

BEACONVALE IMPROVEMENT DISTRICT BUSINESS PLAN

1 JULY 2022 – 30 JUNE 2027

FOR THE
CONTINUATION AND ONGOING MANAGEMENT
OF THE
BEACONVALE IMPROVEMENT DISTRICT NPC

(NPC Reg. No. 2017/258764/08)



Prepared by:

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Contents

Introduction	4
BVID Area	5
BVID Mission.....	7
BVID Vision	7
BVID Goals	7
Proposed Services	7
Consistency with Integrated Development Plan (IDP)	8
Improving Public Safety	8
Public Safety Patrol Officers.....	10
The public safety plan includes	10
Assistance from the City of Cape Town.....	11
CCTV Surveillance Project	11
Operational security forum	11
Perimeter security and security applications.....	12
Area Cleaning and Urban management	13
Recycling Initiative.....	15
Social responsibility	16
Marketing	17
Property Owner Supported Projects	18
5-Year Budget of the BVID	18
Financial Impact of the CID.....	18
The budget for each year of the Business Plan is as follows:.....	19
Proposed Management Structure	20

Permissible Amendments to the Business Plan	21
List of all Rateable Properties within the CID	21

A. MOTIVATION REPORT

Introduction

The Beaconvale Improvement District (BVID) was formally established in 2017 providing supplementary public safety, urban maintenance, and urban cleaning services in close cooperation with the various City Departments as well as South African Police Services (SAPS). This Business Plan is in support of the first renewal of the initial Business Plan as the BVID aims to extend its work into a second five-year term.

The Beaconvale industrial area supports a business mix including some light industries as well as various industrial parks and a retail spine along Connaught Road and Jan Smuts Street. At the onset of the initial five-year plan, the public environment was clearly in distress with marked levels of urban degradation. Since inception the BVID has made every effort to improve the urban environment through various interventions including public safety patrols, urban cleaning and the maintenance and repair of public infrastructure in cooperation with the City of Cape Town.

With its term renewal imminent, the BVID is positioning itself to address the ongoing issues impacting the area, noting that further developments in the area will increase the potential for urban infrastructure damage, traffic congestion, littering and increased opportunities for crime that may impact the entire area. In light of these challenges the BVID aims to continue to motivate property owners to enhance their investments and work closely with the BVID and the City of Cape Town.

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 BVID.

Company: Beaconvale Improvement District NPC (BVID)
Registered Office: Unit A1, Connaught Business Park, Mc Gregor Street, Beaconvale, 7500

BVID Board:

Sean Gordon Lavery	-	FI Group
Andries Petrus Crous	-	Tiervlei Electrical
Barend Herman Havenga	-	ER Motors
Paolo Antonio Eugenio Avondo	-	Kleen Eezy
Neil Ian Choveaux	-	SSC Property Group
Michael Walter Birch	-	Michael Birch Property Services

Auditor: C2M Chartered Accountants

Accountant: Nicolene Cooke's Accounting Services
Company Secretarial Duties: C2M Chartered Accountants
BVID Management Company: Geocentric Urban Management Pty Ltd
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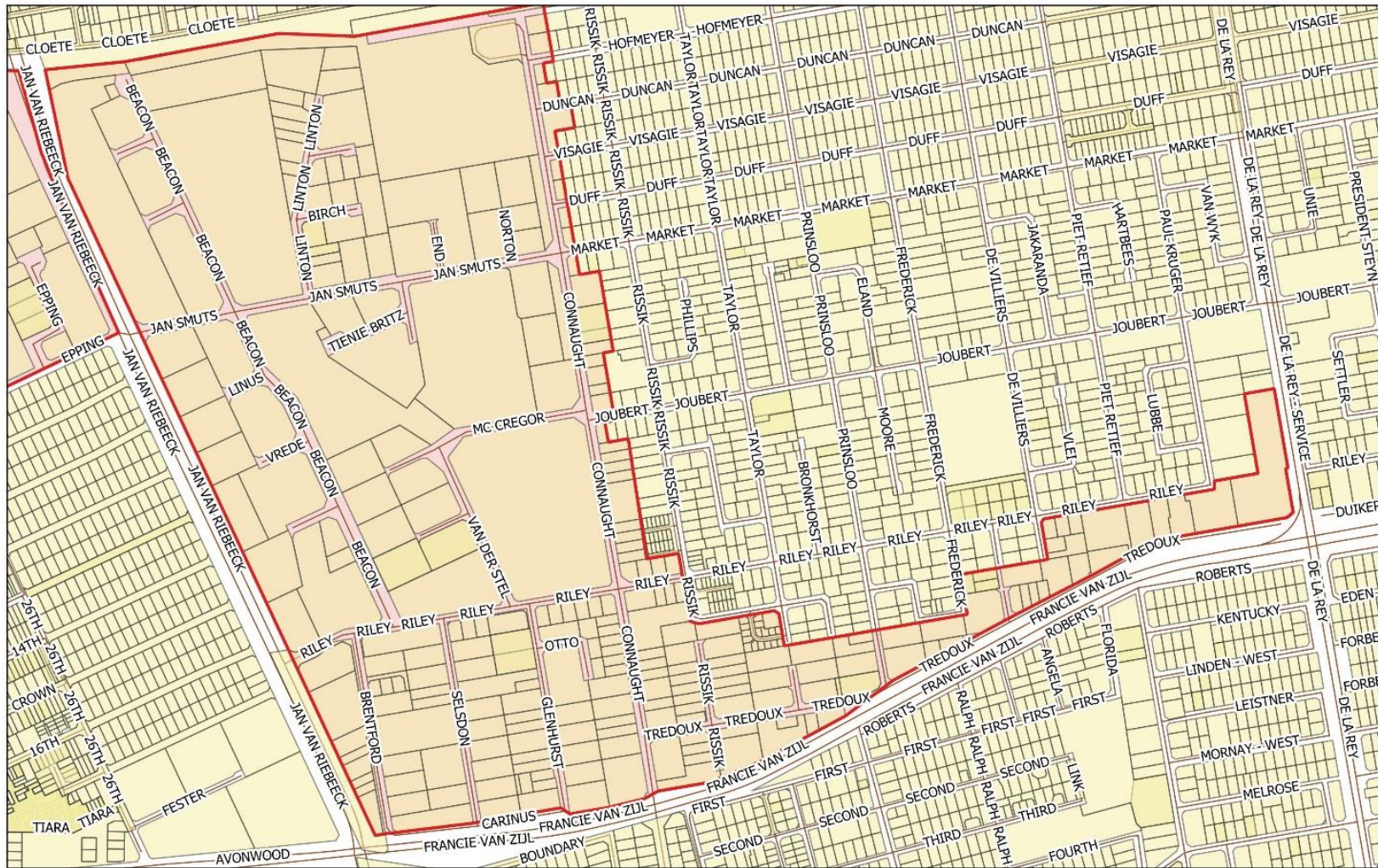
BVID Area

Northern Boundary – From the intersection of the railway reserve with Jan van Riebeeck Drive eastwards along the railway reserve to the intersection of the railway reserve with Parow Station and Connaught Road (Excluding the railway reserve and Parow Station).

Eastern Boundary – From Parow Station along Connaught Road southwards up until the intersection of Riley Street, along Riley Street to include all non-residential properties on both sides of Connaught and Riley Streets. From there the boundary follows along Koedoe Street to the cul de sac of Taylor Street and then eastwards along the back of the industrial properties intersecting with Impala Street, Prinsloo Street, Bresler Road and Du Preez Street up until De Villiers Street and then along De Villiers Street to Riley Street to include the boundary of Erf 23412 where it borders on De La Rey Street.

Southern Boundary – From the intersection of De La Rey Street and Francie van Zijl Drive along Tredoux Street to include all properties north of Francie van Zijl Drive up until the intersection with Jan van Riebeeck Drive.

Western Boundary – From the intersection of Francie van Zijl Drive and Jan van Riebeeck Drive northwards along the eastern boundary of the road reserve up to the intersection of Jan van Riebeeck Drive and the railway line to include only the properties to the east of Jan van Riebeeck Drive.



BEACONVALE IMPROVEMENT DISTRICT



BVID Mission

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

BVID Vision

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

BVID 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 BVID area.

Proposed Services

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

- a) The management of the BVID 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 cooperation 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 BVID;
- e) Through constructive partnerships with all the role-players in the BVID 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 BVID as a well-managed and functioning business and residential node.

Consistency with Integrated Development Plan (IDP)

Introduction

The IDP of the City rests on five Strategic Focus Areas (SFAs) and the BVID supports these SFAs as follows:

- **The Opportunity City.** The BVID 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.
- **The Safe City.** The primary focus and therefore budget allocation for the BVID is aimed at improved public safety in the public spaces within the BVID boundary. The BVID therefore directly supports a Safe City.
- **The Caring City.** The BVID 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 Inclusive City.** The BVID supports the functions of the City by creating an environment where there is access to economic opportunities, where citizens feel safe and cared for, and where communities are truly integrated. Therefore, BVIDs plan incorporates aspects of three SFAs i.e. opportunity city, safe city and caring city.
- **The Well Run City:** To deliver on its vision, the BVID needs to be responsive to its customers' needs and able to sustainably support the various initiatives, programmes and projects by delivering the right services in the most efficient and effective way. The well-run city aspires to do this by focusing on financial and operational sustainability, human resource development and organisational restructuring.

Each of these SFAs are considered within each of the main service areas of the BVID business plan and highlighted in each section.

Improving Public Safety

In order to improve safety and security the BVID will retain and improve its 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 BVID initiative and the inherent security situation of the area requires 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 patrols through roaming vehicles and ~~foot~~ public safety patrol officers on motorcycles 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 SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the BVID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and an extensive 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 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.

The current public safety plan includes two (2) public safety patrol officers on motorcycles deployed in the BVID, Monday to Friday between 06:30 and 17:30. When specific operations are underway, the BVID mobile public kiosk will serve as a public contact point within the BVID 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.
- 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 BVID 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 when required.

CCTV Surveillance Project

The proposed budget and business plan also incorporates 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 BVID has 8 Pan-Tilt-Zoom surveillance cameras and three static cameras in place. Future expansion includes the placement of LPR cameras at the entrances to the area. The cameras assist in acting as a deterrent and assist in the monitoring of areas that are difficult to or less frequently patrolled by public safety patrol officers on motorcycles and patrol vehicles. The cameras also assist in directing patrollers to specific problems when detected.



Operational security forum

In order to facilitate an integrated approach, the BVID 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 BVID, 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 BVID public safety service provider may only operate in the public space.

The public safety services as planned is in support of IDP SFA for a **Safe City**. The primary focus and therefore budget allocation for the BVID is aimed at improved public safety in the public spaces within the BVID boundary and therefore directly supports a Safe City.

The public safety services as planned is in support of IDP SFAs for an **Opportunity City and Inclusive City**. The BVID 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.

The budget for the provision of Public Safety is R 2 824 320 or 65% of the annual budget of Year 1 of the Business Plan.

Area Cleaning and Urban management

Most established Improvement Districts have appropriate budgets available to deploy the services of a dedicated public cleaning service provider to provide the supplementary 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 using 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:

- Continue 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.
- As a base level of repair and reinstatement has been achieved the BVID 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 BVID Implementation Plan part 4-57.
- 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 BVID. 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 which includes an urban management supervisor
- The shifts will be run Monday to Friday from 08:30 to 16:30

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 BVID will continue the processes to develop and facilitate similar facilities and initiatives for the Beaconvale area in support of the need for recycling programs.

The cleaning and urban management services as planned is in support of IDP SFA for an **Opportunity City**. The BVID 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.

The cleaning and urban management services as planned is also in support of the SFA for an **Efficient City**. The BVID supports the functions of the City through the delivery of **coordinated supplementary municipal services and communicates with the various line departments** which facilitates streamlined communication and service delivery with the City.

The cleaning and urban management services as planned is also in support of the Municipal Spatial Development Framework (MSDF) set in the IDP including Spatial Priority 2: Manage urban growth, and create a balance between urban development and environmental protection. The processes of ensuring that waste materials do not enter drainage systems and the efforts to recycle collected waste supports this priority.

The budget for the provision of cleaning and urban management services is R 362 750 or 8,5% of the annual budget of Year 1 of the Business Plan.



Social responsibility

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The BVID 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. The BVID 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 supplementary 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 BVID 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 IDP SFA for a **Caring City**. The BVID 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 social upliftment programmes as planned is in support of IDP SFA for an **Opportunity City**. The BVID 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**.

The social upliftment plan also supports the Municipal Spatial Development Framework (MSDF) set in the IDP including Spatial Priority 3: Plan for employment and improve accessibility as well as access to economic opportunities. It creates job opportunities for previously unemployed and homeless people through the partnerships with local NGOs.



The budget for the provision of social upliftment is R 15 000 or 1% of the annual budget of Year 1 of the Business Plan.

Marketing

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

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

The marketing programme included in the Business Plan is in support of the IDP SFA for an **Opportunity City**. The BVID 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**.

Property Owner Supported Projects

Property owners with the financial means to contribute beyond their additional Municipal Property Rates for the BVID will be encouraged to support various additional initiatives such as:

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

The detailed 5-year budget for the implementation and operations of the BVID is set out in Part C. It reflects the identified needs of the BVID operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all eligible 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 BVID 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

As per the City’s Special Rating Areas (SRA) Policy, an annual budget is prepared by the BVID, based on the needs of the area as described in the business plan. The budget provides for envisaged supplementary and related services and actual costs of operation as well as a 3% (three percent) provision for bad debts.

The CID is funded by property owners in the CID area through an additional property rate levied on the municipal valuation of all eligible properties within the boundaries of the CID. Additional property rates are variable at the current gazetted rate and are calculated by the City during the City's annual budget process.

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 BVID.

The Additional Rate is expressed as a Rand-in-the-rand and is calculated by dividing the CID budget total with the total municipal valuation of all properties within the boundary of the CID. The CID budget and Additional Rate is approved by Council with the City's budget and is applicable over a financial year, which starts on 1 July.

The budget for each year of the Business Plan is as follows:

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 4 359 866	R 4 359 866	-	8,8%
2	R 4 625 613	R 4 625 613	-	6,1%
3	R 4 935 334	R 4 935 334	-	6,7%
4	R 5 266 735	R 5 266 735	-	6,7%
5	R 5 621 335	R 5 621 335	-	6,7%

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 BVID 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 0.002407 = R12,035.00 ÷ 12 = R1,002.92 x 1.15 = R1,153.35

Proposed Management Structure

The BVID is managed by a board of directors, elected by the members of the Beaconvale Improvement District NPC (BVID). A Board of Directors consists of property owners within the BVID 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 BVID 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 BVID. The supplementary services provided by the BVID 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 BVID is managed by a BVID 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 (AGM) 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 proposed management of the BVID is in support of IDP SFA for a **Well Run City**. The BVID's governance structures ensure an open and transparent approach in the way public money is used for the benefit of the community.

The budget for the provision of management and administrative services is R 774 000 or 17,8% of the annual budget of Year 1 of the Business Plan. Provision is made for bad debt at 3% and depreciation of 3,9% in Year 1 of the Business Plan.

Permissible Amendments to the Business Plan

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

List of all Rateable Properties within the CID

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

B. IMPLEMENTATION PLAN

The Implementation Plan is attached as Part B.

C. 5-YEAR BUDGET

The five-year budget is attached as Part C.



BEACONVALE IMPROVEMENT DISTRICT (BVID) 5 YEAR IMPLEMENTATION PLAN 1st July 2022 to 30th June 2027

PROGRAM 1 - BVID MANAGEMENT & OPERATIONS

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Maintain a fully operational BVID Management Office	Functional and accessible	Ongoing	➔	➔	➔	➔	➔	BVID Manager / BVID Board	Refer to 2.6
2. Appointment of relevant service providers	Appointment of appropriately qualified service providers.	3 Years	1			1		BVID Manager / BVID 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.	Bi-monthly	6	6	6	6	6	BVID Manager / BVID 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.	Monthly	12	12	12	12	12	BVID 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.	Annually	1	1	1	1	1	BVID Manager	Submitted to the City by 31 August of each year.
6. Communicate BVID arrears list	Board Members in arrears cannot participate in meetings.	Monthly	12	12	12	12	12	BVID Manager	Observe and report concern over outstanding amounts to Board and CID Department.

PROGRAM 1 - BVID 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	Annually	1	1	1	1	1	BVID Manager / BVID 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.	Annually	1	1	1	1	1	BVID Manager / BVID Board	Submit proof of submission to CID Department.
9. Successful day-to-day management and operations of the BVID	Monthly feedback to BVID Board.	Ongoing	➔	➔	➔	➔	➔	BVID Manager	
10. Maintain Website	Website with all the relevant documents as required by the By-Law and Policy	Ongoing	➔	➔	➔	➔	➔	BVID Board BVID Manager	Refer to Program 6-3.
11. CIPC Compliance - Directors change - Annual Returns - Auditors change	CIPC Notifications of changes.	Annually	1	1	1	1	1	BVID 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	Monthly	12	12	12	12	12	BVID 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	Monthly	12	12	12	12	12	BVID Manager	
14. Input to the Integrated Development Plan	Annual submissions to Subcouncil Manager	Annually	1	1	1	1	1	BVID Manager	October to February of every year.
15. Input to the City Capital/Operating Budgets	Annual submissions to Subcouncil Manager.	Annually	1	1	1	1	1	BVID Manager	By September of each year.
16. Communicate with property owners	Monthly newsletter	Monthly	12	12	12	12	12	BVID Manager	Keep property owners informed.

PROGRAM 1 - BVID 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	➔	➔	➔	➔	➔	BVID Manager & City of Cape Town Departmental Managers and Law Enforcement	
18. Visit BVID members	Communicate and visit BVID members.	Bi-annually	2	2	2	2	2	BVID Manager	Refer also to Program 6-4
19. Promote and develop BVID NPC membership	Have a NPC membership that represents the BVID community Update NPC membership. Ensure that membership application requests are prominent on webpage	Ongoing	➔	➔	➔	➔	➔	BVID Manager / BVID Board	
20. Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the BVID	Successful and professional relationships with subcouncil management, Area Based Manager and City Departments resulting in enhanced communication, cooperation and service delivery	Ongoing	➔	➔	➔	➔	➔	BVID Manager	
21. CID renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5					1	BVID Manager / BVID Board	
22. Annual Tax Compliance Status	Within one month after expiry date.	Annually	1	1	1	1	1	BVID Manager	Submit PIN to CCT Supply Chain Management Department.
23. Budget Review	Board approved budget review to the CCT by end of March	Annually	1	1	1	1	1	BVID Manager	Submit Board minutes and approved adjustment budget to the CCT by end of March.

PROGRAM 1 - BVID MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
24. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of March.	Annually	1	1	1	1	1	BVID Manager / BVID Board	Submit Board minutes and approved Mid-year performance review to the CCT by end of March. Ensure under/non performance areas are addressed before the end of the financial year.
25. 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	1	1	1	1	1	BVID Manager / BVID Board	
26. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1	1	1	1	1	BVID Manager / BVID Board	
27. Protection of Personal Information Act (POPIA) declaration	At the first Board meeting after the AGM, new Directors to sign the POPIA declaration	Annually	1	1	1	1	1	BVID Manager / BVID Board	
28. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	BVID Manager / BVID Board	
29. VAT reconciliation/Tax Returns	Bi-monthly VAT returns and annual Tax returns	Bi-monthly	6	6	6	6	6	BVID Manager / BVID Board	
30. Annual Approval of Implementation Plan and Budget	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	1	1	1	1	1	BVID Manager / BVID Board	

PROGRAM 2 - BVID 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	➔	➔	➔	➔	➔	BVID Manager/ Public Safety Service Provider	This is done comprehensively at the beginning of term and then modified continuously
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	BVID 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	➔	➔	➔	➔	➔	BVID 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	➔	➔	➔	➔	➔	BVID 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	1	1	1	1	1	BVID 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	➔	➔	➔	➔	➔	BVID Manager/ Public Safety Service Provider	As per Program 1-1

PROGRAM 2 - BVID 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		
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 BVID	Ongoing	➔	➔	➔	➔	➔	BVID Manager/ Public Safety Service Provider	
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 BVID	Ongoing	➔	➔	➔	➔	➔	BVID Manager/ Public Safety Service Provider	
9. Assist the police through participation by BVID in the local Police sector crime forum	Incorporate feedback and information in Public Safety and safety initiatives of the BVID Report on any Public Safety information of the BVID to the CPF	Monthly	12	12	12	12	12	BVID 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 BVID Board with recommendations where applicable	Quarterly	4	4	4	4	4	BVID 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 BVID Board with recommendations where applicable	Daily	➔	➔	➔	➔	➔	BVID Manager/ Public Safety Service Provider	
12. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the BVID 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 BVID Board
13. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	➔	➔	➔	➔	➔	BVID Manager/ Public Safety Service Provider	

PROGRAM 2 - BVID 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		
14. Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	3 Years	1			1		BVID Manager / BVID Board	
15. Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	Ongoing	➔	➔	➔	➔	➔	BVID Manager/ Public Safety Service Provider	

PROGRAM 3 - BVID 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. Review a cleansing strategy document	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery.	Annually	1	1	1	1	1	BVID 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	BVID Manager/ Cleansing Service Provider	
3. Appointed Cleaning service provider.	Appointment of appropriately qualified service provider.	3 Years	1			1		BVID Manager / BVID 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.

PROGRAM 3 - BVID CLEANSING & ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
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	BVID Manager/ Solid Waste Department	
5. Cleaning of streets and sidewalks in the BVID	Cleansing each of the streets within the CID boundary at least once within every two month period	Bi monthly	6	6	6	6	6	BVID 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 BVID	Ongoing	➔	➔	➔	➔	➔	BVID Manager/BVID 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	➔	➔	➔	➔	➔	BVID Manager/ Cleansing Service Provider/ Law Enforcement Officers/BVID 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	BVID Manager/ Cleansing Service Provider/BVID Board	

PROGRAM 3 - BVID CLEANSING & ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
9. Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections Report findings to Board.	Ongoing	→	→	→	→	→	BVID Manager/ Cleansing Service Provider, Solid waste Department	
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 4-4 and 5-2
12. Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board	Ongoing	→	→	→	→	→	BVID Manager/ Cleansing Service Provider	
13. Greening campaigns - Arbor Day	Report to the BVID Board with recommendations where applicable	Annually	1	1	1	1	1	BVID Manager	

PROGRAM 4 - BVID 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;	Urban management plan with clear deliverables and defined performance	Ongoing Monthly reporting to the Board.	→	→	→	→	→	BVID Manager	Use the established service levels to design the provision of supplementary

PROGRAM 4 - BVID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
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	indicators to guide delivery – Report monthly to the Board								services without duplication of effort.
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 BVID Board with recommendations where applicable	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register	→	→	→	→	→	BVID 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 BVID Board with recommendations where applicable	Quarterly	4	4	4	4	4	BVID Manager	
4. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary	Development of a long-term sustainable work program	Ongoing	→	→	→	→	→	BVID Manager	This is done comprehensively at the term renewal and then modified and

PROGRAM 4 - BVID URBAN MANAGEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
services to improve the urban environment									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	➔	➔	➔	➔	➔	BVID Manager	

PROGRAM 5 - BVID 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	➔	➔	➔	➔	➔	BVID 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	➔	➔	➔	➔	➔	BVID Manager/ NGOs	This will be a long-term plan of action that will take time to develop – Refer to Program 4-4 and 3-11
3. Coordinate Social Development programs and initiatives with City Social Development Department	Meet quarterly, Keep minutes and report quarterly	Quarterly	4	4	4	4	4	BVID Manager/Board/City Social Development Department	
4. Public awareness program on social issues	Publish on web page	Ongoing	➔	➔	➔	➔	➔	BVID Manager	

PROGRAM 6 - BVID 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	BVID 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	➔	➔	➔	➔	➔	BVID Manager	
3. Maintain Website	Up to date and informative website in compliance with CID legislation.	Ongoing	➔	➔	➔	➔	➔	BVID Manager	Refer to Program 1-10
4. Regular Member visits and meetings	Monthly feedback to BVID Board at Directors Meeting	Ongoing	➔	➔	➔	➔	➔	BVID Manager	Refer to Program 1-18
5. Establish the BVID Business Directory and link to website	Up to date directory	Every 6 months	2	2	2	2	2	BVID Manager	
6. BVID Signage	Signage to be visible and maintained	Ongoing	➔	➔	➔	➔	➔	BVID Manager	

BEACONVALE CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2022/23	2023/24	2024/25	2025/26	2026/27
INCOME	R	R	R	R	R
Income from Additional Rates	-4 359 866 100.0%	-4 625 613 100.0%	-4 935 334 100.0%	-5 266 735 100.0%	-5 621 335 100.0%
TOTAL INCOME	-4 359 866 100.0%	-4 625 613 100.0%	-4 935 334 100.0%	-5 266 735 100.0%	-5 621 335 100.0%
EXPENDITURE	R	R	R	R	R
Core Business	3 212 070 73.7%	3 436 915 74.3%	3 677 500 74.5%	3 934 925 74.7%	4 210 368 74.9%
Cleansing services	347 750	372 093	398 139	426 009	455 829
Environmental upgrading	10 000	10 700	11 449	12 250	13 108
Law Enforcement Officers / Traffic Wardens	221 400	236 898	253 481	271 225	290 210
Public Safety	2 485 200	2 659 164	2 845 305	3 044 477	3 257 590
Public Safety - CCTV monitoring	117 720	125 960	134 778	144 212	154 307
Public Safety - CCTV - Leasing of cameras	-	-	-	-	-
Social upliftment	15 000	16 050	17 174	18 376	19 662
Urban Maintenance	15 000	16 050	17 174	18 376	19 662
Depreciation	168 000 3.9%	120 000 2.6%	120 000 2.4%	120 000 2.3%	120 000 2.1%
Repairs & Maintenance	25 000 0.6%	26 750 0.6%	28 623 0.6%	30 627 0.6%	32 771 0.6%
Interest & Redemption	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
General Expenditure	774 000 17.8%	828 180 17.9%	886 151 18.0%	948 181 18.0%	1 014 556 18.0%
Accounting fees	17 500	18 725	20 036	21 438	22 939
Administration and management fees	566 250	605 888	648 300	693 681	742 238
Advertising costs	8 000	8 560	9 159	9 800	10 486
Auditor's remuneration	17 750	18 993	20 322	21 745	23 267
Bank charges	2 500	2 675	2 862	3 063	3 277
Contingency / Sundry	10 000	10 699	11 447	12 248	13 109
Insurance	7 500	8 025	8 587	9 188	9 831
Marketing and promotions	8 000	8 560	9 159	9 800	10 486
Office rental	132 500	141 775	151 699	162 318	173 680
Secretarial duties	4 000	4 280	4 580	4 900	5 243
Capital Expenditure (PPE)	50 000 1.1%	75 000 1.6%	75 000 1.5%	75 000 1.4%	75 000 1.3%
CCTV / LPR Cameras	50 000	75 000	75 000	75 000	75 000
Bad Debt Provision 3%	130 796 3.0%	138 768 3.0%	148 060 3.0%	158 002 3.0%	168 640 3.0%
TOTAL EXPENDITURE	4 359 866 100.0%	4 625 613 100.0%	4 935 334 100.0%	5 266 735 100.0%	5 621 335 100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	8.8%	6.1%	6.7%	6.7%	6.7%

LIST OF RATEBLE PROPERTIES WITHIN THE BEACONVALE CID

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Warehouse	9	BEACON WAY	1	106742	448726	448726	20187		
Warehouse	9	BEACON WAY	2	106743	448726	448726	20187		
Warehouse	9	BEACON WAY	3	106744	448726	448726	20187		
Warehouse	9	BEACON WAY	4	106745	448726	448726	20187		
Warehouse	9	BEACON WAY	5	106746	448726	448726	20187		
Warehouse	9	BEACON WAY	6	106747	448726	448726	20187		
Warehouse	9	BEACON WAY	7	106748	448726	448726	20187		
Warehouse	9	BEACON WAY	8	106749	448726	448726	20187		
Warehouse	9	BEACON WAY	9	106750	448726	448726	20187		
Warehouse	9	BEACON WAY	10	106751	448726	448726	20187		
Warehouse	9	BEACON WAY	11	106752	448726	448726	20187		
Warehouse	9	BEACON WAY	12	106753	448726	448726	20187		
Warehouse	9	BEACON WAY	13	106754	448726	448726	20187		
Warehouse	9	BEACON WAY	14	106755	448726	448726	20187		
Warehouse	9	BEACON WAY	15	106756	448726	448726	20187		
Warehouse	9	BEACON WAY	16	106757	448726	448726	20187		
Warehouse	9	BEACON WAY	17	106758	448726	448726	20187		
Warehouse	9	BEACON WAY	18	106759	448726	448726	20187		
Warehouse	9	BEACON WAY	19	106760	448726	448726	20187		
Warehouse	9	BEACON WAY	20	106761	448726	448726	20187		
Warehouse	9	BEACON WAY	21	106762	448726	448726	20187		
Warehouse	9	BEACON WAY	22	106763	448726	448726	20187		
Warehouse	9	BEACON WAY	23	106764	448726	448726	20187		
Warehouse	9	BEACON WAY	24	106765	448726	448726	20187		
Warehouse	19	BEACON WAY			626473	626473	21534		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Light Indust.	27	BEACON WAY			623224	623224	17910		
Serv Industrial	45	BEACON WAY			623240	623240	17964		
Offices	47	BEACON WAY			626789	626789	21893		
Vac Ind Land	49	BEACON WAY			700887	700887	17943		
Body corporat	52	BEACON WAY		0	450441	450441	9825	M	
Body corporat	52	BEACON WAY		0	450441	633876	9825	s	
Factory	52	BEACON WAY	1	118923	450441	450441	9826		
Factory	52	BEACON WAY	2	118924	450441	450441	9826		
Factory	52	BEACON WAY	3	118925	450441	450441	9826		
Factory	52	BEACON WAY	4	118926	450441	450441	9826		
Factory	52	BEACON WAY	5	118927	450441	450441	9826		
Factory	52	BEACON WAY	6	118928	450441	450441	9826		
Factory	52	BEACON WAY	7	118929	450441	450441	9826		
Factory	52	BEACON WAY	8	118930	450441	450441	9826		
Warehouse	52	BEACON WAY	9	178940	450441	450441	9826		
Light Indust.	63	BEACON WAY			633875	633875	9824		
Light Indust.	1	BIRCH CLOSE			627756	627756	23110		
Light Indust.	7	BIRCH CLOSE			627757	627757	23111		
Serv Industrial	8	BIRCH CLOSE			627760	627760	23283		
Light Indust.	10	BIRCH CLOSE			627761	627761	23116		
Warehouse	11	BIRCH CLOSE			804780	804780	23633		
Subdivisions	2	BRENTFORD ROAD			738240	738240	12429		
Light Indust.	3	BRENTFORD ROAD			622084	622084	16566		
Light Indust.	6	BRENTFORD ROAD			619468	619468	12455		
Light Indust.	8	BRENTFORD ROAD			699394	699394	12451		
Warehouse	9	BRENTFORD ROAD			623360	623360	18206		
Workshop	13	BRENTFORD ROAD			988284	988284	24433		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Serv Industrial	14	BRENTFORD ROAD			619464	619464	12450		
Workshop	15	BRENTFORD ROAD			988285	988285	24434		
Workshop	17	BRENTFORD ROAD			988286	988286	24435		
Workshop	19	BRENTFORD ROAD			988287	988287	24436		
Workshop	21	BRENTFORD ROAD			988288	988288	24437		
Open Storage	23	BRENTFORD ROAD			988289	988289	24438		
Light Indust.	26	BRENTFORD ROAD			619462	619462	12447		
Light Indust.	30	BRENTFORD ROAD			619461	619461	12446		
Light Indust.	34	BRENTFORD ROAD			619460	619460	12440		
Light Indust.	38	BRENTFORD ROAD			623900	623900	18741		
Serv Industrial	35A	CARINUS STREET			619439	619439	12413	M	
Serv Industrial	35A	CARINUS STREET			619439	619441	12415	s	
Serv Industrial	35A	CARINUS STREET			619439	619442	12416	s	
Retail	4	CONNAUGHT ROAD			633905	633905	9883		6
Retail	4	CONNAUGHT ROAD			633905	633905	9883		6
Retail	4	CONNAUGHT ROAD			633905	633905	9883		6
Retail	6	CONNAUGHT ROAD			617575	617575	10009		
Schools	9	CONNAUGHT ROAD			623373	623373	18230		
Light Indust.	11	CONNAUGHT ROAD			633884	633884	9835		
Offices&Retail	16	CONNAUGHT ROAD			617782	617782	10203		
Retail	18	CONNAUGHT ROAD			617783	617783	10205		
Light Indust.	21	CONNAUGHT ROAD			633885	633885	9836		
Offices&Retail	22	CONNAUGHT ROAD			618276	618276	10801		
Workshop	29	CONNAUGHT ROAD			627038	627038	22162		
Retail	30	CONNAUGHT ROAD			621092	621092	15428		
Retail	32	CONNAUGHT ROAD			700692	700692	10795		
Retail	36	CONNAUGHT ROAD			618273	618273	10797		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Light Indust.	38	CONNAUGHT ROAD			618274	618274	10798		
Offices	40	CONNAUGHT ROAD			618267	618267	10787		
Light Indust.	42	CONNAUGHT ROAD			625336	625336	20450		
Serv Industrial	43	CONNAUGHT ROAD			633895	633895	9868		
Offices	48	CONNAUGHT ROAD			618266	618266	10784		
Warehouse	49	CONNAUGHT ROAD			633888	633888	9844		
Vacant Residential Land	50	CONNAUGHT ROAD			700694	700694	22405		
Offices	54	CONNAUGHT ROAD			618303	618303	10838		
Offices	56	CONNAUGHT ROAD			618302	618302	10836		
Offices	58	CONNAUGHT ROAD			618301	618301	10835		
Offices	60	CONNAUGHT ROAD			618300	618300	10834		
Light Indust.	73	CONNAUGHT ROAD			627249	627249	22461		
Offices	74	CONNAUGHT ROAD			618297	618297	10831		
Offices&Retail	76	CONNAUGHT ROAD			618293	618293	10827		
Offices	78	CONNAUGHT ROAD			618294	618294	10828		
Workshop	80	CONNAUGHT ROAD			618292	618292	10826		
Light Indust.	82	CONNAUGHT ROAD			619338	619338	12253		
Workshop	86	CONNAUGHT ROAD			18695291	18695291	24706		
Light Indust.	89	CONNAUGHT ROAD			619395	619395	12358		
Light Indust.	91	CONNAUGHT ROAD			619396	619396	12359		
Light Indust.	92	CONNAUGHT ROAD			619361	619361	12292		
Light Indust.	93	CONNAUGHT ROAD			619398	619398	12360		
Light Indust.	94	CONNAUGHT ROAD			619362	619362	12293		
Light Indust.	95	CONNAUGHT ROAD			619399	619399	12361		
Serv Industrial	96	CONNAUGHT ROAD			619357	619357	12285		
Light Indust.	97	CONNAUGHT ROAD			619400	619400	12362		
Light Indust.	98	CONNAUGHT ROAD			955143	955143	23639		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Light Indust.	99	CONNAUGHT ROAD			619401	619401	12363		
Industrial Park	102	CONNAUGHT ROAD			619344	619344	12261		
Light Indust.	103	CONNAUGHT ROAD			619405	619405	12367		
Light Indust.	105	CONNAUGHT ROAD			624923	624923	19835		
Serv Industrial	109	CONNAUGHT ROAD			619408	619408	12372		
Offices	111	CONNAUGHT ROAD			619409	619409	12373		
Light Indust.	113	CONNAUGHT ROAD			619406	619406	12369		
Serv St&Other	123	CONNAUGHT ROAD			975668	975668	24147		
Workshop	104A	CONNAUGHT ROAD			35138611	35138611	24744		
Pub Open Space	1A	CONNAUGHT ROAD			739313	739313	18752		
Subdivisions	3A	CONNAUGHT ROAD			739710	739710	21967		
Retail	4	DE KOCK STREET			633897	633897	9876		
Offices	1	DUNCAN STREET			617585	617585	10019		
Offices	4	DUNCAN STREET			626760	626760	21845		
Light Indust.	3	GLENHURST ROAD			619424	619424	12394		
Warehouse	7	GLENHURST ROAD			619425	619425	12396		
Warehouse	9	GLENHURST ROAD			619426	619426	12397		
Warehouse	10	GLENHURST ROAD			619416	619416	12385		
Warehouse	13	GLENHURST ROAD			793948	793948	23631		
Light Indust.	15	GLENHURST ROAD			619428	619428	12399		
Light Indust.	17	GLENHURST ROAD			619430	619430	12400		
Light Indust.	21	GLENHURST ROAD			619432	619432	12403		
Light Indust.	23	GLENHURST ROAD			619433	619433	12404		
Light Indust.	24	GLENHURST ROAD			957746	957746	23651		
Warehouse	26	GLENHURST ROAD			619410	619413	12381	S	
Light Indust.	27	GLENHURST ROAD			1014027	1014027	23582		
Light Indust.	29	GLENHURST ROAD			619437	619437	12411	M	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Light Indust.	31	GLENHURST ROAD			619437	619438	12412	S	
Warehouse	32	GLENHURST ROAD			619410	619410	12377	M	
Light Indust.	33	GLENHURST ROAD			619440	619440	12414		
Warehouse	36	GLENHURST ROAD			619410	619411	12378	S	
Light Indust.	37	GLENHURST ROAD			619443	619443	12418		
Light Indust.	38	GLENHURST ROAD			627782	627782	23145		
Subdivisions	3A	GLENHURST ROAD			738229	738229	12395		
Light Indust.	1	JAN SMUTS ROAD			700660	700660	23392		
Warehouse	2	JAN SMUTS ROAD			622324	622324	16820		
Warehouse	4	JAN SMUTS ROAD			623229	623229	17944		
Light Indust.	16	JAN SMUTS STREET			623241	623241	17976		
Light Indust.	21	JAN SMUTS STREET			627766	627764	23119	S	
Serv St&Other	22	JAN SMUTS STREET			623242	623242	17977		
Light Indust.	23	JAN SMUTS STREET			627766	627766	23120	M	
Serv Industrial	27	JAN SMUTS STREET			622035	622035	16468		
Light Indust.	31	JAN SMUTS STREET			633894	633894	9866		
Light Indust.	35	JAN SMUTS STREET			633886	633886	9837		
Heavy Indust.	6	JULIANA STREET			621264	621264	15700		
Warehouse	8	JULIANA STREET			622319	622319	16814		
Light Indust.	2	LINTON CLOSE			627763	627763	23118		
Light Indust.	10	LINTON CLOSE			627762	627762	23117		
Light Indust.	12	LINTON CLOSE			700658	700658	23337		
Workshop	17	LINTON CLOSE			700656	700656	22849		
Light Indust.	21	LINTON CLOSE			627741	627741	23093		
Light Indust.	25	LINTON CLOSE			627893	627893	23312		
Light Indust.	27	LINTON CLOSE			627742	627742	23096		
Light Indust.	29	LINTON CLOSE			627743	627743	23097		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Serv Industrial	31	LINTON CLOSE			627744	627744	23098		
Light Indust.	32	LINTON CLOSE			700659	700659	23362		
Serv Industrial	35	LINTON CLOSE			627745	627745	23099		
Vac Ind Land	38	LINTON CLOSE			700657	700657	23168		
Light Indust.	39	LINTON CLOSE			627738	627738	23090		
Vac Ind Land	41	LINTON CLOSE			627747	627747	23100		
Serv Industrial	38A	LINTON CLOSE			739863	739863	23167		
Warehouse	2	LINUS ROAD			623225	623225	17917		
Workshop	3	LINUS ROAD			622321	622321	16818		
Warehouse	4	LINUS ROAD			622322	622322	16819		
Offices&Retail	1	MARKET STREET			617784	617784	10206		
Light Indust.	1	MCGREGOR STREET			626781	626781	21873		
Workshop	7	MCGREGOR STREET	2	104310	448648	448648	9862		
Workshop	7	MCGREGOR STREET	3	104311	448648	448648	9862		
Workshop	7	MCGREGOR STREET	5	140681	448648	448648	9862		
Workshop	7	MCGREGOR STREET	6	140682	448648	448648	9862		
Serv Industrial	9	NORTON STREET			633883	633883	9834		
Light Indust.	2	OLDEN CLOSE			627754	627754	23109		
Light Indust.	4	OLDEN CLOSE			627753	627753	23108		
Light Indust.	6	OLDEN CLOSE			627752	627752	23107		
Warehouse	12	OLDEN CLOSE	1	121832	450525	450525	23106		
Warehouse	12	OLDEN CLOSE	2	121833	450525	450525	23106		
Warehouse	12	OLDEN CLOSE	3	121834	450525	450525	23106		
Warehouse	12	OLDEN CLOSE	4	121835	450525	450525	23106		
Light Indust.	1	OTTO STREET			627472	627472	22755		
Vac Ind Land	5	OTTO STREET			619404	619404	12366		
Vac Ind Land	7	OTTO STREET			619403	619403	12365		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Vac Ind Land	9	OTTO STREET			619402	619402	12364		
Warehouse	101	PRINSLOO STREET			623355	623355	18200		
Workshop	102	PRINSLOO STREET	1	118918	450440	450440	12168		
Workshop	102	PRINSLOO STREET	2	118919	450440	450440	12168		
Workshop	102	PRINSLOO STREET	3	118920	450440	450440	12168		
Workshop	102	PRINSLOO STREET	4	118921	450440	450440	12168		
Workshop	102	PRINSLOO STREET	5	118922	450440	450440	12168		
Light Indust.	103	PRINSLOO STREET			621258	621258	15689		
Light Indust.	106	PRINSLOO STREET			624539	624539	19415		
Light Indust.	107	PRINSLOO STREET			624540	624540	19416		
Light Indust.	46	RILEY CRESCENT			619393	619393	12355		
Retail	48	RILEY CRESCENT			619394	619394	12356		
Workshop	9	RILEY STREET	1	150085	977860	977860	24148		
Workshop	9	RILEY STREET	2	150086	977860	977860	24148		
Warehouse	9	RILEY STREET	3	150087	977860	977860	24148		
Warehouse	9	RILEY STREET	4	150088	977860	977860	24148		
Warehouse	9	RILEY STREET	5	150089	977860	977860	24148		
Warehouse	9	RILEY STREET	6	150090	977860	977860	24148		
Warehouse	9	RILEY STREET	7	150091	977860	977860	24148		
Warehouse	9	RILEY STREET	8	150092	977860	977860	24148		
Warehouse	9	RILEY STREET	9	150093	977860	977860	24148		
Warehouse	9	RILEY STREET	10	150094	977860	977860	24148		
Warehouse	9	RILEY STREET	11	150095	977860	977860	24148		
Warehouse	9	RILEY STREET	12	150096	977860	977860	24148		
Storeroom	9	RILEY STREET	13	150097	977860	977860	24148		
Serv Industrial	14	RILEY STREET			619450	619450	12428		
Warehouse	26	RILEY STREET			619422	619422	12392		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Warehouse	28	RILEY STREET			619423	619423	12393		
Light Indust.	38	RILEY STREET			619388	619388	12348		
Serv Industrial	40	RILEY STREET			619389	619389	12349		
Workshop	42	RILEY STREET			619391	619391	12350		
Serv Industrial	44	RILEY STREET			619392	619392	12354		
Serv Industrial	1A	RILEY STREET			622318	622318	16813		
Light Indust.	94	RISSIK STREET			623227	623227	17925		
Serv Industrial	95	RISSIK STREET			623226	623226	17924		
Warehouse	98	RISSIK STREET			619336	619336	12249		
Light Indust.	99	RISSIK STREET			619358	619358	12287		
Light Indust.	101	RISSIK STREET			619359	619359	12288		
Light Indust.	102	RISSIK STREET			619329	619329	12231		
Light Indust.	104	RISSIK STREET			619330	619330	12232		
Light Indust.	105	RISSIK STREET			619345	619345	12262		
Light Indust.	107	RISSIK STREET			619346	619346	12263		
Light Indust.	108	RISSIK STREET			619335	619335	12248		
Light Indust.	109	RISSIK STREET			619347	619347	12266		
Light Indust.	117	RISSIK STREET			619353	619353	12276	M	
Light Indust.	119	RISSIK STREET			619353	619354	12277	S	
Light Indust.	120	RISSIK STREET			626790	626790	21896		
Serv Industrial	121	RISSIK STREET			626791	626791	21897		
Warehouse	2	SELSDON ROAD			619421	619421	12391		
Warehouse	5	SELSDON ROAD			619453	619453	12431		
Serv Industrial	6	SELSDON ROAD			619420	619420	12390		
Warehouse	10	SELSDON ROAD			619418	619418	12388		
Serv Industrial	11	SELSDON ROAD			619452	619452	12430		
Light Indust.	13	SELSDON ROAD			619455	619455	12433		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Serv Industrial	15	SELSDON ROAD			619454	619454	12432		
Factory	17	SELSDON ROAD	1	7501965	14153570	14153570	24599		
Factory	17	SELSDON ROAD	2	7501966	14153570	14153570	24599		
Light Indust.	18	SELSDON ROAD			619431	619431	12401		
Serv Industrial	22	SELSDON ROAD			619449	619449	12425		
Serv Industrial	28	SELSDON ROAD			619448	619448	12423		
Light Indust.	31	SELSDON ROAD			1015955	1015955	24507		
Warehouse	33	SELSDON ROAD			619458	619458	12439		
Serv Industrial	34	SELSDON ROAD			619446	619446	12421		
Warehouse	38	SELSDON ROAD			619445	619445	12420		
Serv Industrial	30A	SELSDON ROAD			619447	619447	12422		
Serv Industrial	101	TAYLOR STREET			623370	623370	18227		
Serv Industrial	102	TAYLOR STREET			621260	621260	15690		
Warehouse	105	TAYLOR STREET			619331	619331	12233		
Factory	106	TAYLOR STREET	1	100172	448530	448530	12205		
Factory	106	TAYLOR STREET	2	100173	448530	448530	12205		
Factory	106	TAYLOR STREET	3	100174	448530	448530	12205		
Factory	106	TAYLOR STREET	4	100175	448530	448530	12205		
Factory	106	TAYLOR STREET	5	100176	448530	448530	12205		
Factory	106	TAYLOR STREET	6	100177	448530	448530	12205		
Factory	106	TAYLOR STREET	7	100178	448530	448530	12205		
Warehouse	14	TIENIE BRITZ STREET			1013965	1013965	24443		
Light Indust.	2	TREDOUX STREET			625245	625245	20341		
Serv Industrial	5	TREDOUX STREET			619348	619348	12267		
Serv Industrial	6	TREDOUX STREET			619352	619352	12275		
Serv Industrial	10	TREDOUX STREET			619333	619333	12244		
Serv Industrial	11	TREDOUX STREET			619334	619334	12246		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Serv Industrial	14	TREDOUX STREET			623365	623365	18217		
Serv Industrial	15	TREDOUX STREET			619332	619332	12234		
Serv Industrial	16	TREDOUX STREET			621094	621094	15437		
Light Indust.	17	TREDOUX STREET			621320	621320	15766		
Light Indust.	18	TREDOUX STREET			623312	623312	18145		
Light Indust.	21	TREDOUX STREET			700652	700652	12196		
Vac Ind Land	27	TREDOUX STREET			625179	625179	20191		
Vac Ind Land	31	TREDOUX STREET			619290	619290	12162		
Light Indust.	33	TREDOUX STREET			621314	621314	15751		
Serv Industrial	35	TREDOUX STREET			627180	627180	22340		
Light Indust.	39	TREDOUX STREET			626652	626652	21713		
Light Indust.	41	TREDOUX STREET			626654	626654	21715		
Light Indust.	43	TREDOUX STREET			626655	626655	21716		
Light Indust.	45	TREDOUX STREET			621325	621325	15777		
Workshop	47	TREDOUX STREET	1	122927	450543	450543	17970		
Workshop	47	TREDOUX STREET	2	122928	450543	450543	17970		
Workshop	47	TREDOUX STREET	3	122929	450543	450543	17970		
Workshop	51	TREDOUX STREET	1	153417	699395	699395	22768		
Workshop	51	TREDOUX STREET	2	153418	699395	699395	22768		
Workshop	51	TREDOUX STREET	3	153419	699395	699395	22768		
Workshop	51	TREDOUX STREET	4	153420	699395	699395	22768		
Warehouse	53	TREDOUX STREET			626815	626815	21938		
Light Indust.	55	TREDOUX STREET			699396	699396	22770		
Serv Industrial	57	TREDOUX STREET			624978	624978	19922		
Light Indust.	59	TREDOUX STREET			624977	624977	19918		
Open Storage	67	TREDOUX STREET			627932	627932	23412		
Subdivisions	104B	TREDOUX STREET			738170	738170	12271		

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave	Alloc-Cnt
Serv Industrial	20A	TREDOUX STREET			624970	624970	19907		
Light Indust.	39A	TREDOUX STREET			626653	626653	21714		
Light Indust.	11	VAN DER STEL ROAD			633872	633872	9821		
Light Indust.	13	VAN DER STEL ROAD			633871	633871	9820		
Light Indust.	17	VAN DER STEL ROAD			633869	633869	9819		
Warehouse	27	VAN DER STEL ROAD			633868	633868	9818		
Light Indust.	2	VLOK STREET			700653	700653	12343		
Light Indust.	3	VLOK STREET			619383	619383	12330		
Light Indust.	7	VREDE STREET			700655	700655	16817		
Light Indust.	8	VREDE STREET			625348	625348	20470		