

ELSIES RIVER CITY IMPROVEMENT DISTRICT BUSINESS PLAN

1 JULY 2025 – 30 JUNE 2030

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 Elsie River City Improvement District (ERCID) was formally established in 2015 providing additional public safety and urban cleaning services in close cooperation with the City of Cape Town as well as the South African Police Service (SAPS) to regain the cleanliness of the area and the safety of property and business owners and the community.

The Elsie 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 second 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 non-residential rateable property located within the ERCID.

Company:	Elsie River City Improvement District NPC (ERCID) Non-Profit Company
Company Registration No:	2015/169342/08
Registered Office:	2, 12th Street, Elsie River Industrial, Cape Town, 7480
VAT No:	4610269823

ERCID Directors:	Portfolio:
Adrian Bowring (Chairperson)	- Marketing & Urban Maintenance
Cobus Maritz	- Public Safety

David Srubis	- Social Upliftment
Gary Castle	- Cleansing
Auditors	- C2M Chartered Accountants
Accountant	- Nicolene Cooke's Accounting Services
Company Secretarial Duties	- C2M Chartered Accountants
Contact Details	- Website - www.ercid.co.za

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).

ELSIES RIVER

City Improvement District



0 15 30 40 90 120
Meters

1:1 500
Transverse Mercator Projection,
Central Meridian 19° East,
WGS84 Ellipsoid using the
Hartebeesthoek94 Datum

Please Note:
- Every effort has been made to ensure the accuracy of information in this map at the time of publication.

- The spatial data portrayed in this map is as current, accurate and complete as provided by the various line departments responsible for the maintenance of these datasets.

- The City of Cape Town accepts no responsibility, and will not be liable for, any errors or omissions contained herein.

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Date: 9th September 2024



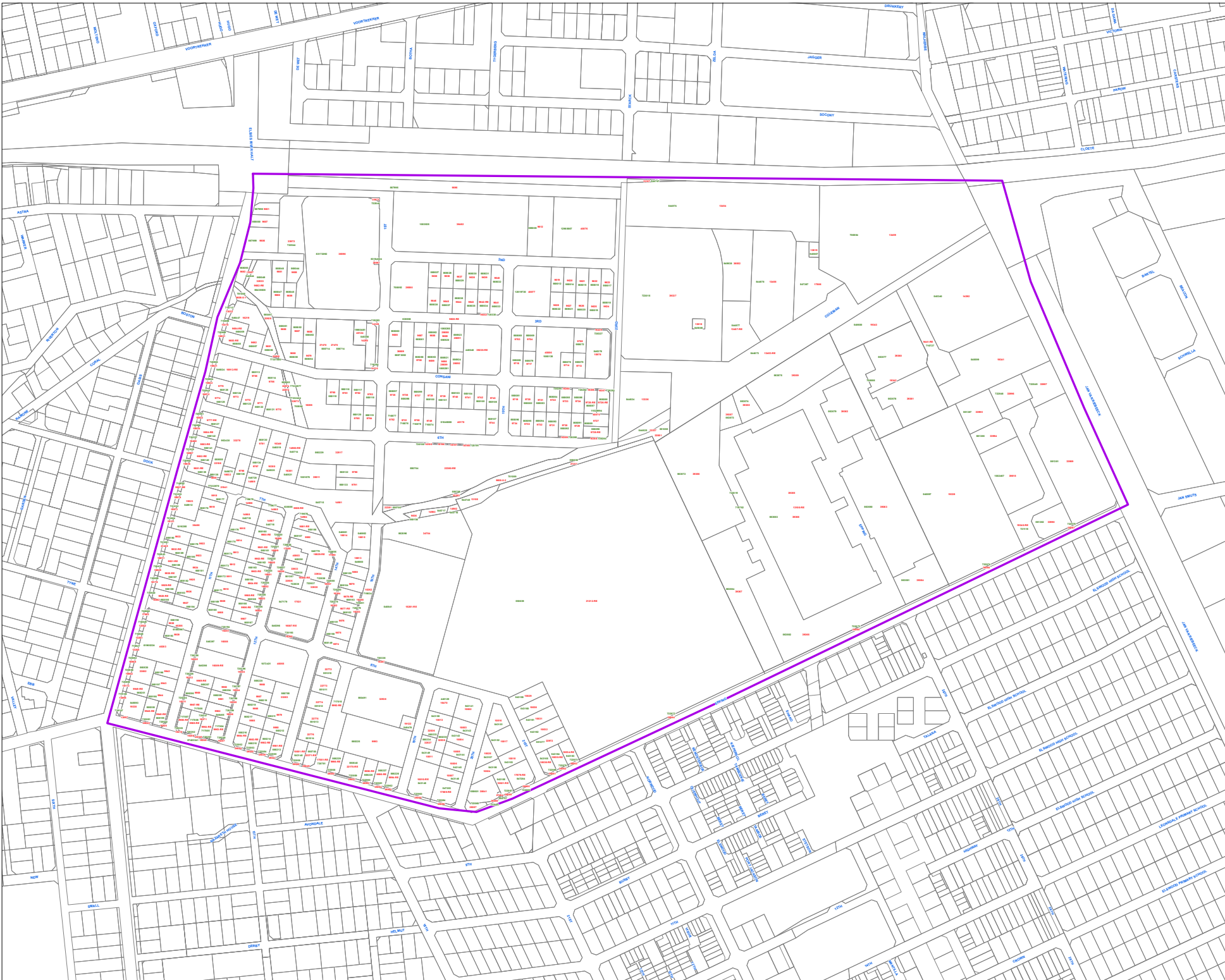
CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

6

Making progress possible. Together.

ELSIES RIVER

City Improvement District



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Date: 12th September 2024

ERCID Mission

It is the mission of the ERCID to continue to implement a turn-around strategy to halt 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.
- Attract new investment to the area.
- Support and promote social responsibility in the area
- The sustained and effective management of the ERCID area.

The core values of the ERCID are focussed on the delivery of supplementary and enhanced municipal services to the community of property and business owners and those that work and visit the area. The Board and the appointed management entity and service providers aim to deliver these services in a cost-effective and sustainable manner. This requires consistent evaluation of the performance of the service providers and the execution of the day-to-day business of the ERCID in a transparent and accountable manner. Typically, this is achieved through:

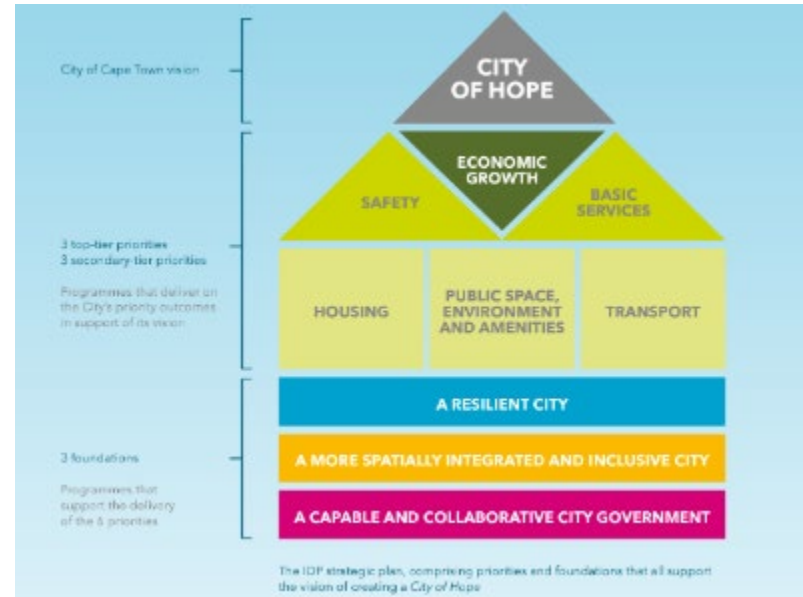
- rigorous reporting to the Board of Directors and the City of Cape Town,
- facilitation of local community participation in board meetings and members' meetings of the CID company,
- proper accounting and financial reporting that meet auditing standards,
- the submission of annual reports to the local community, and
- publication of all relevant documentation online.

Consistency with Integrated Development Plan (IDP)

Introduction

The IDP of the City rests on 3 foundations, 3 second-tier priorities and 3 top-tier priorities. Together this supports the vision for the City of Cape Town's City of Hope. The IDP is based on the City's 16 objectives linked to its priorities and foundations. The ERCID's supplementary and enhanced services are consistent with the City's IDP objectives with specific reference to the following programmes:

- **Safety.** The Public Safety plan supports effective Law Enforcement to make communities safer and this is supported using technology such as CCTV. The Public Safety plan also strengthens safety partnerships, thereby aiming for a holistic crime prevention programme as noted in Objective 5 and 6 of the IDP.
- **Economic Growth.** The ERCID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management, and social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities. A well-maintained and managed area stimulates investment and ERCID therefore directly supports further economic growth.
- **Cleaning and the environment.** The ERCID urban cleaning, maintenance, and recycling plan supports the objectives of a healthy and sustainable environment. This is specifically aimed at the public space and amenities of the city, creating safe, quality public spaces whilst supporting environmental sustainability as noted in Objective 4, 9 and 11 of the IDP. The waste minimisation and cleaning activities provided as a supplementary service further enhances the basic services provided by the City of Cape Town.
- **Urban Maintenance.** The ERCID's urban maintenance work also supports Objective 13 in the IDP through the maintenance of road and associated infrastructure thereby creating a better environment for pedestrians, cyclists, and vehicles alike.



- **Social Development.** 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 as noted in Objective 15 of the IDP.

Each of these priorities and objectives are considered within each of the main service areas of the ERCID business plan and highlighted in each section.

Proposed continuation of existing services

In order to address the needs of the area the ERCID will 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 continue 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 the recycling initiative will be continued to improve the sustainability of the businesses and potentially create employment opportunities and social upliftment in the area as funding becomes available; and
- f) Marketing and promotional efforts will continue to promote the ERCID as a well-managed and functioning business node.

Improving Public Safety

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 4 public safety patrol officers on foot be deployed in the ERCID, Monday to Friday between 06:30 and 17:30. In addition, the area will be patrolled by two public safety patrol vehicles on 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:

- 4 x public safety patrol officers on foot patrolling the area, Monday – Friday during the daytime (06:30 – 17:30). Operational requirements often change and to allow for more mobility and response the foot patroller deployment may from time to time be substituted with the deployment of patrol officers on motorcycles. One motorcycle officer, when deployed, will substitute two of the foot patrol officers. All officers will wear reflective vests displaying their role as Public Safety Officers whilst conforming to the regulations of the PSIRA Act which may change from time to time
- 2 x public safety patrol vehicles co-branded with both the logos of the ERCID and the service provider patrolling the area on a 24/7 basis
- 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 further enhances 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 is focused on utilising the services of one Law Enforcement officer 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 budget and business plan also incorporates the management and development of a CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras was expended on. The cameras assist in acting as a deterrent and further 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. The ERCID currently have 11 Pan-Tilt-Zoom (PTZ), and 18 static Artificial Intelligence cameras strategically located throughout the area. In the next five years, ERCID aims to further expand the network. The aim is to add two additional cameras along the Halt Road corridor and add two Licence Plate Recognition (LPR) cameras at strategic intersections on the boundary of the ERCID.

Operational security forum

To facilitate an integrated approach, the ERCID will continue to participate in a safety and security forum in association with the appointed security service provider. This 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 continue to encourage 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 this 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 is ideally attended by the following stakeholder groups:

- The preferred public safety service provider – employed by the City Improvement District
- The cleansing supervisor of the City 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 will 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.

The public safety services as planned is in support of the IDP, directly supporting the top-tier priorities of Safety, Economic Development and Basic Services. The envisioned public safety services support Objectives 5 (Effective law enforcement to make communities safer) and 6 (Strengthen partnerships for safer communities).

The budget for the provision of Public Safety was R 3 077 00 or 68% of the annual budget of Year 1 of the Business Plan. The cost of the proposed public safety service during the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Public Safety	R 2 647 500	R 2 832 825	R3 031 123	R 3 243 301	R 3 470 332	R 15 225 082
Law Enforcement	R 260 000	R 280 800	R 303 264	R 324 492	R 347 207	R 1 515 763
CCTV Monitoring	R 169 500	R 181 365	R 194 061	R 207 645	R 222 180	R 974 750
Total	R 3 077 000	R 3 294 990	R 3 528 447	R 3 775 439	R 4 039 719	R 17 715 595

Maintenance and Cleansing

Most established City Improvement Districts have appropriate budgets available to deploy the services of a dedicated public cleaning service to provide the supplementary and enhanced cleaning services required in their areas. To ensure the most effective cleaning plan the strategy will continue to 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 with 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 maintained by:

- Continuously 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.
- Implementing local actions to correct minor issues.

In addition, the urban maintenance 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.
- 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:

- 3 x urban management workers per day. The shifts will be run Monday to Friday from 08:30 to 16:30.
- The urban maintenance team workers will wear PPE and reflective vests with both the logos of the ERCID and the service provider
- 1 x urban management supervisor (may be the CID manager)

The following equipment and 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.

The cleaning and urban management services as planned are in support of the IDP. The ERCID is working towards the **continuous development and improvement of the urban environment** through **public safety, cleaning, urban management** and **social upliftment** initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities.

The Maintenance and Cleansing services as planned are also in support of the delivery of basic services and processes of ensuring that waste materials do not enter drainage systems and the efforts to recycle collected waste supports this priority. This is in line with the Objective 4 of the IDP (Well managed and modernized infrastructure to support economic growth) specifically objective 4.7 promoting cleanliness and addressing illegal dumping. The ERCID will work closely with the City of Cape Town regarding solid waste objective 4.5 (excellence in waste service delivery programme) and 4.6 (waste minimisation and recycling program).

The budget for the provision of maintenance and cleansing services is R 442 900 or 10% of the annual budget of Year 1 of the Business Plan. The cost of the proposed cleaning and urban cleaning and maintenance service during the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Cleaning	R 427 900	R 457 853	R 489 903	R 524 196	R 560 890	R 2 460 741
Maintenance	R 15 000	R 15 900	R 16 854	R 17 865	R 18 937	R 84 556
Total	R 442 900	R 473 753	R 506 757	R 542 061	R 579 827	R 2 545 298

Environmental Development

Recycling Initiative

The Environmental Development component of the business plan is dedicated to fostering sustainable practices within our community while enhancing the overall aesthetic appeal of our urban landscape. Our recycling initiative is at the forefront of this effort, aimed at reducing the environmental impact of waste disposal by diverting recyclable materials away from landfills. This includes separating all recyclable items from the urban waste collected by our cleaning teams while sweeping streets and servicing public litter bins.



Greening

In addition to our recycling initiative, the Environmental Development aspect of the business plan also focuses on beautifying our urban landscape. We understand that a green and pleasant environment enhances the quality of life for our businesses and users of our area. To this end, we plan to invest in planting trees and creating potted gardens throughout the City Improvement District also maintaining existing projects such as the pop-up park. This initiative not only adds to the visual appeal of our community but also brings numerous environmental benefits such as improved air quality, reduced urban heat island effects, and increased biodiversity.

The Environmental Development as planned are in support of the delivery of services and processes of ensuring that waste materials do not enter drainage systems and the efforts to recycle collected waste supports this priority. This is in line with the objective 4.5 (excellence in waste service delivery program) and 4.6 (waste minimisation and recycling program).



The cost of the proposed environmental development service during the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Environmental Development	R 10 000	R 10 600	R 11 236	R 11 910	R 12 625	R 56 371

Polyphagous shot hole borer (PSHB) beetle

Since 2017, when the first report was received in South Africa of the tiny but seemingly invincible polyphagous shot hole borer (PSHB) beetle, also known as the tree-killing beetle, thousands of trees have died or had to be cut down in urban areas, native forests and more recently in fruit crops. It has been found that a number of susceptible species in Cape Town were in the southern suburbs. With 65 million urban trees at risk of dying in cities over the next three decades, unless the situation is controlled, the ERCID undertakes to notify the City if an infestation is detected in the area.

POLYPHAGOUS SHOT-HOLE BORER

WHAT IS A POLYPHAGOUS SHOT-HOLE BORER (PSHB)?
PSHB is a tiny invasive black beetle from Asia. It is smaller than a sesame seed but can have a devastating effect on trees.

Firewood can move invasive species like the Polyphagous Shot-Hole Borer which can kill trees.

HOW DOES THE POLYPHAGOUS SHOT-HOLE BORER AFFECT TREES?
The beetle tunnels into trees and lines the tunnels with fungus. The tunnelling and fungus kills the tree by obstructing the flow of water and nutrients through its vascular system.

PROTECT THE TREES IN ALL OUR NATURE RESERVES FROM THIS BEETLE BY:

- Only using firewood sold inside the reserve.
- Only bringing in and using eco-logs or charcoal as an alternative to wood to make fire.
- Not moving firewood to another location.

Report any signs of Polyphagous Shot-Hole Borer to pshb@capenature.co.za

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Social and Economic Development

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 in facilitating and monitoring 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 maintenance and cleansing services to CIDs. These partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a supplementary and enhanced 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 or environmental upgrading 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.



The social upliftment programmes as planned is in support of the IDP Social Development objectives. 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. This is in support of Objective 15 (Building a more spatially Integrated and Inclusive City).

The budget for the provision of social development and economic development is R 14 000 or 0.3% of the annual budget of Year 1 of the Business Plan. The cost of the proposed social upliftment programme during the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Social and Economic Development	R 14 000	R 14 840	R 15 730	R 16 674	R 17 675	R 78 919

Communication

The focus will be on communicating with the members, businesses and property owners of the ERCID will focus on:

- 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 public safety patrols in the public area.
- Funding for the contracting 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 Expenditure Budget for each year of the Business Plan:

YEAR	TOTAL EXPENDITURE	REVENUE (Funding Source: Additional Rates)	REVENUE (Other Funding Source e.g. Accumulated Surplus / Donations / Sponsorship / Parking etc.)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R 4 497 253	R 4447253	R 50 000	3.9%
2	R 4 800996	R 4750 996	R 50 000	6.8%
3	R 5 125 795	R5 075 795	R 50 000	6.8%
4	R5 469 991	R 5 419 991	R 50 000	6.7%
5	R 5 837 809	R 5 787 809	R 50 000	6.7%

In line with the City's CID By-law, the Management Body is required to prepare a proposed annual budget for each successive financial year by the date and in the format required by the Executive Director based on the specific needs of the area as set out in the Business Plan. The budget is funded by an additional property rate levied on the municipal valuation of all properties within the CID boundary. Additional rates attract VAT @ 15%.

The 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 budget total with the total municipal valuation of properties in the CID.

The impact on individual property owners in the outer years of the CID term may vary due to valuation fluctuations caused by successful valuation objections, subdivisions, new developments, court amendments, implementation of a new General Valuation or Supplementary Valuation causing the CID budget to be spread over an increased or reduced total municipal valuation base.

The CID By-law allows for differentiated additional rates between categories of rateable property and as such a residential and non-residential additional rate is applicable in the ERCID.

Property owners who receive a full or partial rates rebate will not pay additional rates. The ERCID budget and additional property rates` are approved by Council with the City`s budget and are applicable over a financial year, which starts on 1 July.

Individual contributions for 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.)

Proposed Management Structure

The ERCID is managed by a board of directors, elected by the members of the Elsies River City 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 and enhanced 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 is managed by a management company 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. CID Branch also advises, monitors, oversees and provides guidance on administrative, financial, operational 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.

The budget for the provision of management and administrative services is R 583 265 or 12.97 % of the annual budget of Year 1 of the Business Plan. Provision is made for bad debt at 3% and depreciation of 1% in Year 1 of the Business Plan. The cost of the proposed management and administration services for the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Administration and management	R 583 265	R 618 261	R655 357	R 695 678	R 736 359	R 3 287 919

Permissible Amendments to the Business Plan

If, at any time, it was decided that the geographical boundaries of Elsie's River City needed to change, then such change would need to go through a formal process as required in terms of section 26 of the CID By-law.

If additional services are required, stemming from collaboration with City departments, which are not specified in the motivation report but deemed supplementary and enhanced municipal services, the business plan can be amended without further consent by submitting a request to the City in terms of section 25 of the CID By-law as long as it is not material.

The ERCID signed a Memorandum of Agreement with the Roads Infrastructure Management (RIM) Department, who is responsible for the management and maintenance of all road infrastructure assets falling under the auspices of the Urban Mobility Directorate. This agreement allows the ERCID to seek permission to provide enhanced maintenance tasks related to road infrastructure.

The ERCID signed a Memorandum of Agreement with the Recreation and Parks Department. This agreement allows the ERCID to seek permission to provide enhanced greening tasks related to parks and public open spaces.

The ERCID Board evaluates the need to contract Law Enforcement Officers from the City of Cape Town Safety and Security Directorate on an annual basis and if deemed necessary enters into an annual Memorandum of Agreement with the Safety and Security Directorate to provide these officers.

There are currently no other plans to investigate or explore significant changes to the strategy or operations of the ERCID and therefore no other such actions 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 A.

	<p>ELSIES RIVER CITY IMPROVEMENT DISTRICT (ERCID)</p> <p>5 YEAR IMPLEMENTATION PLAN</p> <p>1st July 2025 to 30th June 2030</p>
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MANAGEMENT AND OPERATIONS											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Appointment of relevant service providers	Appointment of appropriately qualified service providers	Year 1	→					Manager and Board	Operational	Service providers to be appointed by means of a well documented fair, equitable, transparent and competitive process. Review service provider appointment in last year of contract period by means of a well documented fair, equitable, transparent and competitive process.
2	Appointment of suitably qualified staff	Appointed suitably qualified staff	Year 1	→				→	Manager and Board	Operational	Well documented recruitment and selection process. For contracted staff, review staff contracts in last year of contract period.
3	Appoint an auditor	IRBA registered auditor appointed	Year 1	→					Manager and Board	Operational	IRBA registered auditor appointed at the AGM.
4	Board meetings	Quarterly Board meetings.	Quarterly	4	4	4	4	4	Manager and Board	Annual Report	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
5	Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Branch by 15th	Monthly	12	12	12	12	12	Manager	Operational and Board	Refer to Finance Agreement. Submit reports to the CID Branch. Board to track budget implementation and institute corrective measures when required.
6	Audited Annual Financial Statements	Unqualified Audited Annual Financial Statements	Annually	1	1	1	1	1	Manager and Board	Board, Operational and Annual Report	Annual Financial Statements audited and signed by nominated Directors.
7	Submit Annual Financial Statements to City	Signed Annual Financial Statements submitted to City	Annually	1	1	1	1	1	Manager	Operational	Signed AFS submitted to the CID Branch by 31 August of each year.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
8	Review arrears list	Report arrears to board	Quarterly	4	4	4	4	4	Manager	Operational	Board Members in arrears cannot participate in meetings and members in arrears cannot participate in AGMs.
9	Annual feedback to members at AGM	Host legally compliant AGM	Annually	1	1	1	1	1	Manager and Board	Board	Host successful AGM before 31 December.
10	Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.
11	CIPC Compliance • Annual Returns	Submit Annual Returns to CIPC within 30 business days of company registration date	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.
12	CIPC Compliance • Directors change • Auditors change • Company Secretary	Submit amendments to CIPC within 10 business days of the change	Ongoing	→	→	→	→	→	Manager and Board	Operational	Submit proof of submission to CID Branch.
13	Manage and monitor the service request process	Complete daily reports of service requests and monitor outstanding issues	Monthly	12	12	12	12	12	Manager and Board	Operational	Follow up with sub-council in respect of outstanding service requests
14	Participate in the review / development of the City's Integrated Development Plan	Annual submissions to Subcouncil Manager	Annually	1	1	1	1	1	Manager and Board	Operational	October to February of every year.
15	Participate in the City's Capital and Operating Budgets process	Annual submissions to Subcouncil Manager.	Annually	1	1	1	1	1	Manager and Board	Operational	By September of each year.
16	Maintain NPC membership	Up to date NPC membership register	Ongoing	→	→	→	→	→	Manager and Board	Operational	Maintain up to date membership list on website.
17	Submit an extension of term application	Submit a comprehensive extension of term application for approval by the members and the CCT Council.	In year 5					1	Manager and Board	Operational	Prepare a new business plan in the last year of term.
18	Annual Tax Compliance Status	Within one month after expiry date.	Annually	1	1	1	1	1	Manager and Board	Operational	Upload Tax Compliance Status via the eServices portal.
19	Adjustment Budget	Board approved adjustment budget	Annually	1	1	1	1	1	Manager and Board	Operational	Submit Board minutes and approved adjustment budget to the CCT by end of March.
20	First Board meeting post AGM	Allocate portfolios, elect Chairperson, sign Declaration of Interest, complete POPIA declaration	Annually	1	1	1	1	1	Manager and Board	Operational	All new directors to receive relevant documents.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
21	Register with the Information Regulator of South Africa	Compliance with Information Regulator of South Africa	Year 1	→					Manager and Board	Operational	
22	VAT reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	6	6	6	6	6	Manager and Board	Operational	

PUBLIC SAFETY											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a Public Safety strategy and management plan	Up to date Public Safety Management and Strategy Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of a new term and then modified continuously in conjunction with the SAPS, Local Authority and existing Public Safety service provider using their experience as well as available crime statistics
2	Appoint a Public Safety service provider(s)	Contracted PSIRA registered public safety service provider(s)	Year 1	→					Board	Board	The Public Safety service provider(s) could include Public Safety Patrols, Control Room services and CCTV Monitoring through a fair, equitable, transparent and competitive process
3	Review and approve the Public Safety strategy and management plan	Approved Public Safety strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.
4	Record Public Safety Incidents	Up to date public safety incident records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	Indicative records to be included in Annual Report
5	CID participation in joint operations	Participated in joint operations	Adhoc	1	1	1	1	1	Manager and Service Provider	Annual Report where applicable	Participation in joint operations dependent on the public safety needs of the area
6	Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Public Safety patrols	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational	Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
7	Participate in local safety forums	Attend local safety forums	Quarterly	4	4	4	4	4	Manager and Service Provider	Operational	Participate in existing Neighbourhood Watch, Community Police Forum, other CIDs and SAPS meetings
8	Application to be submitted to secure Law Enforcement Officer	Application submitted to the CCT	Annually	1	1	1	1	1	Manager	Operational	Contact Law Enforcement Department by February of every year. Contract concluded by April of every year
9	Deploy Law Enforcement Officer/s in support of the Public Safety strategy and management plan	Law Enforcement Officers deployed in CID	Ongoing	→	→	→	→	→	Manager and City of Cape Town	Operational	
10	Plan deployment of CCTV cameras	CCTV Camera deployment included in Public Safety strategy and management plan	Ongoing	→	→	→	→	→	Board, Manager and Service Provider	Board and Operational	
11	Register CCTV Cameras with the CCT	Cameras registered with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	
12	Monitor CCTV Cameras	Monitoring of CCTV Cameras by appropriately qualified service providers.	Ongoing	→	→	→	→	→	Manager	Operational	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.

MAINTENANCE AND CLEANSING											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a maintenance and cleansing strategy and management plan	Up to date maintenance and cleansing strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Appoint a maintenance and cleansing service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a maintenance and cleansing service provider(s) through a fair, equitable, transparent and competitive process

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
3	Review and approve the maintenance and cleansing management plan	Approved maintenance and cleansing strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide maintenance and cleansing services by the appointed service provider and evaluate levels of service provided.
4	Evaluate and review the provision of public litter bins	Sufficient public litter bins	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide public litter bins and log a CCT service request
5	Cleaning of streets and sidewalks supplementary to those provided by the CCT	Clean streets and sidewalks in partnership with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide additional street cleaning and log a CCT service request
6	Health and safety issues reported to the CCT	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with sub-council in respect of outstanding CCT service requests
7	Combat Illegal dumping	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with relevant department in respect of outstanding CCT service requests
8	Removal of illegal posters	Urban infrastructure free from illegal posters	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of illegal posters by the CCT and where relevant log a CCT service request
9	Removal of graffiti	Urban infrastructure free of graffiti	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of graffiti by the CCT and where relevant log a CCT service request
10	Record maintenance and cleansing activities	Up to date maintenance and cleansing records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	Indicative records to be included in Annual Report
11	Identify problems, requiring minor maintenance to CCT infrastructure and perform relevant maintenance on: a. Water and Sanitation infrastructure b. Roads and Stormwater infrastructure c. Road markings d. Grass cutting in Public Open Spaces incl. Parks e. Street furniture	Completed minor maintenance to CCT infrastructure	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational, Board and Annual Report	Engage with relevant department before undertaking maintenance

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
12	Identify problems, required maintenance or damage to CCT infrastructure and report to relevant department including: a. Street lighting b. Water and Sanitation c. Roads and Stormwater d. Traffic signals and road markings e. Public Open Spaces incl. Parks	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager	Operational, Board and Annual Report	Follow up with sub-council in respect of outstanding CCT service requests

ENVIRONMENTAL DEVELOPMENT											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop an environmental development strategy and management plan	Up to date environmental development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Appoint an environmental development service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint an environmental development service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.
3	Review and approve the environmental development management plan	Approved environmental development strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide environmental development services by the appointed or existing service provider and evaluate levels of service provided.
4	Promote waste minimization and management thereof through awareness on waste, water, noise and air pollution	Quarterly awareness campaign through newsletters or website to business and property owners.	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Urban Waste Management Law Enforcement
5	Implement a Recycling programme	Recyclable waste collected	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report	By service provider or cleaning staff.
6	Install public recycling bins	Public recycling bins installed	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report	By service provider or cleaning staff in partnership with the City
7	Implement and maintain landscaping projects	Landscaping projects implemented and maintained	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
8	Install and maintain street furniture	Street furniture maintained	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	
9	Monitor and report illegal signage and posters	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	
10	Improve green urban environment	Green urban environment	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	Tree planting, maintaining of tree wells, road verges, replanting and maintaining of flower pots etc.
11	Monitor environmental health of waterways	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	

SOCIAL AND ECONOMIC DEVELOPMENT

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a social and economic development strategy and management plan	Up to date social and economic development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Appoint a social development service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a social development service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.
3	Review and approve the social and economic development management plan	Approved social and economic development strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide social and economic development services by the appointed or existing service provider and evaluate levels of service provided.
4	Monitor and review implementation of informal trading plans in support of economic development	Managed informal trading	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	
5	Promote Social Development awareness	Quarterly awareness campaign through newsletters or website	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Social Development & Early Childhood Development Directorate and social welfare organisations

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
6	Work in conjunction with local social welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	Job creation through social intervention	Ongoing	→	→	→	→	→	Manager and social welfare organisations	Annual Report	Partner with CCT Social Development and social welfare organisations

COMMUNICATION											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a communication strategy and management plan	Up to date communication strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Appoint a communication service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a communication service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.
3	Review and approve the communication management plan	Approved communication strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide communication services by the appointed or existing service provider and evaluate levels of service provided.
4	Maintain Website	Up to date website	Ongoing	→	→	→	→	→	Manager	Board	In terms of CCT CID Policy requirements
5	Newsletters / Newsflashes	Communication distributed	Quarterly	4	4	4	4	4	Manager	Operational	Including use of social media platforms
6	Regular interaction with property and business owners	Feedback on interactions	Ongoing	→	→	→	→	→	Manager	Operational	
7	CID information signage	Clearly identifiable CID signage	Ongoing	→	→	→	→	→	Manager	Operational	Signage to be visible and maintained with CCT approval

ELSIES RIVER CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2025/26	2026/27	2027/28	2028/29	2029/30
INCOME	R	R	R	R	R
Income from Additional Rates	-4 447 253 98.9%	-4 750 996 99.0%	-5 075 795 99.0%	-5 419 991 99.1%	-5 787 809 99.1%
Other: Accumulated Surplus	-50 000 1.1%	-50 000 1.0%	-50 000 1.0%	-50 000 0.9%	-50 000 0.9%
TOTAL INCOME	-4 497 253 100.0%	-4 800 996 100.0%	-5 125 795 100.0%	-5 469 991 100.0%	-5 837 809 100.0%
EXPENDITURE	R	R	R	R	R
Core Business	3 543 900 78.8%	3 794 183 79.0%	4 062 171 79.2%	4 346 083 79.5%	4 649 846 79.7%
Cleansing services	427 900	457 853	489 903	524 196	560 890
Environmental upgrading	10 000	10 600	11 236	11 910	12 625
Law Enforcement Officers / Traffic Wardens	260 000	280 800	303 264	324 492	347 207
Public Safety	2 647 500	2 832 825	3 031 123	3 243 301	3 470 332
Public Safety - CCTV monitoring	169 500	181 365	194 061	207 645	222 180
Social upliftment	14 000	14 840	15 730	16 674	17 675
Urban Maintenance	15 000	15 900	16 854	17 865	18 937
Depreciation	45 000 1.0%	45 000 0.9%	45 000 0.9%	45 000 0.8%	45 000 0.8%
Repairs & Maintenance	20 000 0.4%	21 200 0.4%	22 472 0.4%	23 820 0.4%	25 250 0.4%
Interest & Redemption (Finance Lease)	0.0%	0.0%	0.0%	0.0%	0.0%
General Expenditure	704 935 15.7%	748 083 15.6%	793 878 15.5%	842 488 15.4%	894 079 15.3%
Accounting fees	19 170	20 512	21 948	23 484	25 128
Administration and management fees	583 265	618 261	655 357	694 678	736 359
Advertising costs	10 000	10 600	11 236	11 910	12 625
Auditor's remuneration	19 000	20 330	21 753	23 276	24 905
Bank charges	5 000	5 300	5 618	5 955	6 312
Contingency / Sundry	3 500	3 710	3 933	4 169	4 419
Insurance	4 500	4 815	5 152	5 513	5 899
Marketing and promotions	15 000	16 050	17 174	18 376	19 661
Motor vehicle expenses	24 000	25 680	27 475	29 401	31 459
Secretarial duties	3 500	3 745	4 007	4 288	4 588
Telecommunication	18 000	19 080	20 225	21 438	22 724
Projects	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Capital Expenditure (PPE)	50 000 1.1%	50 000 1.0%	50 000 1.0%	50 000 0.9%	50 000 0.9%
CCTV / LPR Cameras	50 000	50 000	50 000	50 000	50 000
Bad Debt Provision 3%	133 418 3.0%	142 530 3.0%	152 274 3.0%	162 600 3.0%	173 634 3.0%
TOTAL EXPENDITURE	4 497 253 100.0%	4 800 996 100.0%	5 125 795 100.0%	5 469 991 100.0%	5 837 809 100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	3.0%	6.8%	6.8%	6.7%	6.7%
GROWTH: ADD RATES REQUIRED	3.9%	6.8%	6.8%	6.8%	6.8%

LIST OF RATEBLE PROPERTIES WITHIN THE ELSIES RIVER CID						
Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	21	8TH AVENUE	ELSIES RIVER INDUSTRIA		560491	32936
NON-RESIDENTIAL	21	11TH AVENUE	ELSIES RIVER INDUSTRIA		61560967	40205
NON-RESIDENTIAL	29	11TH AVENUE	ELSIES RIVER INDUSTRIA		568196	9942
NON-RESIDENTIAL	32	11TH AVENUE	ELSIES RIVER INDUSTRIA		568206	9968
NON-RESIDENTIAL	33	11TH AVENUE	ELSIES RIVER INDUSTRIA		568198	9944
NON-RESIDENTIAL	2	11TH STREET	ELSIES RIVER INDUSTRIA		545719	14988
NON-RESIDENTIAL	3	11TH STREET	ELSIES RIVER INDUSTRIA		568178	9919
NON-RESIDENTIAL	5	11TH STREET	ELSIES RIVER INDUSTRIA		1016285	36486
NON-RESIDENTIAL	5	11TH STREET	ELSIES RIVER INDUSTRIA		1016285	36486
NON-RESIDENTIAL	5	11TH STREET	ELSIES RIVER INDUSTRIA		1016285	36486
NON-RESIDENTIAL	5	11TH STREET	ELSIES RIVER INDUSTRIA		1016285	36486
NON-RESIDENTIAL	5	11TH STREET	ELSIES RIVER INDUSTRIA		1016285	36486
NON-RESIDENTIAL	6	11TH STREET	ELSIES RIVER INDUSTRIA		568176	9915
NON-RESIDENTIAL	9	11TH STREET	ELSIES RIVER INDUSTRIA		568179	9922
NON-RESIDENTIAL	10	11TH STREET	ELSIES RIVER INDUSTRIA		568174	9913
NON-RESIDENTIAL	12	11TH STREET	ELSIES RIVER INDUSTRIA		568173	9912
NON-RESIDENTIAL	18	11TH STREET	ELSIES RIVER INDUSTRIA		568169	9909
NON-RESIDENTIAL	19	11TH STREET	ELSIES RIVER INDUSTRIA		568184	9927
NON-RESIDENTIAL	20	11TH STREET	ELSIES RIVER INDUSTRIA		568168	9908
NON-RESIDENTIAL	2	12TH STREET	ELSIES RIVER INDUSTRIA		568156	9881
NON-RESIDENTIAL	5	12TH STREET	ELSIES RIVER INDUSTRIA		568160	9900
NON-RESIDENTIAL	6	12TH STREET	ELSIES RIVER INDUSTRIA		546779	16829
NON-RESIDENTIAL	7	12TH STREET	ELSIES RIVER INDUSTRIA		568161	9901
NON-RESIDENTIAL	8	12TH STREET	ELSIES RIVER INDUSTRIA		809291	40003
NON-RESIDENTIAL	11	12TH STREET	ELSIES RIVER INDUSTRIA		568163	9903
NON-RESIDENTIAL	14	12TH STREET	ELSIES RIVER INDUSTRIA		547179	17531
NON-RESIDENTIAL	15	12TH STREET	ELSIES RIVER INDUSTRIA		568165	9905
NON-RESIDENTIAL	17	12TH STREET	ELSIES RIVER INDUSTRIA		568166	9906

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	19	12TH STREET	ELSIES RIVER INDUSTRIA		568167	9907
NON-RESIDENTIAL	23	12TH STREET	ELSIES RIVER INDUSTRIA		546397	16008
NON-RESIDENTIAL	24	12TH STREET	ELSIES RIVER INDUSTRIA		1073431	40055
NON-RESIDENTIAL	27	12TH STREET	ELSIES RIVER INDUSTRIA		546398	16009
NON-RESIDENTIAL	28	12TH STREET	ELSIES RIVER INDUSTRIA		568220	9988
NON-RESIDENTIAL	30	12TH STREET	ELSIES RIVER INDUSTRIA		568219	9987
NON-RESIDENTIAL	33	12TH STREET	ELSIES RIVER INDUSTRIA		568205	9961
NON-RESIDENTIAL	35	12TH STREET	ELSIES RIVER INDUSTRIA		546465	9962
NON-RESIDENTIAL	10B	12TH STREET	ELSIES RIVER INDUSTRIA		561357	16006
NON-RESIDENTIAL	1	14TH AVENUE	ELSIES RIVER INDUSTRIA		568212	9980
NON-RESIDENTIAL	2	14TH AVENUE	ELSIES RIVER INDUSTRIA		551014	22776
NON-RESIDENTIAL	52	14TH AVENUE	ELSIES RIVER INDUSTRIA		543140	10001
NON-RESIDENTIAL	1A	14TH AVENUE	ELSIES RIVER INDUSTRIA		568211	9979
NON-RESIDENTIAL	1B	14TH AVENUE	ELSIES RIVER INDUSTRIA		560755	33263
NON-RESIDENTIAL	2A	14TH AVENUE	ELSIES RIVER INDUSTRIA		551013	22775
NON-RESIDENTIAL	2B	14TH AVENUE	ELSIES RIVER INDUSTRIA		551012	22774
NON-RESIDENTIAL	4	14TH STREET	ELSIES RIVER INDUSTRIA		551011	22773
NON-RESIDENTIAL	6	14TH STREET	ELSIES RIVER INDUSTRIA		568151	9876
NON-RESIDENTIAL	10	14TH STREET	ELSIES RIVER INDUSTRIA		568155	9880
NON-RESIDENTIAL	12	14TH STREET	ELSIES RIVER INDUSTRIA		546660	16613
NON-RESIDENTIAL	14	14TH STREET	ELSIES RIVER INDUSTRIA		546661	16614
NON-RESIDENTIAL	4A	14TH STREET	ELSIES RIVER INDUSTRIA		551010	22772
NON-RESIDENTIAL	6A	14TH STREET	ELSIES RIVER INDUSTRIA		568152	9877
NON-RESIDENTIAL	8A	14TH STREET	ELSIES RIVER INDUSTRIA		568154	9879
NON-RESIDENTIAL	16	16TH STREET	ELSIES RIVER INDUSTRIA		568150	9875
NON-RESIDENTIAL	30	16TH STREET	ELSIES RIVER INDUSTRIA		562096	34754
NON-RESIDENTIAL	42	16TH STREET	ELSIES RIVER INDUSTRIA		568132	9790
NON-RESIDENTIAL	43	16TH STREET	ELSIES RIVER INDUSTRIA		546662	16615
NON-RESIDENTIAL	48	16TH STREET	ELSIES RIVER INDUSTRIA		568119	9764

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	64	16TH STREET	ELSIES RIVER INDUSTRIA		83172092	36596
NON-RESIDENTIAL	50	19TH STREET	ELSIES RIVER INDUSTRIA		543150	10013
NON-RESIDENTIAL	52	19TH STREET	ELSIES RIVER INDUSTRIA		560233	32536
NON-RESIDENTIAL	54	19TH STREET	ELSIES RIVER INDUSTRIA		560234	32537
NON-RESIDENTIAL	55	19TH STREET	ELSIES RIVER INDUSTRIA		568225	9993
NON-RESIDENTIAL	58	19TH STREET	ELSIES RIVER INDUSTRIA		543149	10011
NON-RESIDENTIAL	60	19TH STREET	ELSIES RIVER INDUSTRIA		543148	10010
NON-RESIDENTIAL	52A	19TH STREET	ELSIES RIVER INDUSTRIA		560235	32538
NON-RESIDENTIAL	10	20TH STREET	ELSIES RIVER INDUSTRIA		543156	10024
NON-RESIDENTIAL	19	20TH STREET	ELSIES RIVER INDUSTRIA		543142	10003
NON-RESIDENTIAL	21	20TH STREET	ELSIES RIVER INDUSTRIA		543143	10004
NON-RESIDENTIAL	23	20TH STREET	ELSIES RIVER INDUSTRIA		543144	10005
NON-RESIDENTIAL	25	20TH STREET	ELSIES RIVER INDUSTRIA		543145	10006
NON-RESIDENTIAL	27	20TH STREET	ELSIES RIVER INDUSTRIA		543146	10007
NON-RESIDENTIAL	3	21ST STREET	ELSIES RIVER INDUSTRIA		543151	10016
NON-RESIDENTIAL	4	21ST STREET	ELSIES RIVER INDUSTRIA		543158	10029
NON-RESIDENTIAL	5	21ST STREET	ELSIES RIVER INDUSTRIA		543152	10017
NON-RESIDENTIAL	6	21ST STREET	ELSIES RIVER INDUSTRIA		543160	10030
NON-RESIDENTIAL	8	21ST STREET	ELSIES RIVER INDUSTRIA		543161	10031
NON-RESIDENTIAL	12	21ST STREET	ELSIES RIVER INDUSTRIA		551077	22972
NON-RESIDENTIAL	10	23RD STREET	ELSIES RIVER INDUSTRIA		546378	15978
NON-RESIDENTIAL	15	23RD STREET	ELSIES RIVER INDUSTRIA		544874	13454
NON-RESIDENTIAL	56	23RD STREET	ELSIES RIVER INDUSTRIA		568090	9728
NON-RESIDENTIAL	2	2ND AVENUE	ELSIES RIVER INDUSTRIA		700892	26580
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	1	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	2	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	3	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	4	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	5	1003525	36482

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	6	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	7	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	8	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	9	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	10	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	11	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	12	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	13	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	14	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	15	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	16	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	17	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	18	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	19	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	20	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	21	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	22	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	23	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	24	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	25	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	26	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	27	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	28	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	29	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA	30	1003525	36482
NON-RESIDENTIAL	3	2ND AVENUE	ELSIES RIVER INDUSTRIA		1003525	36482
NON-RESIDENTIAL	16	2ND AVENUE	ELSIES RIVER INDUSTRIA		568031	9639
NON-RESIDENTIAL	18	2ND AVENUE	ELSIES RIVER INDUSTRIA		568032	9640
NON-RESIDENTIAL	22	2ND AVENUE	ELSIES RIVER INDUSTRIA		12619730	40077

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	23	2ND AVENUE	ELSIES RIVER INDUSTRIA		568005	9612
NON-RESIDENTIAL	25A	2ND AVENUE	ELSIES RIVER INDUSTRIA		12965667	40076
NON-RESIDENTIAL	20	3RD AVENUE	ELSIES RIVER INDUSTRIA		545300	14280
NON-RESIDENTIAL	23	3RD AVENUE	ELSIES RIVER INDUSTRIA		568038	9646
NON-RESIDENTIAL	24	3RD AVENUE	ELSIES RIVER INDUSTRIA		568060	9685
NON-RESIDENTIAL	27	3RD AVENUE	ELSIES RIVER INDUSTRIA		568036	9644
NON-RESIDENTIAL	28	3RD AVENUE	ELSIES RIVER INDUSTRIA		568061	9687
NON-RESIDENTIAL	29	3RD AVENUE	ELSIES RIVER INDUSTRIA		568035	9643
NON-RESIDENTIAL	30	3RD AVENUE	ELSIES RIVER INDUSTRIA		568062	9688
NON-RESIDENTIAL	31	3RD AVENUE	ELSIES RIVER INDUSTRIA		568034	9642
NON-RESIDENTIAL	32	3RD AVENUE	ELSIES RIVER INDUSTRIA		556920	9689
NON-RESIDENTIAL	33	3RD AVENUE	ELSIES RIVER INDUSTRIA		568033	9641
NON-RESIDENTIAL	34	3RD AVENUE	ELSIES RIVER INDUSTRIA		556923	28691
NON-RESIDENTIAL	40	3RD AVENUE	ELSIES RIVER INDUSTRIA		568068	9703
NON-RESIDENTIAL	44	3RD AVENUE	ELSIES RIVER INDUSTRIA		1080138	40056
NON-RESIDENTIAL	4	6TH AVENUE	ELSIES RIVER INDUSTRIA		568124	9773
NON-RESIDENTIAL	5	6TH AVENUE	ELSIES RIVER INDUSTRIA		953430	33278
NON-RESIDENTIAL	6	6TH AVENUE	ELSIES RIVER INDUSTRIA		568123	9772
NON-RESIDENTIAL	7	6TH AVENUE	ELSIES RIVER INDUSTRIA		568130	9781
NON-RESIDENTIAL	8	6TH AVENUE	ELSIES RIVER INDUSTRIA		568122	9771
NON-RESIDENTIAL	10	6TH AVENUE	ELSIES RIVER INDUSTRIA		568121	9770
NON-RESIDENTIAL	11	6TH AVENUE	ELSIES RIVER INDUSTRIA		545714	14980
NON-RESIDENTIAL	12	6TH AVENUE	ELSIES RIVER INDUSTRIA		568120	9765
NON-RESIDENTIAL	13	6TH AVENUE	ELSIES RIVER INDUSTRIA		560229	32517
NON-RESIDENTIAL	17	6TH AVENUE	ELSIES RIVER INDUSTRIA		550704	22380
NON-RESIDENTIAL	30	6TH AVENUE	ELSIES RIVER INDUSTRIA		568125	9774
NON-RESIDENTIAL	42	6TH AVENUE	ELSIES RIVER INDUSTRIA		568107	9744
NON-RESIDENTIAL	46	6TH AVENUE	ELSIES RIVER INDUSTRIA		568095	9733
NON-RESIDENTIAL	54	6TH AVENUE	ELSIES RIVER INDUSTRIA		568091	9729

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	32B	6TH AVENUE	ELSIES RIVER INDUSTRIA		716876	9751
NON-RESIDENTIAL	32C	6TH AVENUE	ELSIES RIVER INDUSTRIA		716875	9750
NON-RESIDENTIAL	32D	6TH AVENUE	ELSIES RIVER INDUSTRIA		716874	9749
NON-RESIDENTIAL	38A	6TH AVENUE	ELSIES RIVER INDUSTRIA		51846880	40178
NON-RESIDENTIAL	3	7TH AVENUE	ELSIES RIVER INDUSTRIA		550555	22186
NON-RESIDENTIAL	9	7TH AVENUE	ELSIES RIVER INDUSTRIA		545718	14987
NON-RESIDENTIAL	13	7TH AVENUE	ELSIES RIVER INDUSTRIA		546520	16350
NON-RESIDENTIAL	15	7TH AVENUE	ELSIES RIVER INDUSTRIA		546521	16351
NON-RESIDENTIAL	19	7TH AVENUE	ELSIES RIVER INDUSTRIA		1001678	39811
NON-RESIDENTIAL	10	8TH AVENUE	ELSIES RIVER INDUSTRIA		546396	16007
NON-RESIDENTIAL	14	8TH AVENUE	ELSIES RIVER INDUSTRIA		568149	9874
NON-RESIDENTIAL	20	8TH AVENUE	ELSIES RIVER INDUSTRIA	1	545841	15261
NON-RESIDENTIAL	20	8TH AVENUE	ELSIES RIVER INDUSTRIA	2	545841	15261
NON-RESIDENTIAL	20	8TH AVENUE	ELSIES RIVER INDUSTRIA		545841	15261
NON-RESIDENTIAL	33	8TH AVENUE	ELSIES RIVER INDUSTRIA	1	448125	16470
NON-RESIDENTIAL	33	8TH AVENUE	ELSIES RIVER INDUSTRIA	2	448125	16470
NON-RESIDENTIAL	33	8TH AVENUE	ELSIES RIVER INDUSTRIA		448125	16470
NON-RESIDENTIAL	37	8TH AVENUE	ELSIES RIVER INDUSTRIA		543141	10002
NON-RESIDENTIAL	1	COLEMAN STREET	ELSIES RIVER INDUSTRIA		544824	13336
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	8	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	9	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	10	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	11	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	12	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	13	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	14	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	15	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	16	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	17	723015	39337

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	18	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	19	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	20	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	21	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	22	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	23	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	24	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	25	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	26	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	27	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	28	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	29	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	31	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	32	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	35	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	36	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	37	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	38	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	39	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	40	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	41	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA	42	723015	39337
NON-RESIDENTIAL	2	COLEMAN STREET	ELSIES RIVER INDUSTRIA		723015	39337
NON-RESIDENTIAL	5	COLEMAN STREET	ELSIES RIVER INDUSTRIA		718752	13100
NON-RESIDENTIAL	14	COLEMAN STREET	ELSIES RIVER INDUSTRIA		544877	13457
NON-RESIDENTIAL	16	COLEMAN STREET	ELSIES RIVER INDUSTRIA		544878	13458
NON-RESIDENTIAL	24	COLEMAN STREET	ELSIES RIVER INDUSTRIA		700884	13459
NON-RESIDENTIAL	26	COLEMAN STREET	ELSIES RIVER INDUSTRIA		545340	14392
NON-RESIDENTIAL	27	COLEMAN STREET	ELSIES RIVER INDUSTRIA		548600	19343

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	32	COLEMAN STREET	ELSIES RIVER INDUSTRIA		548599	19341
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	1	949938	36552
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	2	949938	36552
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	3	949938	36552
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	4	949938	36552
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	5	949938	36552
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	6	949938	36552
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA	7	949938	36552
NON-RESIDENTIAL	14A	COLEMAN STREET	ELSIES RIVER INDUSTRIA		949938	36552
NON-RESIDENTIAL	1	CONSANI ROAD	ELSIES RIVER INDUSTRIA		546824	16912
NON-RESIDENTIAL	2	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568058	9683
NON-RESIDENTIAL	4	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568057	9682
NON-RESIDENTIAL	6	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568056	9681
NON-RESIDENTIAL	9	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568113	9755
NON-RESIDENTIAL	13	CONSANI ROAD	ELSIES RIVER INDUSTRIA		700886	16055
NON-RESIDENTIAL	15	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568115	9760
NON-RESIDENTIAL	16	CONSANI ROAD	ELSIES RIVER INDUSTRIA		555714	27470
NON-RESIDENTIAL	17	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568116	9761
NON-RESIDENTIAL	19	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568117	9762
NON-RESIDENTIAL	21	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568118	9763
NON-RESIDENTIAL	23	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568097	9735
NON-RESIDENTIAL	31	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568101	9739
NON-RESIDENTIAL	32	CONSANI ROAD	ELSIES RIVER INDUSTRIA		556924	28692
NON-RESIDENTIAL	33	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568103	9740
NON-RESIDENTIAL	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	1	448040	39235
NON-RESIDENTIAL	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	2	448040	39235
NON-RESIDENTIAL	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	3	448040	39235
NON-RESIDENTIAL	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	4	448040	39235
NON-RESIDENTIAL	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	5	448040	39235

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA	6	448040	39235
NON-RESIDENTIAL	34	CONSANI ROAD	ELSIES RIVER INDUSTRIA		448040	39235
NON-RESIDENTIAL	35	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568104	9741
NON-RESIDENTIAL	39	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568105	9742
NON-RESIDENTIAL	39	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568106	9743
NON-RESIDENTIAL	41	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568081	9719
NON-RESIDENTIAL	43	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568082	9720
NON-RESIDENTIAL	46	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568076	9714
NON-RESIDENTIAL	47	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568084	9722
NON-RESIDENTIAL	49	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568086	9724
NON-RESIDENTIAL	47A	CONSANI ROAD	ELSIES RIVER INDUSTRIA		568085	9723
NON-RESIDENTIAL	20	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568059	9684
NON-RESIDENTIAL	28	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568126	9775
NON-RESIDENTIAL	28	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568126	9775
NON-RESIDENTIAL	36	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568127	9777
NON-RESIDENTIAL	38	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568142	9804
NON-RESIDENTIAL	42	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568141	9803
NON-RESIDENTIAL	42	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568141	9803
NON-RESIDENTIAL	44	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568140	9802
NON-RESIDENTIAL	44	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568140	9802
NON-RESIDENTIAL	44	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568140	9802
NON-RESIDENTIAL	48	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568139	9801
NON-RESIDENTIAL	50	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		548912	19823
NON-RESIDENTIAL	58	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568190	9933
NON-RESIDENTIAL	60	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568189	9932
NON-RESIDENTIAL	62	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568188	9931
NON-RESIDENTIAL	64	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568187	9930
NON-RESIDENTIAL	72	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568185	9928
NON-RESIDENTIAL	80	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		61960224	40203

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	86	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		560530	33002
NON-RESIDENTIAL	90	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568201	9949
NON-RESIDENTIAL	94	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		548593	19330
NON-RESIDENTIAL	94	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		548593	19330
NON-RESIDENTIAL	94	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		548593	19330
NON-RESIDENTIAL	16D	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		546447	16219
NON-RESIDENTIAL	8G	ELSIES RIVER HALT ROAD	ELSIES RIVER INDUSTRIA		568049	9662
NON-RESIDENTIAL	1	EPPING AVENUE	ELSIES RIVER INDUSTRIA		561382	33990
NON-RESIDENTIAL	2	EPPING AVENUE	ELSIES RIVER INDUSTRIA		561381	33989
NON-RESIDENTIAL	32	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568200	9946
NON-RESIDENTIAL	34	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568199	9945
NON-RESIDENTIAL	44	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568216	9984
NON-RESIDENTIAL	48	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568214	9982
NON-RESIDENTIAL	50	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568213	9981
NON-RESIDENTIAL	54	EPPING AVENUE	ELSIES RIVER INDUSTRIA		550700	22371
NON-RESIDENTIAL	58	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568229	9998
NON-RESIDENTIAL	62	EPPING AVENUE	ELSIES RIVER INDUSTRIA		550540	22170
NON-RESIDENTIAL	64	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568228	9996
NON-RESIDENTIAL	68	EPPING AVENUE	ELSIES RIVER INDUSTRIA		568226	9994
NON-RESIDENTIAL	70	EPPING AVENUE	ELSIES RIVER INDUSTRIA		547203	17569
NON-RESIDENTIAL	76	EPPING AVENUE	ELSIES RIVER INDUSTRIA		558601	30641
NON-RESIDENTIAL	80	EPPING AVENUE	ELSIES RIVER INDUSTRIA		547284	17679
NON-RESIDENTIAL	84	EPPING AVENUE	ELSIES RIVER INDUSTRIA		543165	10036
NON-RESIDENTIAL	88	EPPING AVENUE	ELSIES RIVER INDUSTRIA		543163	10034
NON-RESIDENTIAL	90	EPPING AVENUE	ELSIES RIVER INDUSTRIA		550039	21212
NON-RESIDENTIAL	122	EPPING AVENUE	ELSIES RIVER INDUSTRIA		548597	19339
NON-RESIDENTIAL	110A	EPPING AVENUE	ELSIES RIVER INDUSTRIA		700888	19342
NON-RESIDENTIAL	3	EPPING CIRCLE	ELSIES RIVER INDUSTRIA		722849	33997
NON-RESIDENTIAL	4	EPPING CIRCLE	ELSIES RIVER INDUSTRIA		722848	33996

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	5	EPPING CIRCLE	ELSIES RIVER INDUSTRIA		561387	33995
NON-RESIDENTIAL	6	EPPING CIRCLE	ELSIES RIVER INDUSTRIA		561386	33994
NON-RESIDENTIAL	8	EPPING CIRCLE	ELSIES RIVER INDUSTRIA		1002467	39815