's budget process. The additional rate is expressed as a Rand-in-the-rand and is calculated by dividing the ERCID budget total with the total municipal valuation of properties in the ERCID.

The SRA Policy allows for a differentiation in tariffs for the different types of properties and as such a residential and non-residential additional property rate is applicable in the ERCID.

The ERCID budget and additional property rates are approved by Council with the City's budget and is applicable over a financial year, which starts on 1 July.

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

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

e.g. R5,000,000 x R 0.002875 = R14,375.00 ÷ 12 = R1,197.92 x 1.15 = R1,377.60

Proposed Management Structure

The ERCID will be managed by a board of directors, elected by the members of the Elsie River Improvement District NPC (ERCID). A Board of Directors consists of property owners within the ERCID and a political representative from the City of Cape Town attending Board Meetings as an observer. The Board manages a Non-Profit Company (NPC), which is responsible for the management of the CID, within the framework of the approved ERCID business plan and oversees the implementation thereof.

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

The Board can appoint service providers and staff to manage the day-to-day operations within the ERCID. The supplementary services provided by the ERCID should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided upon by the property owners as CIDs are property-owner driven. The ERCID will be managed by a ERCID manager appointed by the Board and will oversee the day-to-day delivery of the additional services according to the Business Plan.

All of the above is subject to monitoring and oversight by various departments in the City of Cape Town. The CID Department also advises on administrative and governance compliance.

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

Permissible Amendments to the Business Plan

There are currently no plans to investigate or explore significant changes to the strategy or operations of the ERCID and therefore none are noted here. Should any significant changes be required, such changes will be subject to approval of the Members of the ERCID at an Annual or Special General Meeting.

List of all Rateable Properties within the CID

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

B. IMPLEMENTATION PLAN

The Implementation Plan is attached as Annexure C

ANNEXURES

Annexure A: Term Budget

Annexure B: List of Rateable Properties

Annexure C: Implementation Plan

Annexure D: Minutes of the Annual General Meeting – 2019

Annexure E: Table of Objections

Annexure F: Table of Objections

ELSIES RIVER CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2020/21		2021/22		2022/23		2023/24		2024/25	
	R		R		R		R		R	
INCOME										
Income from add. Rates (less 3%)	-3 203 196	98.9%	-3 440 441	100.0%	-3 696 005	100.0%	-3 971 314	100.0%	-4 267 906	100.0%
Other: Specify	-35 000	1.1%		0.0%		0.0%		0.0%		0.0%
TOTAL INCOME	-3 238 196	100.0%	-3 440 441	100.0%	-3 696 005	100.0%	-3 971 314	100.0%	-4 267 906	100.0%
EXPENDITURE										
Core Business	2 456 100	75.8%	2 652 588	77.1%	2 864 796	77.5%	3 093 978	77.9%	3 341 497	78.3%
Cleansing services	294 000		317 520		342 922		370 355		399 984	
Environmental upgrading	-		-		-		-		-	
Law Enforcement Officers / Traffic Wardens	200 000		216 000		233 280		251 942		272 098	
Public Safety	1 835 100		1 981 908		2 140 461		2 311 697		2 496 633	
Public Safety - CCTV monitoring	102 000		110 160		118 973		128 491		138 770	
Public Safety - CCTV - Leasing of cameras	-		-		-		-		-	
Social upliftment	10 000		10 800		11 664		12 597		13 605	
Urban Maintenance	15 000		16 200		17 496		18 896		20 407	
Depreciation	97 000	3.0%	97 000	2.8%	97 000	2.6%	97 000	2.4%	97 000	2.3%
Repairs & Maintenance	20 000	0.6%	21 600	0.6%	23 328	0.6%	25 194	0.6%	27 210	0.6%
Interest & Redemption		0.0%								
General Expenditure	534 000	16.5%	566 040	16.5%	600 001	16.2%	636 003	16.0%	674 162	15.8%
Administration and management fees	440 000		466 400		494 384		524 047		555 490	
Advertising costs	8 500		9 010		9 551		10 124		10 731	
Auditor's remuneration	14 000		14 840		15 730		16 674		17 675	
Bank charges	4 000		4 240		4 494		4 764		5 050	
Contingency / Sundry	3 000		3 180		3 370		3 574		3 786	
Insurance	7 500		7 950		8 427		8 933		9 469	
Marketing and promotions	12 000		12 720		13 483		14 292		15 150	
Motor vehicle expenses	24 000		25 440		26 966		28 584		30 299	
Secretarial duties	3 000		3 180		3 371		3 573		3 787	
Telecommunication	18 000		19 080		20 225		21 438		22 725	
Projects	35 000	1.1%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
URBAN MANAGEMENT PROJECTS	20 000		-		-		-		-	
ENVIRONMENTAL PROJECTS	15 000		-		-		-		-	
Bad Debt Provision 3%	96 096	3.0%	103 213	3.0%	110 880	3.0%	119 139	3.0%	128 037	3.0%
TOTAL EXPENDITURE	3 238 196	100.0%	3 440 441	100.0%	3 696 005	100.0%	3 971 314	100.0%	4 267 906	100.0%
(SURPLUS) / SHORTFALL	-									
GROWTH: EXPENDITURE	7.8%		6.2%		7.4%		7.4%		7.5%	
GROWTH: SRA RATES	6.7%		7.4%		7.4%		7.4%		7.5%	

Annexure B: List of Rateable Properties

ERF No	CID Bill CIs	CID Inv Name	Rates Use code Desc	CID Exmpt	Unit No	No	Street address	Suburb	Total Val
40205	COM	MOAGS FAMILY TRUST	Retail			21	11TH AVENUE	ELSIES RIVER INDUSTRIA	2 950 000
9942	COM	ERVEN 9942 & 9943 GOODWOOD PROP PTY LTD	Light Indust.			29	11TH AVENUE	ELSIES RIVER INDUSTRIA	2 300 000
9968	COM	RANE CORP PTY LTD	Light Indust.			32	11TH AVENUE	ELSIES RIVER INDUSTRIA	5 000 000
9944	COM	MANUEL BUS SERVICE CC	Light Indust.			33	11TH AVENUE	ELSIES RIVER INDUSTRIA	1 400 000
14988	COM	THE ADS MENEZES FAMILY TRUST	Serv Industrial			2	11TH STREET	ELSIES RIVER INDUSTRIA	1 650 000
36486	COM	HALTWEG EIENDOMME BPK	Retail			5	11TH STREET	ELSIES RIVER INDUSTRIA	4 019 720
36486	COM	HALTWEG EIENDOMME BPK	Warehouse			5	11TH STREET	ELSIES RIVER INDUSTRIA	1 344 906
36486	COM	HALTWEG EIENDOMME BPK	Offices			5	11TH STREET	ELSIES RIVER INDUSTRIA	1 567 938
9915	COM	CLUB NINETY SEVEN PROP	Light Indust.			6	11TH STREET	ELSIES RIVER INDUSTRIA	1 100 000
9922	COM	MALBRA PROPERTIES 36 CC	Serv Industrial			9	11TH STREET	ELSIES RIVER INDUSTRIA	7 600 000
9913	COM	MALBRA PROPERTIES 36 CC	Warehouse			10	11TH STREET	ELSIES RIVER INDUSTRIA	2 900 000
9912	COM	HALTWEG EIENDOMME BPK	Warehouse			12	11TH STREET	ELSIES RIVER INDUSTRIA	930 000
9909	COM	MR MR CLOETE	Warehouse			18	11TH STREET	ELSIES RIVER INDUSTRIA	2 022 000
9927	COM	MALBRA PROPERTIES 36 CC	Light Indust.			19	11TH STREET	ELSIES RIVER INDUSTRIA	609 000
9908	COM	A & D RODERIKUES PROPERTY INV. CC	Serv Industrial			20	11TH STREET	ELSIES RIVER INDUSTRIA	1 548 000
9881	COM	GEOCENTRIC INFORMATION SYSTEMS CC	Light Indust.			2	12TH STREET	ELSIES RIVER INDUSTRIA	1 900 000
9900	COM	STEMOF PROPRIETARY LIMITED	Light Indust.			5	12TH STREET	ELSIES RIVER INDUSTRIA	1 200 000
16829	COM	FOILVEST ELEVEN PTY LTD	Light Indust.			6	12TH STREET	ELSIES RIVER INDUSTRIA	3 978 000
9901	COM	STEMOF PROPRIETARY LIMITED	Light Indust.			7	12TH STREET	ELSIES RIVER INDUSTRIA	1 400 000
9903	COM	MR. & MRS. ESTERHUIZEN LA & ESTERHUIZEN H	Light Indust.			11	12TH STREET	ELSIES RIVER INDUSTRIA	2 300 000
17531	COM	SILVER MOON INVESTMENTS 350 CC	Light Indust.			14	12TH STREET	ELSIES RIVER INDUSTRIA	5 100 000
9905	COM	RANE CORPORATION PTY LTD	Serv Industrial			15	12TH STREET	ELSIES RIVER INDUSTRIA	1 300 000
9906	COM	MARWALD TRADING AND INVESTMENTS CC	Light Indust.			17	12TH STREET	ELSIES RIVER INDUSTRIA	1 900 000
9907	COM	SALAAM MARKETING	Light Indust.			19	12TH STREET	ELSIES RIVER INDUSTRIA	1 500 000
16008	COM	RANE CORP PTY LTD	Light Indust.			23	12TH STREET	ELSIES RIVER INDUSTRIA	8 387 000
16009	COM	RANE CORP PTY LTD	Light Indust.			27	12TH STREET	ELSIES RIVER INDUSTRIA	5 000 000
9988	COM	BARKHEN FAMILY TRUST	Warehouse			28	12TH STREET	ELSIES RIVER INDUSTRIA	1 500 000
9987	COM	BARKHEN FAMILY TRUST	Light Indust.			30	12TH STREET	ELSIES RIVER INDUSTRIA	3 000 000
9961	COM	RANE CORPORATION (PTY) LTD	Light Indust.			33	12TH STREET	ELSIES RIVER INDUSTRIA	-
9962	COM	RANE CORP PTY LTD	Light Indust.			35	12TH STREET	ELSIES RIVER INDUSTRIA	6 700 000
16006	COM	NB PRINT CC	Light Indust.			10B	12TH STREET	ELSIES RIVER INDUSTRIA	5 200 000
9980	COM	FORGE ROAD 107 INVESTMENTS PTY LTD	Light Indust.			1	14TH AVENUE	ELSIES RIVER INDUSTRIA	-
22776	COM	AFRO INDIA RECYCLERS (PTY) LTD	Light Indust.			2	14TH AVENUE	ELSIES RIVER INDUSTRIA	-
10001	COM	CARMIEL RETAILING CLOSE CORPORATION	Light Indust.			52	14TH AVENUE	ELSIES RIVER INDUSTRIA	1 050 000
9979	COM	FORGE ROAD 107 INVESTMENTS PTY LTD	Light Indust.			1A	14TH AVENUE	ELSIES RIVER INDUSTRIA	6 600 000
33263	COM	BARKHEN FAMILY TRUST	Light Indust.			1B	14TH AVENUE	ELSIES RIVER INDUSTRIA	2 700 000
22775	COM	AFRO INDIA RECYCLERS (PTY)LTD	Light Indust.			2A	14TH AVENUE	ELSIES RIVER INDUSTRIA	-
22774	COM	AFRO INDIA RECYCLERS (PTY) LTD	Light Indust.			2B	14TH AVENUE	ELSIES RIVER INDUSTRIA	4 500 000
22773	COM	L GANCI (PTY) LTD	Light Indust.			4	14TH STREET	ELSIES RIVER INDUSTRIA	-
9876	COM	S Y F PROPERTIES CC	Light Indust.			6	14TH STREET	ELSIES RIVER INDUSTRIA	1 300 000
9880	COM	SAI LONG C C	Light Indust.			10	14TH STREET	ELSIES RIVER INDUSTRIA	1 200 000
16613	COM	BISHOP CLEANING SERVICES CC	Light Indust.			12	14TH STREET	ELSIES RIVER INDUSTRIA	1 550 000
16614	COM	MID OCEAN INVESTMENTS CC	Light Indust.			14	14TH STREET	ELSIES RIVER INDUSTRIA	1 600 000
22772	COM	THE AZORES TRUST	Light Indust.			4A	14TH STREET	ELSIES RIVER INDUSTRIA	2 700 000
9877	COM	S.Y.F.PROPERTIES CC	Light Indust.			6A	14TH STREET	ELSIES RIVER INDUSTRIA	2 400 000
9879	COM	SAI-LONG CC	Serv Industrial			8A	14TH STREET	ELSIES RIVER INDUSTRIA	1 300 000
9875	COM	MARKEL PROP C C	Light Indust.			16	16TH STREET	ELSIES RIVER INDUSTRIA	2 000 000
34754	COM	POSITIVE WAYS INVESTMENTS PROPRIETARY LI	Vac Ind Land			30	16TH STREET	ELSIES RIVER INDUSTRIA	6 240 800
9790	COM	LOUCOSMAR PROP	Light Indust.			42	16TH STREET	ELSIES RIVER INDUSTRIA	6 900 000
16615	COM	MID OCEAN INVESTMENTS CC	Light Indust.			43	16TH STREET	ELSIES RIVER INDUSTRIA	2 800 000
9764	COM	RAPIDOUGH PROPERTIES 296 CC	Light Indust.			48	16TH STREET	ELSIES RIVER INDUSTRIA	2 400 000
9650	COM	E-JUNCTION PROPERTY DEVELOPERS PTY LTD	Light Indust.			60	16TH STREET	ELSIES RIVER INDUSTRIA	674 000
10013	COM	THE EICHEN TRUST	Serv Industrial			50	19TH STREET	ELSIES RIVER INDUSTRIA	1 400 000
32536	COM	6GR ENGINEERING (PTY) LTD	Serv Industrial			52	19TH STREET	ELSIES RIVER INDUSTRIA	760 000
32537	COM	MR DF DU PLESSIS	Heavy Indust.			54	19TH STREET	ELSIES RIVER INDUSTRIA	400 000
9993	COM	TRADEWIND MECHANICALS CC	Schools			55	19TH STREET	ELSIES RIVER INDUSTRIA	4 186 000
10011	COM	THE ISMAIL PROPTTEE TRUST	Workshop			58	19TH STREET	ELSIES RIVER INDUSTRIA	1 400 000
10010	COM	AHMED PROPERTIES 3 CC	Light Indust.			60	19TH STREET	ELSIES RIVER INDUSTRIA	6 014 000
32538	COM	MR WJ AMOS	Warehouse			52A	19TH STREET	ELSIES RIVER INDUSTRIA	1 080 000
15856	COM	E JUNCTION PROPERTY DEVELOPERS	Vac Ind Land			4	1ST AVENUE	ELSIES RIVER INDUSTRIA	-
10024	COM	SIRUSS INV PTY LTD	Warehouse			10	20TH STREET	ELSIES RIVER INDUSTRIA	6 500 000
10003	COM	MRS KC CHETTY	Light Indust.			19	20TH STREET	ELSIES RIVER INDUSTRIA	1 350 000
10005	COM	CHETTY GATE TRUST	Light Indust.			23	20TH STREET	ELSIES RIVER INDUSTRIA	1 360 000
10006	COM	MR A CHETTY	Light Indust.			25	20TH STREET	ELSIES RIVER INDUSTRIA	1 340 000
10007	COM	MR A CHETTY	Serv Industrial			27	20TH STREET	ELSIES RIVER INDUSTRIA	1 900 000
10016	COM	MR A CHETTY	Light Indust.			3	21ST STREET	ELSIES RIVER INDUSTRIA	1 530 000
10029	COM	MR TB MARTIN	Light Indust.			4	21ST STREET	ELSIES RIVER INDUSTRIA	860 000
10017	COM	SIRUSS INV PTY LTD	Warehouse			5	21ST STREET	ELSIES RIVER INDUSTRIA	-
10030	COM	MR. & MRS. RASS BJ & RASS JJ	Vac Ind Land			6	21ST STREET	ELSIES RIVER INDUSTRIA	1 486 000
10031	COM	VIACOR TRADE 81 PROPRIETARY LIMITED	Light Indust.			8	21ST STREET	ELSIES RIVER INDUSTRIA	3 300 000
22972	COM	VIACOR TRADE 81	Serv Industrial			12	21ST STREET	ELSIES RIVER INDUSTRIA	2 100 000
15978	COM	ANISSEM PROPERTIES (PTY) LTD	Light Indust.			10	23RD STREET	ELSIES RIVER INDUSTRIA	3 200 000
13454	COM	RRKK GOVENDER FAMILY TRUST	Light Indust.			15	23RD STREET	ELSIES RIVER INDUSTRIA	34 500 000
9728	COM	IMPDES HOLDINGS PROPRIETARY LIMITED	Light Indust.			56	23RD STREET	ELSIES RIVER INDUSTRIA	5 600 000
26580	COM	RADEEN PROPERTIES PTY LTD	Light Indust.			2	2ND AVENUE	ELSIES RIVER INDUSTRIA	10 700 000
36482	COM	DIETRICH VOIGT MIA (PTY) LTD	Factory			1	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 700 000
36482	COM	THE BADENHORST FAMILY TRUST	Factory			2	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 575 000
36482	COM	FOUNDING FATHERS FUND LIMITED	Factory			3	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 450 000
36482	COM	TNT FIRE	Factory			4	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 275 000
36482	COM	FOUNDING FATHERS FUND LIMITED	Factory			5	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 450 000
36482	COM	FIVE FAMILY TRUST	Factory			6	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 270 000
36482	COM	FOUNDING FATHERS FUND LIMITED	Factory			7	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 450 000
36482	COM	THE LOURENS FAMILY TRUST	Factory			8	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 275 000
36482	COM	FOUNDING FATHERS FUND LIMITED	Factory			9	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 450 000
36482	COM	THE GENANMIK TRUST	Factory			10	3 2ND AVENUE	ELSIES RIVER INDUSTRIA	1 270 000

Annexure B: List of Rateable Properties

ERF No	CID Bill Cls	CID Inv Name	Rates Use code Desc	CID Exmpt	Unit No	No	Street address	Suburb	Total Val
36482	COM	A MARTIN	Factory		11	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 700 000
36482	COM	FUSION PROPERTIES 510 CC	Factory		12	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 560 000
36482	COM	I-RIGGING SOLUTIONS CC	Factory		13	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 750 000
36482	COM	NICKY'S SPOTLIGHT PROMOTIONS CC	Factory		14	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 650 000
36482	COM	THE GEONA TRUST	Factory		15	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 750 000
36482	COM	JCK TRADING CC	Factory		16	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 530 000
36482	COM	THE GEONA TRUST	Factory		17	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 700 000
36482	COM	GT COATERS CC	Factory		18	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 550 000
36482	COM	WESTLANDS PROPERTY INVESTMENT CLOSE CORPORATION	Factory		19	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 340 000
36482	COM	TRIPAX DISPLAYS C C	Factory		20	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 165 000
36482	COM	AMAZING ASPECTS TRADING 129 CC	Factory		21	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 340 000
36482	COM	TRIPAX DISPLAYS CC	Factory		22	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 170 000
36482	COM	IMMANUEL INVESTMENT TRUST	Factory		23	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 340 000
36482	COM	FOUNDING FATHERS FUND LIMITED	Factory		24	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 165 000
36482	COM	IMMANUEL INVESTMENT TRUST	Factory		25	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 340 000
36482	COM	FOUNDING FATHERS FUND LIMITED	Factory		26	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 165 000
36482	COM	PRINT COMMUNICATIONS SERVICES	Factory		27	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 700 000
36482	COM	RAJAMMALL R PATHER	Factory		28	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 545 000
36482	COM	GEMCAPE HYGIENE AND CLEANING SERVICES PR	Factory		29	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	610 000
36482	COM	THE GENANMIK TRUST	Factory		30	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	610 000
36482	COM	N1 INDUSTRIAL PARK	Sectional title - dwellings-incomplete/			3	2ND AVENUE	ELSIES RIVER INDUSTRIA	-
9639	COM	ISEPHELO ASSET HOLDINGS CC	Light Indust.		16	2ND AVENUE	ELSIES RIVER INDUSTRIA	1 100 000	
9612	COM	PRIMECOTE	Workshop		23	2ND AVENUE	ELSIES RIVER INDUSTRIA	6 300 000	
9615	COM	DOMUS SOCIAL HOUSING NPC	Debt Property		33	2ND AVENUE	ELSIES RIVER INDUSTRIA	-	
14280	COM	THE LC2 TRUST	Serv Industrial		20	3RD AVENUE	ELSIES RIVER INDUSTRIA	4 500 000	
9646	COM	MR MN MOOS	Light Indust.		23	3RD AVENUE	ELSIES RIVER INDUSTRIA	1 600 000	
9685	COM	COLIN MAGGS PROPERTIES CC	Light Indust.		24	3RD AVENUE	ELSIES RIVER INDUSTRIA	1 000 000	
9644	COM	PAXCOR CC	Serv Industrial		27	3RD AVENUE	ELSIES RIVER INDUSTRIA	7 100 000	
9687	COM	CASTLE GRAPHICS SOUTH (PTY) LTD	Light Indust.		28	3RD AVENUE	ELSIES RIVER INDUSTRIA	2 950 000	
9643	COM	ELIM NIGHT SHELTER ORGANISATION GOODWOOD	Vac Ind Land		29	3RD AVENUE	ELSIES RIVER INDUSTRIA	990 000	
9688	COM	CASTLE GRAPHICS SOUTH (PTY) LTD	Light Indust.		30	3RD AVENUE	ELSIES RIVER INDUSTRIA	-	
9642	COM	VELVET MOON PROPERTIES 32	Light Indust.		31	3RD AVENUE	ELSIES RIVER INDUSTRIA	1 200 000	
9689	COM	MR N SALEE	Light Indust.		32	3RD AVENUE	ELSIES RIVER INDUSTRIA	2 300 000	
9641	COM	VELVET MOON PROP 32 PTY LTD	Vac Ind Land		33	3RD AVENUE	ELSIES RIVER INDUSTRIA	968 000	
28691	COM	SUNTHINGS SWIMWEAR CC	Serv Industrial		34	3RD AVENUE	ELSIES RIVER INDUSTRIA	1 600 000	
9703	COM	TRIPAX DISPLAYS CC	Light Indust.		40	3RD AVENUE	ELSIES RIVER INDUSTRIA	9 300 000	
9654	COM	E JUNCTION PROPERTY DEVELOPERS PROPRIETA	Vac Ind Land		2A	3RD AVENUE	ELSIES RIVER INDUSTRIA	5 814 500	
9773	COM	MELADE TRUST	Light Indust.		4	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 300 000	
33278	COM	CAPE TOWN GLASS CC	Light Indust.		5	6TH AVENUE	ELSIES RIVER INDUSTRIA	7 921 000	
9772	COM	INTERRUB PROP CC	Light Indust.		6	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 200 000	
9781	COM	SHEEN PANELS CC	Light Indust.		7	6TH AVENUE	ELSIES RIVER INDUSTRIA	2 300 000	
9771	COM	IVANPROPS NO. 58 CC	Light Indust.		8	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 200 000	
9770	COM	RAPIDOUGH PROPERTIES 296 CC	Light Indust.		10	6TH AVENUE	ELSIES RIVER INDUSTRIA	2 700 000	
14980	COM	SEIFLEX CC	Light Indust.		11	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 800 000	
9765	COM	RAPIDOUGH PROPERTIES 296 CC	Light Indust.		12	6TH AVENUE	ELSIES RIVER INDUSTRIA	-	
32517	COM	DEETY PROPERTIES	Warehouse		13	6TH AVENUE	ELSIES RIVER INDUSTRIA	8 300 000	
22380	COM	ASTRAPAK PROPERTY HOLDINGS (PROPRIETARY)LIMITED	Light Indust.		17	6TH AVENUE	ELSIES RIVER INDUSTRIA	22 300 000	
9774	COM	VELASKER PROPERTY INVESTMENTS PTY LTD	Retail		30	6TH AVENUE	ELSIES RIVER INDUSTRIA	514 000	
9744	COM	J HEYNES & SONS PROP INV PTY LTD	Light Indust.		42	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 030 000	
9733	COM	MAKESHIFT 1104 (PTY) LTD	Light Indust.		46	6TH AVENUE	ELSIES RIVER INDUSTRIA	8 500 000	
9729	COM	SG & B RUEGG FAMILY TRUST	Light Indust.		54	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 850 000	
9751	COM	MR DW SIMONS	Serv Industrial		32B	6TH AVENUE	ELSIES RIVER INDUSTRIA	2 200 000	
9750	COM	MNR. & MEV. BEUKES PJ & BEUKES RC	Workshop		32C	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 900 000	
9749	COM	MR DW SIMONS	Light Indust.		32D	6TH AVENUE	ELSIES RIVER INDUSTRIA	1 100 000	
9800	COM	GOODWOOD MUNISIAPLITEIT	Vac Ind Land		3	7TH AVENUE	ELSIES RIVER INDUSTRIA	1	
22186	COM	MNR AJ RAS & CJ RAS	Light Indust.		3	7TH AVENUE	ELSIES RIVER INDUSTRIA	1 200 000	
14987	COM	KLATRADE 137&108 PTY LTD	Light Indust.		9	7TH AVENUE	ELSIES RIVER INDUSTRIA	1 700 000	
16350	COM	MRS ME MENEZES & ADS MENEZES	Light Indust.		13	7TH AVENUE	ELSIES RIVER INDUSTRIA	3 600 000	
16351	COM	LOUCOSMAR PROPERTIES PTY LTD	Serv Industrial		15	7TH AVENUE	ELSIES RIVER INDUSTRIA	2 000 000	
39811	COM	LOUCOSMAR PROPERTIES(PTY)LTD	Heavy Indust.		19	7TH AVENUE	ELSIES RIVER INDUSTRIA	-	
16007	COM	THE CANDY GIRL STORE PTY LTD	Light Indust.		10	8TH AVENUE	ELSIES RIVER INDUSTRIA	4 200 000	
9874	COM	MARKEL PROPERTIES CC	Light Indust.		14	8TH AVENUE	ELSIES RIVER INDUSTRIA	-	
15261	COM	N B PRINT C C	Factory		1	20	8TH AVENUE	ELSIES RIVER INDUSTRIA	17 700 000
15261	COM	BARLEDA 621 PROPRIETARY LIMITED	Factory		2	20	8TH AVENUE	ELSIES RIVER INDUSTRIA	18 100 000
15261	COM	SWEET-ORR & LYBRO PROP	Sectional title - dwellings-incomplete/			20	8TH AVENUE	ELSIES RIVER INDUSTRIA	-
32936	COM	OASIS ASSOCIATION FOR THE	Light Indust.		21	8TH AVENUE	ELSIES RIVER INDUSTRIA	5 700 000	
16470	COM	EICHEN TRUST	Workshop		1	33	8TH AVENUE	ELSIES RIVER INDUSTRIA	1 260 000
16470	COM	EICHEN TRUST	Workshop		2	33	8TH AVENUE	ELSIES RIVER INDUSTRIA	1 270 000
16470	COM	BODY CORPORATE OF ERF1647	Sectional title - dwellings-incomplete/			33	8TH AVENUE	ELSIES RIVER INDUSTRIA	-
10002	COM	MISS S KASKER	Serv Industrial		37	8TH AVENUE	ELSIES RIVER INDUSTRIA	1 590 000	
13336	COM	COLLIERS PROPERTY INVESTMENT (ONE)	Warehouse		1	COLEMAN STREET	ELSIES RIVER INDUSTRIA	4 200 000	
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		8	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		9	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		10	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		11	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	RAVENS COE PROP 178 C C	Workshop		12	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	R A F FORKLIFT SERVICES C C	Workshop		13	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		14	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		15	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC.	Workshop		16	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		17	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		18	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		19	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		20	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop		21	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Warehouse		22	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000

Annexure B: List of Rateable Properties

ERF No	CID Bill Cls	CID Inv Name	Rates Use code Desc	CID Exmpt	Unit No	No	Street address	Suburb	Total Val
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop			23	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop			24	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	UNIT B4 CREST INDUSTRIA C C	Workshop			25	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	SILVER MOON INVESTMENTS 86 CC	Workshop			26	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Workshop			27	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	SILVER MOON INV 86 C C	Warehouse			28	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Warehouse			29	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Warehouse			31	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	PRENDIVILLE INVESTMENTS CC	Warehouse			32	2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 820 000
39337	COM	COLEMAN INDUSTRIAL PARK BODY CORP	Sectional title - dwellings- incomplete/				2 COLEMAN STREET	ELSIES RIVER INDUSTRIA	-
13100	COM	METBOARD PROPERTIES LTD	Industrial Park			5	COLEMAN STREET	ELSIES RIVER INDUSTRIA	122 100 000
13457	COM	VELVET MOON PROPERTIES 32 (PTY) LTD	Light Indust.			14	COLEMAN STREET	ELSIES RIVER INDUSTRIA	5 600 000
13458	COM	VIITGAL TRUST	Serv Industrial			16	COLEMAN STREET	ELSIES RIVER INDUSTRIA	21 800 000
13459	COM	BLUE FALCON 243 TRADING (PTY) LTD	Light Indust.			24	COLEMAN STREET	ELSIES RIVER INDUSTRIA	45 100 000
14392	COM	GOMMAGOMMA FURNITURE (PTY) LTD	Light Indust.			26	COLEMAN STREET	ELSIES RIVER INDUSTRIA	18 500 000
19343	COM	PETS ELITE CC	Serv Industrial			27	COLEMAN STREET	ELSIES RIVER INDUSTRIA	6 700 000
19341	COM	GOMMAGOMMA FURNITURE PTY LTD	Light Indust.			32	COLEMAN STREET	ELSIES RIVER INDUSTRIA	17 300 000
36552	COM	SILVER KNIGHT PROPERTIES 49 (PTY) LTD	Factory		1	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 260 000
36552	COM	SILVER KNIGHT PROPERTIES 49 (PTY) LTD	Factory		2	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 260 000
36552	COM	SILVER KNIGHT PROPERTIES 49 (PTY) LTD	Factory		3	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 260 000
36552	COM	VELVET MOON PROPERTIES 32 (PTY) LTD	Factory		6	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 240 000
36552	COM	VELVET MOON PROPERTIES 32 (PTY) LTD	Factory		7	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1 330 000
36552	COM	SILVER KNIGHT PARK	Sectional title - dwellings- incomplete/			14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	-
16912	COM	LEZMIN 2337 CC	Retail			1	CONSANI ROAD	ELSIES RIVER INDUSTRIA	4 800 000
9683	COM	THE DE ANDRADE FAMILY TRUST	Retail			2	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2 261 000
9682	COM	THE AMRATZ FAMILY TRUST	Retail			4	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2 000 000
9681	COM	PREMIER DEVELOPERS (PTY) LTD	Retail			6	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 250 000
9755	COM	TJ MARAIS TRUST	Light Indust.			9	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 500 000
16055	COM	TRUSTEES E & K TRUST	Light Indust.			13	CONSANI ROAD	ELSIES RIVER INDUSTRIA	6 750 000
9760	COM	THE E & K TRUST	Vac Ind Land			15	CONSANI ROAD	ELSIES RIVER INDUSTRIA	-
27470	COM	KITUNDA PROPERTIES PTY LTD	Light Indust.			16	CONSANI ROAD	ELSIES RIVER INDUSTRIA	22 300 000
9761	COM	RAPIDOUGH PROPERTIES 296 CC	Vac Ind Land			17	CONSANI ROAD	ELSIES RIVER INDUSTRIA	992 000
9762	COM	RAPIDOUGH PROPERTIES 296 CC	Vac Ind Land			19	CONSANI ROAD	ELSIES RIVER INDUSTRIA	992 000
9763	COM	RAPIDOUGH PROPERTIES 296 CC	Vac Ind Land			21	CONSANI ROAD	ELSIES RIVER INDUSTRIA	968 000
9735	COM	SIMONS FAMILIE TRUST	Warehouse			23	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 300 000
27787	COM	FUSION PROPERTIES 429 CC	Light Indust.			24	CONSANI ROAD	ELSIES RIVER INDUSTRIA	3 800 000
9739	COM	PREMENCO PRECISION ENGINEERING CC	Serv Industrial			31	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2 800 000
28692	COM	IMPACT PLUS TRADING 172 CC	Light Indust.			32	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 300 000
9740	COM	BECCOR PROPERTY CC	Light Indust.			33	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 100 000
39235	COM	SKELETON CLOTHING C C	Workshop		1	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2 020 000
39235	COM	SKELETON CLOTHING C C	Workshop		2	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	750 000
39235	COM	SKELETON CLOTHING CC	Workshop		3	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 700 000
39235	COM	TAKE SHAPE PROP 48 C C	Workshop		4	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 700 000
39235	COM	ROWAN RJ ARENDESE	Workshop		5	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 820 000
39235	COM	TURF CLUB CATERERS C C	Workshop		6	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 450 000
39235	COM	CONSANI BUSINESS PARK	Sectional title - dwellings- incomplete/			34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	-
9741	COM	BECCOR PROPERTY CC	Serv Industrial			35	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 500 000
9742	COM	J HEYNES & SONS PROP INV PTY LTD	Light Indust.			39	CONSANI ROAD	ELSIES RIVER INDUSTRIA	950 000
9743	COM	J HEYNES & SONS PROP INV PTY LTD	Serv Industrial			39	CONSANI ROAD	ELSIES RIVER INDUSTRIA	993 000
9719	COM	CORPCLO 1422 CC	Serv Industrial			41	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2 400 000
9720	COM	M & T PROPERTIES CC	Serv Industrial			43	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 550 000
9714	COM	THE CRESCENT FAMILY TRUST	Serv Industrial			46	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2 334 000
9722	COM	MAKESHIFT 1104 (PTY) LTD	Light Indust.			47	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 634 000
9724	COM	RETROSPECTIVE TRADING 519 CC	Light Indust.			49	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1 140 000
9723	COM	TANIN TRADING 147 PTY LTD	Serv Industrial			47A	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2 900 000
9684	COM	ROBOT BOTTLE STORE PTY LTD	Retail			20	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 656 000
9775	COM	CAPE FLATS HOLDINGS PTY LTD	Retail			28	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	2 900 000
9777	COM	KATAI INV PTY LTD	Retail			36	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 400 000
9804	COM	CAPE FLATS HOLDINGS PTY LTD	Retail			38	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 400 000
9803	COM	THE SHABIER ALI AZIZ FAMILY TRUST	Serv Industrial			42	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	2 332 000
9802	COM	MR AF BIGGS	Retail			44	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	4 442 000
9801	COM	MR RN JANOWSKY	Retail			48	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	770 000
19823	COM	SHAMDOLL INVESTMENTS PTY LTD	Offices&Retail			50	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	9 700 000
9933	COM	AMINA AYOOB FAMILY TRUST & ANOTHER	Retail			58	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 850 000
9932	COM	PAY PROPS INVEST PTY LTD	Retail			60	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 500 000
9931	COM	MS. MAARYA AHMED PARUK	Retail			62	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 700 000
9930	COM	CORPCLO 483 CC	Retail			64	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 700 000
9928	COM	TAYBLAAU PROPERTIES PTY LTD	Retail			72	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 800 000
27779	COM	MOAGS PROP INVESTMENTS	Retail			80	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	-
33002	COM	SOONIV PROPERTIES	Retail			86	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	4 400 000
9949	COM	GASANT NOLAN	Retail			90	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 850 000
19330	COM	MR. MF MANUEL	Retail			94	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	2 712 058
19330	COM	MR. MF MANUEL	Block of Flats			94	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	81 922
19330	COM	MR. MF MANUEL				94	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	38 294
19330	COM	MR. MF MANUEL	Warehouse			94	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	562 922
16219	COM	CORPCLO 483 CC	Retail			16D	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	4 300 000
9662	COM	OASIS ASS RETARDED CHILDR	Vac Bus Land			8G	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA	1 234 800
33990	COM	T FERGUSON FAMILY INVESTMENT HOLDINGS	Warehouse			1	EPPING AVENUE	ELSIES RIVER INDUSTRIA	4 100 000
33989	COM	IMPERIAL HINO	Offices&Retail			2	EPPING AVENUE	ELSIES RIVER INDUSTRIA	14 600 000
9946	COM	MANUEL BUS SERVICE CC	Light Indust.			32	EPPING AVENUE	ELSIES RIVER INDUSTRIA	645 000
9945	COM	PARKER FAMILY TRUST	Warehouse			34	EPPING AVENUE	ELSIES RIVER INDUSTRIA	1 600 000
9984	COM	HANJOCK INV PTY LTD	Light Indust.			44	EPPING AVENUE	ELSIES RIVER INDUSTRIA	2 200 000
9982	COM	A AND A STEYN PROPERTIES (PTY) LTD	Light Indust.			48	EPPING AVENUE	ELSIES RIVER INDUSTRIA	1 300 000
9981	COM	LJA CONSTRUCTIONS CC	Light Indust.			50	EPPING AVENUE	ELSIES RIVER INDUSTRIA	1 300 000
22371	COM	CARMIEL RETAILING CLOSE CORPORATION	Light Indust.			54	EPPING AVENUE	ELSIES RIVER INDUSTRIA	900 000

Annexure B: List of Rateable Properties

<u>ERF No</u>	<u>CID Bill Cls</u>	<u>CID Inv Name</u>	<u>Rates Use code Desc</u>	<u>CID Exmpt</u>	<u>Unit No</u>	<u>No</u>	<u>Street address</u>	<u>Suburb</u>	<u>Total Val</u>
9998	COM	ROELOFFZE FAMILY TRUST	Light Indust.			58	EPPING AVENUE	ELSIES RIVER INDUSTRIA	1 250 000
22170	COM	ROELOFFZE FAMILY TRUST	Warehouse			62	EPPING AVENUE	ELSIES RIVER INDUSTRIA	2 300 000
9996	COM	ROELOFFZE FAMILY TRUST	Light Indust.			64	EPPING AVENUE	ELSIES RIVER INDUSTRIA	1 300 000
9994	COM	MRS S JESSA	Light Indust.			68	EPPING AVENUE	ELSIES RIVER INDUSTRIA	4 300 000
17569	COM	KC SERVICE CENTRE PTY LTD	Serv St&Other			70	EPPING AVENUE	ELSIES RIVER INDUSTRIA	4 100 000
30641	COM	NOLANS ENGINE REBUILDERS	Light Indust.			76	EPPING AVENUE	ELSIES RIVER INDUSTRIA	2 400 000
17679	COM	PETER BRESLER & SON CC	Light Indust.			80	EPPING AVENUE	ELSIES RIVER INDUSTRIA	5 000 000
10036	COM	PETER BRESLER & SON CC	Serv Industrial			84	EPPING AVENUE	ELSIES RIVER INDUSTRIA	1 000 000
10034	COM	RAPIDOUGH PROPERTIES 574 CLOSE CORP	Light Indust.			88	EPPING AVENUE	ELSIES RIVER INDUSTRIA	2 700 000
21212	COM	COLLIERS PROPERTY INVESTMENT (ONE)	Industrial Park			90	EPPING AVENUE	ELSIES RIVER INDUSTRIA	122 300 000
19339	COM	SEARDEL GROUP TRADING(PROPRIETARY) LTD	Light Indust.			122	EPPING AVENUE	ELSIES RIVER INDUSTRIA	49 500 000
19342	COM	METBOARD PROPERTIES LTD	Light Indust.			110A	EPPING AVENUE	ELSIES RIVER INDUSTRIA	21 100 000
33997	COM	GPI PROPERTIES (PTY) LTD	Light Indust.			3	EPPING CIRCLE	ELSIES RIVER INDUSTRIA	4 400 000
33994	COM	GPI PROPERTIES (PTY) LTD	Light Indust.			4	EPPING CIRCLE	ELSIES RIVER INDUSTRIA	5 300 000
33995	COM	JAROBAR INVESTMENT C C	Warehouse			5	EPPING CIRCLE	ELSIES RIVER INDUSTRIA	6 300 000
33994	COM	EXCELLENT LOCATIONS PROPRIETARY LIMITED	Workshop			6	EPPING CIRCLE	ELSIES RIVER INDUSTRIA	3 000 000
33993	COM	SHAFIE SONDAY FAM TRUST	Light Indust.			7	EPPING CIRCLE	ELSIES RIVER INDUSTRIA	8 800 000
33992	COM	SHAFIE SONDAY FAM TRUST	Vac Ind Land			8	EPPING CIRCLE	ELSIES RIVER INDUSTRIA	-

PART B



**ELSIES RIVER CITY IMPROVEMENT DISTRICT (ERCID)
5 YEAR IMPLEMENTATION PLAN
1st July 2020 to 30th June 2025**

PROGRAM 1 - ERCID MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Fully operational ERCID Management Office	Functional and accessible	Ongoing	➔	➔	➔	➔	➔	ERCID Manager / ERCID Board	
2. Appointment of relevant service providers	Appointment of appropriately qualified service providers.	3 Years	1Y				1Y	ERCID Manager / ERCID Board	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.
3. Board meetings	Bi-monthly Board meetings.	6	6	6	6	6	6	ERCID Manager / ERCID Board	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
4. Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Department timeously.	12	12	12	12	12	12	ERCID Manager	Refer to Financial Agreement. Submit reports to the CID Department by the 15 th of the following month.
5. Audited Annual Financial Statements	Audited Annual Financial Statements with an Unqualified finding.	1	1Y	1Y	1Y	1Y	1Y	ERCID Manager	Submitted to the City by 31 August of each year.
6. Communicate ERCID arrears list	Board Members in arrears cannot participate in meetings.	12	12	12	12	12	12	ERCID Manager	Observe and report concern over outstanding amounts to Board and CID Department.

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PROGRAM 1 - ERCID MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
7. Annual General Meeting	Annual feedback to members at AGM and complying with legal requirements	1	1Y	1Y	1Y	1Y	1Y	ERCID Manager / ERCID Board	Host successful AGM before 31 December.
8. Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	1	1Y	1Y	1Y	1Y	1Y	ERCID Manager / ERCID Board	Submit proof of submission to CID Department.
9. Successful day-to-day management and operations of the ERCID	Monthly feedback to ERCID Board.	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	
10. Maintain Website	Website with all the relevant documents as required by the By-Law and Policy	Ongoing	➔	➔	➔	➔	➔	ERCID Board ERCID Manager	Refer to Program 6-3.
11. CIPC Compliance • Directors change • Annual Returns • Auditors change	CIPC Notifications of changes.	1Y	1Y	1Y	1Y	1Y	1Y	ERCID Board	Directors & Auditors change within 10 business days of change. Annual returns within 30 Business days after the anniversary date of the NPC registration.
12. Monthly Reports to the Directors	Report back on all CID related business to be measured and signed off	12	12	12	12	12	12	ERCID Manager	Provide monthly reports to the Directors.
13. Manage and monitor the C3 notification Process	Complete daily reports of C3 notifications and monitor outstanding issues	12	12	12	12	12	12	ERCID Manager	
14. Input to the Integrated Development Plan	Annual submissions to Subcouncil Manager	1Y	1Y	1Y	1Y	1Y	1Y	ERCID Manager	October to February of every year.
15. Input to the City Capital/Operating Budgets	Annual submissions to Subcouncil Manager.	1Y	1Y	1Y	1Y	1Y	1Y	ERCID Manager	By September of each year.
16. Communicate with property owners	Monthly newsletter	Monthly	12	12	12	12	12	ERCID Manager	Keep property owners informed.

PART B

PROGRAM 1 - ERCID MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
17. Mediate issues with or between property owners	Provide an informed opinion on unresolved issues and assist where possible	Ongoing	➔	➔	➔	➔	➔	ERCID Manager & City of Cape Town Departmental Managers and Law Enforcement	
18. Visit ERCID members	Communicate and visit ERCID members.	Bi-annually	2	2	2	2	2	ERCID Manager	Refer also to Program 6-4
19. Promote and develop ERCID NPC membership	Have a NPC membership that represents the ERCID community Update NPC membership. Ensure that membership application requests are prominent on webpage	Ongoing	➔	➔	➔	➔	➔	ERCID Manager / ERCID Board	
20. Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the ERCID	Successful and professional relationships with subcouncil management, Area Based Manager and City Departments resulting in enhanced communication, cooperation and service delivery	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	
21. SRA renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5					1Y	ERCID Manager / ERCID Board	
22. Establish and maintain Website	Informative website with all required documents displayed as required by legislation.	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	
23. Annual Tax Compliance Status	Within one month after expiry date.	Annually	1Y	1Y	1Y	1Y	1Y	ERCID Manager	Submit PIN to CCT Supply Chain Management Department.

PART B

PROGRAM 1 - ERCID MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
24. Budget Review	Board approved budget review to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	ERCID Manager	Submit Board minutes and approved adjustment budget to the CCT by end of February.
25. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	ERCID Manager / ERCID Board	Submit Board minutes and approved Mid-year performance review to the CCT by end of February. Ensure under/non performance areas are addressed before the end of the financial year.
26. All Directors to receive relevant CID Documents	At the 1 st Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	1Y	1Y	1Y	1Y	1Y	ERCID Manager / ERCID Board	
27. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1Y	1Y	1Y	1Y	1Y	ERCID Manager / ERCID Board	
28. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	ERCID Manager / ERCID Board	

PROGRAM 2 - ERCID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime statistics	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	This is done comprehensively at the beginning of term and then modified continuously

PART B

PROGRAM 2 - ERCID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	
3. Determine strategies by means of an integrated approach to improve public safety	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	
4. In liaison with other Public Safety role players and the South African Police Service, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	
5. Approve a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	Documented Public Safety Management Strategy with clear deliverables and defined performance indicators to guide public safety services by the appointed service provider and evaluate levels of service provided.	Revise as often as required but at least annually	1Y	1Y	1Y	1Y	1Y	ERCID Manager/ Public Safety Service Provider and approved by the Board	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 CID to request Public Safety assistance or report information	Appropriately manned and equipped office with skilled staff	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	As per Program 1-1
7. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective safety and Public Safety patrols in the ERCID	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	

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PROGRAM 2 - ERCID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
8. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches	Incorporate feedback and information in Public Safety and safety initiatives of the ERCID	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	
9. Assist the police through participation by ERCID in the local Police sector crime forum	Incorporate feedback and information in Public Safety and safety initiatives of the ERCID Report on any Public Safety information of the ERCID to the CPF	Monthly	12	12	12	12	12	ERCID Manager/ Public Safety Service Provider	
10. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the ERCID Board with recommendations where applicable	Quarterly	4	4	4	4	4	ERCID Manager/ Public Safety Service Provider/ SAPS Crime Intelligence Officer	Refer to Program 1-9
11. On-site inspection of Public Safety Patrol officers	Report findings to the ERCID Board with recommendations where applicable	Daily	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	
12. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the ERCID Board with recommendations where applicable Provide feedback to forum meeting	Weekly	52	52	52	52	52	Public Safety Service Provider	Incorporate into monthly management report to ERCID Board
13. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	
14. Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	3 Years	1Y			1Y		ERCID Manager / ERCID Board	
15. Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Public Safety Service Provider	

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PROGRAM 2 - ERCID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		

PROGRAM 3 - ERCID CLEANSING & ENVIRONMENTAL INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery.	Annually	1Y	1Y	1Y	1Y	1Y	ERCID Manager/ Cleansing Service Provider	Revise as often as required but at least annually. Refer to 1.2
2. Cleansing Strategy to guide cleansing and delivery	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Quarterly	4	4	4	4	4	ERCID Manager/ Cleansing Service Provider	
3. Appointed Cleaning service provider.	Appointment of appropriately qualified service provider.	3 Years	1Y			1Y		ERCID Manager / ERCID Board	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.
4. Additional litter bins and emptying of litter bins.	Quarterly status reports to CCT regarding progress of identified shortcomings	Quarterly	4	4	4	4	4	ERCID Manager/ Solid Waste Department	

PART B

PROGRAM 3 - ERCID CLEANSING & ENVIRONMENTAL INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
5. Cleaning of streets and sidewalks in the ERCID	Cleansing each of the streets within the CID boundary at least once within every two month period	Bi monthly	6	6	6	6	6	ERCID Manager/ Cleansing Service Provider	
6. Health and safety issues reported to CCT with C3 notifications	Monthly evaluations and inspections of reported C3. Report to the Board. Provide an improved healthy urban environment in the ERCID	Ongoing	→	→	→	→	→	ERCID Manager/ERCID Board	
7. Monitor and combat Illegal dumping	Removal of illegal dumping when required and applying applicable penalties through law enforcement against transgressors. Report to the Board	Ongoing	→	→	→	→	→	ERCID Manager/ Cleansing Service Provider/ Law Enforcement Officers/ERCID Board	
8. Identify environmental design contributing to grime such as wind tunnels	Quarterly evaluation of the causes of waste Quarterly evaluation of measures implemented and identification of remedial actions. Report to the Board.	Quarterly	4	4	4	4	4	ERCID Manager/ Cleansing Service Provider/ERCID Board	
9. Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections Report findings to Board.	Ongoing	→	→	→	→	→	ERCID Manager/ Cleansing Service Provider, Solid waste Department	

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PROGRAM 3 - ERCID CLEANSING & ENVIRONMENTAL INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
10. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	Monthly evaluations and inspections Report findings to the Board.	Ongoing	➔	➔	➔	➔	➔	CID Manager / Solid Waste Department	
11. Local NGO to assist in cleaning programs where applicable	As required coordinate cleaning programs and report to the Board	Ongoing	➔	➔	➔	➔	➔	CID Manager	Refer to program 4-6 and 5-2
12. Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ Cleansing Service Provider	
13. Greening campaigns - Arbor Day	Report to the ERCID Board with recommendations where applicable	1	1Y	1Y	1Y	1Y	1Y	ERCID Manager	

PROGRAM 4 - ERCID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. 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	Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report monthly to the Board	Ongoing Monthly reporting to the Board.	➔	➔	➔	➔	➔	ERCID Manager	Use the established service levels to design the provision of supplementary services without duplication of effort.

PART B

PROGRAM 4 - ERCID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
2. Identify and report infrastructure supplementing of existing Council Services: f. Street lighting g. Dumping h. Refuse Removal i. Waterworks j. Sewerage k. Roads and Storm water l. Traffic signals and line painting m. Pedestrian safety n. Road repairs	Monitor and evaluate. Report findings to the ERCID Board with recommendations where applicable	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register	➔	➔	➔	➔	➔	ERCID Manager	
3. Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the ERCID Board with recommendations where applicable	4	4M	4M	4M	4M	4M	ERCID Manager	
4. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	Development of a long-term sustainable work program	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	This is done comprehensively at the term renewal and then modified and managed continuously Also refer to Program 5-2 and 3-10
5. Illegal Poster Removal Notify and monitor the removal of illegal posters by the City of Cape Town	City of Cape Town infrastructure free from illegal posters	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	

PART B

PROGRAM 5 - ERCID SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	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.	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ NGOs	This is done comprehensively at the implementation of the CID and then modified continuously
2. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	➔	➔	➔	➔	➔	ERCID Manager/ NGOs	This will be a long-term plan of action that will take time to develop – Refer to Program 4-6 and 3-10
3. Coordinate Social Development programs and initiatives with City Social Development Department	Meet quarterly	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	
4. Public awareness program on social issues		Ongoing	➔	➔	➔	➔	➔	ERCID Manager	

PROGRAM 6 - ERCID MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Newsletters / Newsflashes	Informative newsletters distributed.	Quarterly	4	4	4	4	4	ERCID Manager	Also refer to Program 1-16
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects c. Social Issues	Regular media exposure	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	

PART B

PROGRAM 6 - ERCID MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
3. Establish and maintain Website	Up to date and informative website in compliance with CID legislation.	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	Refer to Program 1-10
4. Regular Member visits and meetings	Monthly feedback to ERCID Board at Directors Meeting	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	Refer to Program 1-18
5. Establish the ERCID Business Directory and link to website	Up to date directory	Every 6 months	2	2	2	2	2	ERCID Manager	
6. ERCID Signage	Signage to be visible and maintained	Ongoing	➔	➔	➔	➔	➔	ERCID Manager	