

# **OVERKLOOF COMMUNITY IMPROVEMENT DISTRICT BUSINESS PLAN**

**01 JULY 2023 – 30 JUNE 2028**



**OVERKLOOF**  
IMPROVEMENT DISTRICT



This business plan is available at <https://www.overkloofsra.co.za>

## TABLE OF CONTENTS

|                                                        |    |
|--------------------------------------------------------|----|
| A. MOTIVATION REPORT .....                             | 3  |
| A.1. INTRODUCTION .....                                | 3  |
| A.2. PROPOSED SERVICES AND/OR PROJECTS .....           | 6  |
| A.3. FINANCIAL IMPACT OF THE CID .....                 | 16 |
| A.4. PROPOSED MANAGEMENT STRUCTURE .....               | 18 |
| A.5. PERMISSIBLE AMENDMENTS TO THE BUSINESS PLAN ..... | 19 |
| B. IMPLEMENTATION PLAN                                 |    |
| C. FIVE YEAR TERM BUDGET                               |    |
| LIST OF RATEABLE PROPERTIES - ANNEXURE A               |    |

## A. MOTIVATION REPORT

### A.1. INTRODUCTION

A City Improvement District (CID) is a community-driven venture, allowing the local community, property owners and local businesses to organise and fund improvements of specific areas within the City. Once established by the City, a non-profit company (the “CID Company”), carries out the improvements and upgrades proposed in its business plan, funded by an additional rate levied on rateable property located within the CID.

The Overkloof Community Improvement District (OCID) was established in 2018 and for the first time introduced a formal structure to several co-operative security and community-building initiatives that had already been gaining momentum in the area. It was the second CID to be registered in Hout Bay and has since been followed by several others. OCID was set-up with majority approval from local homeowners, and as a result of the efforts of a group of dedicated volunteers, it has become a positive force in this small neighbourhood.

Through the CID, the community has managed to engage service providers for local security, maintenance, cleansing and environmental services - and channel the energies of residents. OCID now has improved security in place, and the area has seen a decrease in crime. During the initial five-year term, the community has also made significant progress in rehabilitating two greenbelts in the area to serve recreational needs of residents. Compared to 2017, OCID now has better maintained verges, many new trees, better fire readiness, regular meetings, vibrant community social media channels, a consistent social upliftment programme, proactive communication with the city, and an organised cohesive community.

As we now approach the end of the CID’s first term, it is our intention to extend the CID for a further five years.

**Name of the City Improvement District:**

Overkloof Community Improvement District (OCID)

**Applicant’s name and address for delivery of any notices in respect of the application:**

John O’Callaghan

5 Bidoon Close, Hout Bay, 7806

### Geographical area of the CID:

OCID is defined by the following boundaries:

Eastern Boundary: Erf 9841, 8406, 8346, 7842-RE

Western Boundary: Erf 2407, 6164, 6163, 6162, 6161, 6160, 6159

Northern Boundary: M6 Main Road, Hout Bay

Southern Boundary: Erf 1748-RE, Erf 4703-RE

Erf 4083, 49 Main Road (Longacre Farm) does not form part of OCID

The area outlined in red reflects the geographical area of OCID. The Rateable Erven are listed in Annexure A.



**Strategic Objectives:**

The role of the OCID is to provide a sustainable infrastructure and platform that will allow our community to enjoy a safe, harmonious and peaceful natural environment - while ensuring the protection and growth of homeowners' property values.

The vision of the OCID is to ensure that Overkloof:

- Retains its peaceful, close to nature, residential, family friendly, and community driven character.
- Is a neighbourhood where visitors and residents can be safe as they enjoy their homes and public areas.
- Is an area where the abundant natural indigenous biodiversity is encouraged and protected.
- Is kept clean and well looked after
- Has a positive shared sense of community
- Plays its own role in promoting a prosperous, inclusive and healthy Cape Town - where people can see their hopes of a better future become a reality.

The OCID will in conjunction with relevant and appropriate stakeholders, supplement municipal services as detailed in the business plan for the benefit of property owners, and members of the public. More specifically its goals are:

- To improve the safety of residents and visitors of Overkloof.
- To respect and protect the natural and built environment of Overkloof.
- To protect the unique character of Overkloof as a peaceful residential suburb.
- To enhance the verges and shared public places within Overkloof
- To ensure the suburb remains clean and free from litter / illegal dumping.
- To promote and safeguard the interests of the residents of Overkloof.

- To promote and ensure positive and constructive interaction with the greater community of the ward and metropole - taking cognisance of the wider macro socio economic and environmental context and recognising our privileged position within it.

### **Core Values**

- Transparency & Accountability: to be achieved through visibility and accessibility of board members through social media channels, submission of updates and annual reports to the local community and publication of relevant documentation online.
- Collaboration and Community Building: we recognise our strength comes from working together and collaborating as a community. We will invite and encourage input and participation, and support forums and channels that build community cohesiveness and harmony.
- Simplicity and Action: as a small community with limited resource, we will be bias towards simple effective actions that make a positive difference sooner - rather than more complex initiatives which require greater resource investment and face long-term uncertainties.

## **A.2. PROPOSED SERVICES AND/OR PROJECTS**

### **Community Feedback**

The OCID is intended as a supplementary of services provided by the municipality.

When OCID was set up in 2018, a formal survey was done within the area. From the 67 rateable properties in Overkloof we received 43 completed surveys from 38 households.

The top 6 considerations for improvement were identified at the time as:

- Continued monitored security cameras at vulnerable entry points.
- Rapid security and incident vehicle response.
- A crime database and planning of safety measures.
- Inspections and reporting of potholes, water leaks and road hazards.
- Regular patrols.
- Improved co-ordination with City Service Departments.

Despite the desire for improvement - 53% of respondents thought that security in Overkloof was good to excellent. 51% of Overkloof residents at the time also said that the standard of traffic and road signage, street names and road markings was good to excellent. 49% of Overkloof residents mentioned that the upkeep of open areas is poor while half said that maintenance and upkeep of roads was average.

In the intervening 5 years, several additional concerns have emerged at various AGMs and community meetings.

- Vulnerability to mountain fires and fire-readiness
- Invasive alien vegetation
- Water pressure that is too high or too low and aging water infrastructure leading to system damage and outages
- Dangerous intersections coming in and out of the neighbourhood from Main Road.
- Noise nuisance and disturbance from allegedly commercial events

Significant improvement has been made on each of the original concerns in the intervening 5 years, and OCID will continue to address these, together with the additional concerns identified. These are to be addressed within the 4 main areas below:

## Improving Public Safety

Public Safety remains the primary concern for the area. The board will appoint a security company to provide the core security services based on multiple quotes, and a review of the offering of the security company.

A security sub-committee will get a daily report from the service provider on what happened the day before, and reports on camera uptime and functionality. Key incidents will be reported back to the community.

Increased presence and awareness during probable criminal activity times (largely predicted by weather and time of day / night and trend information provided by area wide community security initiatives including Hout Bay Neighbourhood Watch (HBNW) and Community Crime Prevention (CCP)) will be provided by external service providers to enhance the safety and security of the area.

As at August 2022, OCID leases 15 cameras (Including 23 LPR Cameras and 2 PTZ Cameras) in 8 locations from our selected service provider Deep Blue. This feeds to an off-site, central monitoring station. The lease includes all installation fees, maintenance fees, cleaning fees, free upgrades every 2 to 3 years, insurance, wireless network with 24/7 monitoring and armed response to these cameras. The cameras are equipped with software to assist the monitoring thereof and response thereto. Should there be a problem visible on the cameras, a response team responds and the public safety committee member will be notified immediately.

The cameras are located throughout the Overkloof area - with an emphasis on potential points of entry and exit.

The CID manages this contract which comes to an end in June 2023. A new RFP process will be followed to renew this arrangement or appoint a new provider from July 2023.

As a supplementary service, CCP are currently employed to provide additional pro-active security in the area and co-ordinate broader community responses to security incidents. These include first responder services, security co-ordination and penetration exercises.

The following improvements to the security infrastructure are planned:

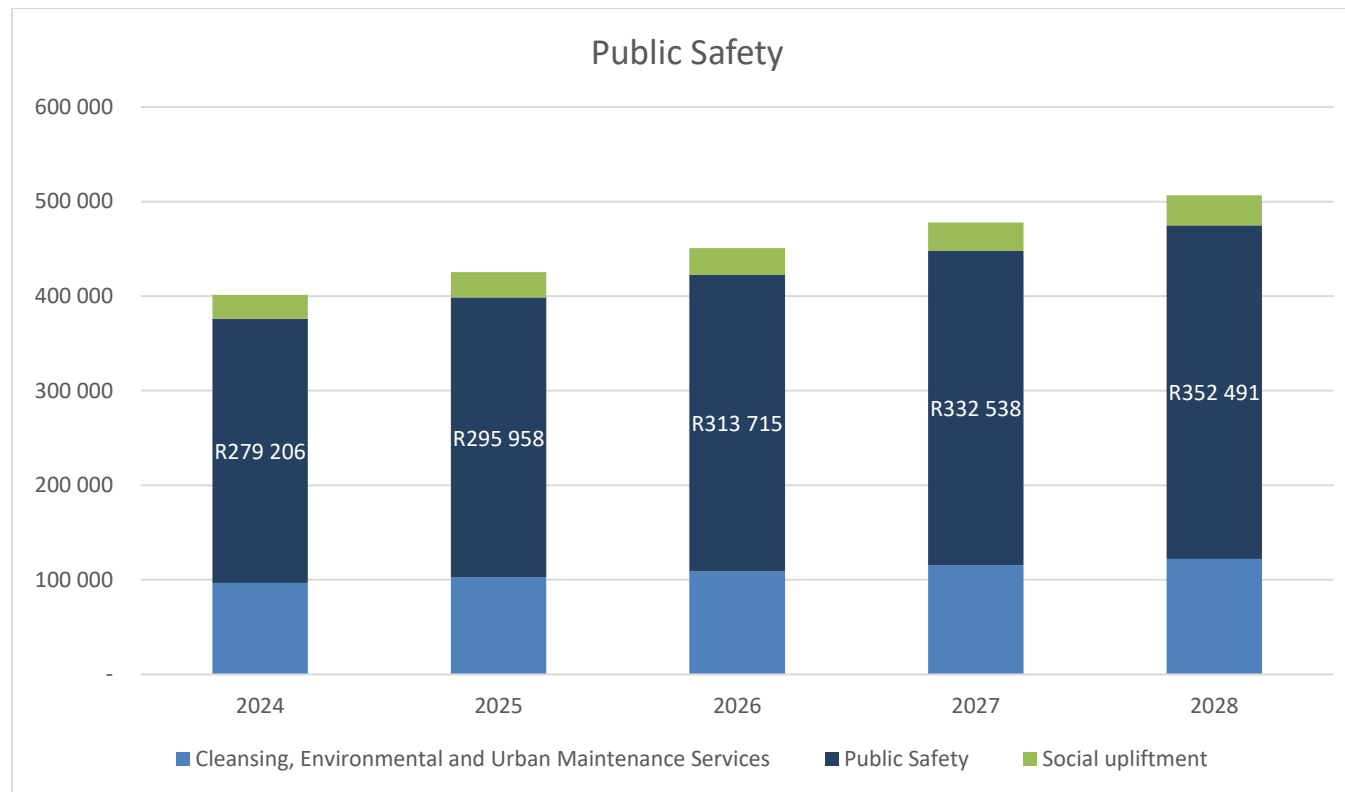
- Introduction of UPS back-up systems to deal with power outages
- Continual upgrading of all cameras and software.
- Ongoing security risk assessments and response
- Investment into new security technology as it becomes available
- Exploration of fencing and vegetation clearing options for improved security on the pipe track boundary.

Liaison with security bodies such as: Hout Bay Community Policing Forum, Hout Bay Neighbourhood Watch, different Security Service Providers active in the greater area, City Law Enforcement, SAPS Hout Bay and liaison with other neighbourhood watch organisations within the greater Cape Town metropole, will assist in the cohesion between the public and private entities' goals of ensuring public safety.

The above approach is consistent with the city's IDP objectives 5 (i.e. Efficient law enforcement to make communities safer) and objective 6 (i.e. Strengthen partnerships for safer communities) and contributes to the achievement of both objectives.

*Total estimated costs of these services and/or projects over the term of the CID:*

| <b>Core Business</b>                        | <b>2023/24</b> | <b>2024/25</b> | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> |
|---------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Public Safety - contributions to CCP / HBNW | 47,191         | 50,023         | 53,024         | 56,205         | 59,578         |
| Public Safety - CCTV leasing and monitoring | 232,014        | 245,935        | 260,691        | 276,333        | 292,913        |
| <b>Total Public Safety</b>                  | <b>279,206</b> | <b>295,958</b> | <b>313,715</b> | <b>332,538</b> | <b>352,491</b> |



#### Cleansing and Urban Maintenance Services

Conducting and promoting clean-up and sustainable development projects in the CID. Ensuring that the CID is clean, tidy and well-maintained by appointing contractors to conduct, supplementary cleaning and maintenance services in the CID. The cleanup will take place at least once a week. The contractors will need to have a team of staff to be able to provide the services to the entire CID area.

Contractors will attend to public areas and removal of alien vegetation, where possible, within the public open spaces and side verges to ensure these are kept free of litter and overgrowth which may be obscuring traffic visibility and /or sight lines of security cameras, which will then be cut back appropriately. Recycling waste is taken to the Hout Bay recycling facility.

The Board will appoint a service provider, after a competitive process, this will include regular clearing and clean up, and said contractor coming in regularly to maintain over hanging trees, cleaning of verges and bushy overgrowth, improving the forested short-cut area.

Contractor's tasks to include:

- Cleaning, Urban Maintenance of CID area - communal areas that include verges and public open spaces to be kept clean, vegetation to be maintained
- Any vegetation that may be blocking the view of security cameras throughout the CID area and above to be cleared / trimmed back
- Emptying of bins on a weekly basis (or more regularly if needed)
- Monitor and advise CID committee of alien clearing requirements, for escalation to the City
- Provide feedback to CID and log on the City C3 portal any infrastructure repair and upgrading needed, such as potholes in roads, burst pipes, stormwater drains, curbing and general road maintenance. Retain reference numbers of call logs and include in monthly report to CID committee
- Monthly writing update of activities undertaken, along with supporting pictures
- Ongoing advice on landscape planning and sourcing of indigenous trees and plants from the City nursery (transport and planting of trees will be a separate engagement)
- Incorporate Social upliftment as much as possible in projects / maintenance work to help ensure positive Social Responsibility impact

The above approach is consistent with the city's IDP objective 4 (i.e. well managed and modernised infrastructure to support economic growth and more specifically 4.7 which speaks to promoting cleanliness and addressing illegal dumping.) It is also consistent with objective 11 (i.e. Quality and safe parks and recreation areas and more specifically 11.1 the quality community facilities programme) and contributes to the achievement of both objectives.

## Environmental Development

OCID will work closely with the City to identify instances where repair or upgrade of pavements, curbing and drainage is needed. Reports on burst water pipes, storm water drains leaking, potholes, illegal dumping, road marking, street signs can be logged through the City's C3 System. Where these complaints are not resolved adequately on the set time frames by the CCT departments, it will be escalated within the City.

This will be championed by the environmental & urban management committee member, who will work closely with the City and the CID directors to ensure these are efficiently resolved.

The OCID will continue to improve and upgrade both the Chestnut Drive forest area and the plot that links Overkloof to the pipe track. These to be considered as “green lungs” and positive features for the area.

Communal areas that include verges and public open spaces will be kept cleaner, and vegetation will be trimmed back to ensure visibility and safety by provision of supplementary services which will be an enhancement to services provided by the City.

Alien vegetation presents an environmental risk to Overkloof - not only as a threat to bio-diversity - but also as a fire risk to the area. A project to liaise with the city for the removal of alien vegetation on communal land and restoring indigenous vegetation wherever possible in public spaces will be undertaken, along with general efforts to maintain cleanliness of the area. This will hopefully also encourage private owners to do the same on their properties.

Furthermore the OCID will continue to source and arrange delivery of indigenous trees and shrubs from the City Nursery, and ensure that these are kept hydrated until they mature.

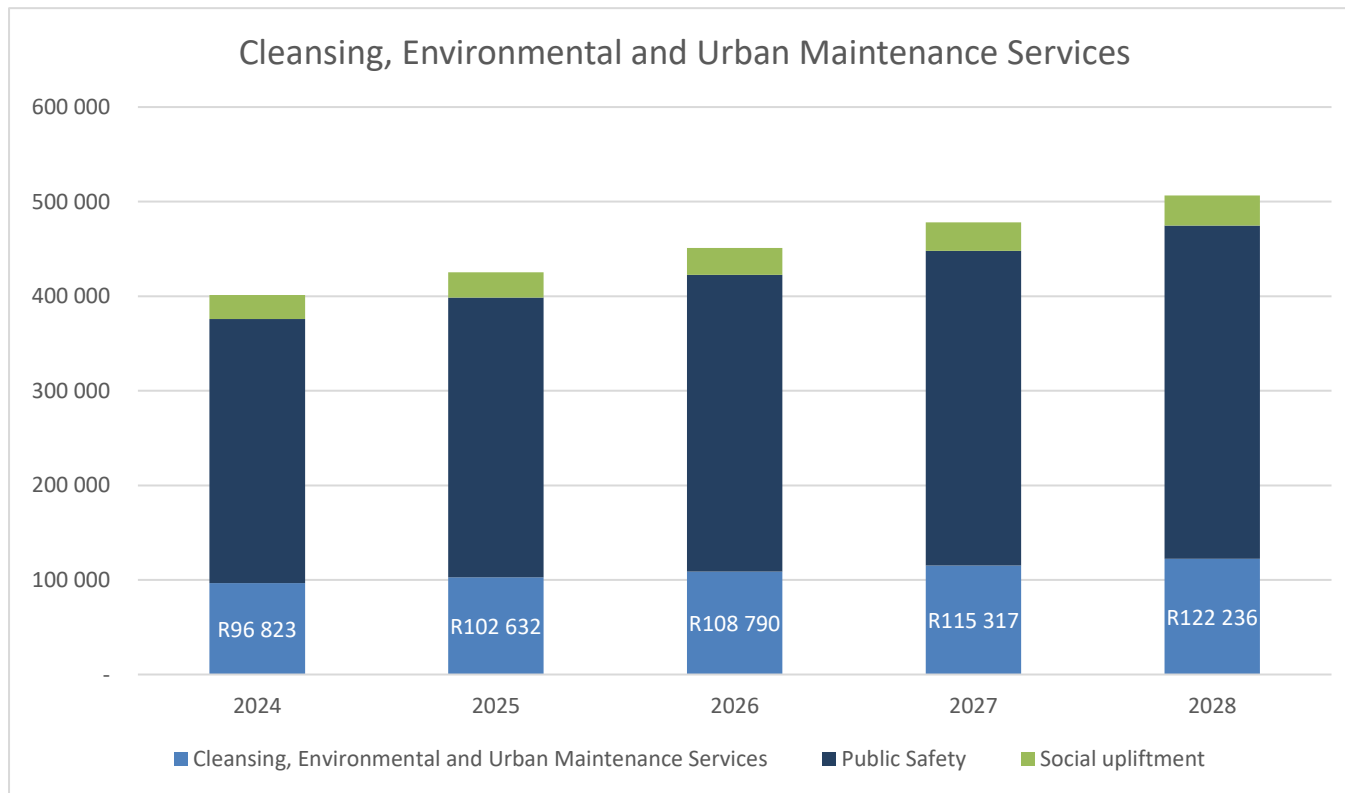
On an ongoing basis we will identify and undertake clearing and environmental management tasks - to improve and maintain verges.

Engendering an even further improved sense of community cooperation will be encouraged.

Ensuring positive Social Responsibility impact through all activities related to residents, the environment, the Overkloof community, the OCID stakeholders, Service Providers, and all other members of the public sphere who may also be considered as stakeholders will be a key goal of the OCID.

*Total estimated costs of these services and/or projects over the term of the CID:*

| <b>Core Business</b>                                    | <b>2023/24</b> | <b>2024/25</b> | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> |
|---------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Cleansing, Environmental and Urban Maintenance Services | 96,823         | 102,632        | 108,790        | 115,317        | 122,236        |



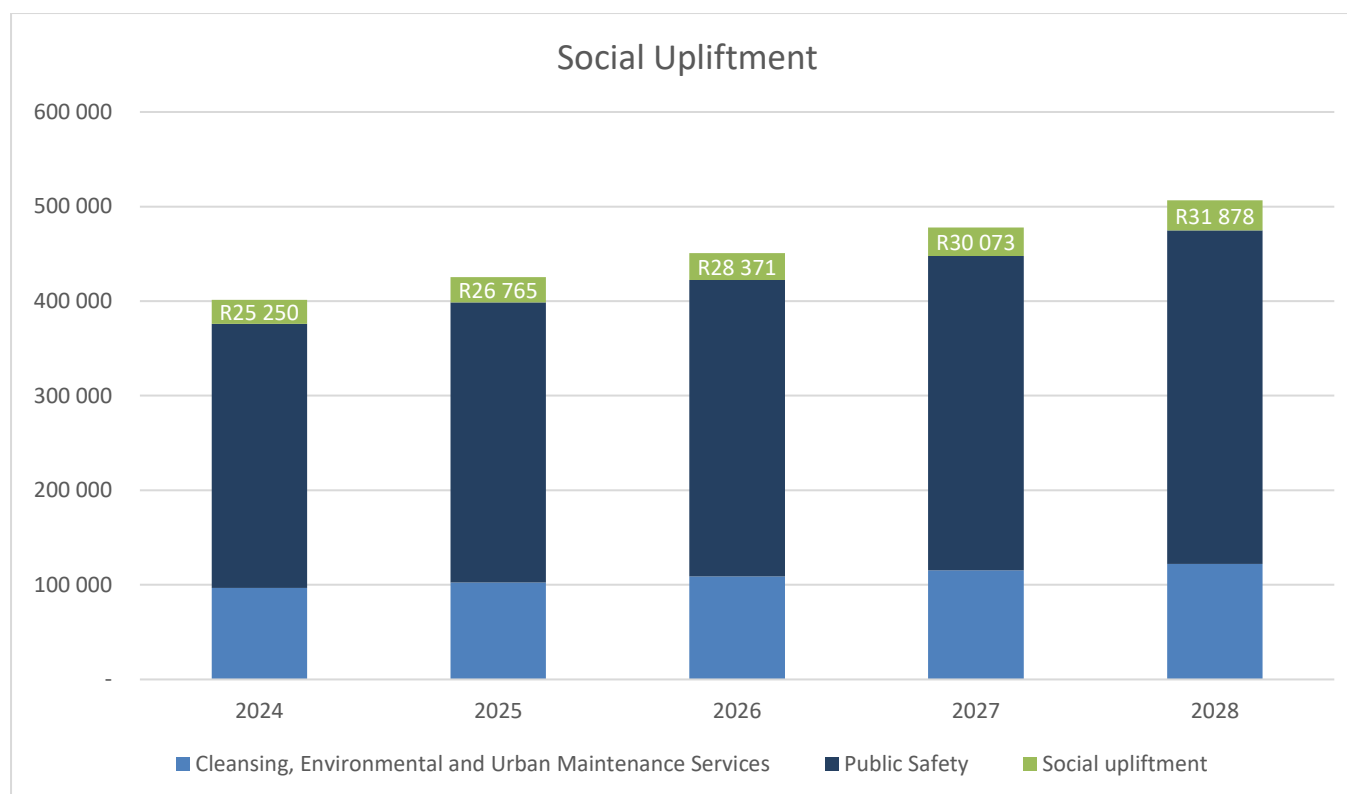
The above approach is consistent with the city's IDP in that it contributes to objective 9 (i.e. Healthy and sustainable environment and more specifically 9.1 the environmental and biodiversity management programme)

#### Social Upliftment

The CID will work with local NGO's and social improvement organisations in the area (Ladles of Love or similar) to support the most vulnerable in our broader community. We will ensure we make regular contributions of food and other items and encourage broader support for these initiatives in our community.

*Total estimated costs of these services and/or projects over the term of the CID:*

| <b>Core Business</b> | <b>2023/24</b> | <b>2024/25</b> | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> |
|----------------------|----------------|----------------|----------------|----------------|----------------|
| Social upliftment    | 25,250         | 26,765         | 28,371         | 30,073         | 31,878         |



The above approach is consistent with the city’s IDP in that it meets some of the most basic needs and improves well-being in our broader community at the most fundamental level. This is relevant to the overall CCT vision “City of Hope” and strengthens collaboration and partnerships in our community (Objective 6: Strengthen partnerships for safer communities)

### A.3. FINANCIAL IMPACT OF THE CID

The CID sets its own budget according to input from its members as per the approved five-year Business Plan. Each year, the CID board has to submit a detailed annual budget to the City for the period commencing on 1 July effective from the first year and ending on 30 June of the last year of the term. The proposed budget may not deviate materially from the approved business plan. The proposed 5 year budget is included in Section 3 of this document. 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 all 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 City pays the CID a monthly amount equivalent to one-twelfth of its approved budget less 3% retained by the City as a provision for bad debts. The provision for bad debts is kept in a ring-fenced account for the CID. This provision is compared with the arrears as at the end of the financial year. When the latter is less than the provision for bad debts, 75% of the difference is paid to the CID as per a Finance Agreement concluded between the City and the CID.

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 OCID. Should property owners receive partial or full relief in respect of rates, they would enjoy full exemption from paying any CID Additional Rates. It is, however, incumbent upon the property owner to seek such relief under the City's Rates Policy.

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<br>EXPENDITURE | REVENUE<br>(Funding Source:<br>Additional Rates) | REVENUE<br>(Other Funding Source<br>e.g.<br>Accumulated Surplus /<br>Donations /<br>Sponsorship / Parking<br>etc.) | % INCREASE<br>IN ADDITIONAL<br>RATES<br>REQUIREMENT |
|------|----------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 1    | R533 193             | R533 193                                         | -                                                                                                                  | 3%                                                  |
| 2    | R565 185             | R565 185                                         | -                                                                                                                  | 6%                                                  |
| 3    | R599 096             | R599 096                                         | -                                                                                                                  | 6%                                                  |
| 4    | R635 041             | R635 041                                         | -                                                                                                                  | 6%                                                  |
| 5    | R673 144             | R673 144                                         | -                                                                                                                  | 6%                                                  |

Individual contributions by properties owners may be calculated as follows:

1. Municipal valuation x R 0.XXXXXX = Annual contribution (VAT excl.)

Note: R 0.XXXXXX represents the approved CID 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. R1 000 000 x R0.001621 = R1 621.00 ÷ 12 = R135.08 x 1.15 = R155.35

#### A.4. PROPOSED MANAGEMENT STRUCTURE

The OCID is established as a Non Profit Company (NPC) in terms of the Companies Act 71 of 2008. This entity is audited independently and managed by property owners within the boundaries of the CID elected at a Members Meeting.

It is managed as follows:

- By a Board of Directors who will meet quarterly under an elected chairperson.
- The Board of Directors shall comprise a minimum of 3 directors.
- Election of Board Members annually at an Annual General Meeting (AGM).
- One Third of Directors must step down annually, but could be re-elected at the AGM.
- Any eligible registered property owner within the CID boundary can become a member of the NPC, free of charge, on application to the board.
- Only members of the NPC (or their delegated proxy) are eligible to vote at meetings of the NPC.
- The Board of Directors will be responsible for the implementation of the Business Plan.
- The performance of the Board of Directors in the achievement of its objectives as detailed in the Business Plan will be monitored by the Members.
- The NPC has a Memorandum of Incorporation (MOI) as prescribed by the City and as regulated in terms of the Companies Act of 71.
- The books of account will be externally audited and the NPC will appoint, through a competitive process (with quotes etc.), a part time bookkeeper to prepare monthly accounts, and similar requirements. An administrative assistant will be contracted to assist with the admin functions of the CID.

- The progressive income and expenditure reports will be tabled at Board meetings and forwarded to the City monthly.
- Annual Financial Statements need to be, presented at the AGM to the members and subsequently submitted to the sub-council with the annual report.
- The NPC is required to obtain approval for Annual Budgets and Implementation Plan of the next financial year at the AGM, before submitting it to the City of Cape Town for inclusion in the City's budget process.

The CID was established for an initial period of five years and is now to be renewed for a further five years. Term renewals are required if the members require a further five year term. A CID may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

#### A.5. PERMISSIBLE AMENDMENTS TO THE BUSINESS PLAN

At present, there are no plans to explore or implement significant changes to the business plan, operations or strategy of the OCID. Should significant changes be required, these will be subject to the approval of the members of the OCID at an Annual or Special Members' Meeting.



## OVERKLOOF COMMUNITY IMPROVEMENT DISTRICT (OCID)

### 5 YEAR IMPLEMENTATION PLAN

1st July 2023 to 30th June 2028

#### PROGRAM 1 - OCID MANAGEMENT & OPERATIONS

| NO. | ACTION STEPS                                                                   | KEY PERFORMANCE INDICATOR                                               | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | COMMENTS                                                                                                                                                 |
|-----|--------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                |                                                                         |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |                                                                                                                                                          |
| 1   | Fully operational OCID Management Structure                                    | Functional and accessible                                               | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  |                                                                                                                                                          |
| 2   | Appointment of relevant service providers                                      | Appointment of appropriately qualified service providers.               | 3 Years            | 1                                  |    |    | 1  |    | OCID 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                                                                 | Quarterly Board meetings.                                               | Quarterly          | 4                                  | 4  | 4  | 4  | 4  | OCID 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 | OCID Board  | Refer to Finance Agreement. Submit reports to the CID Department by the 15th of the following month.                                                     |
| 5   | Audited Annual Financial Statements                                            | Audited Annual Financial Statements with an Unqualified audit finding.  | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID Board  | Submitted to the City by 31 August of each year.                                                                                                         |
| 6   | Communicate OCID arrears list                                                  | Board Members in arrears cannot participate in meetings.                | Monthly            | 12                                 | 12 | 12 | 12 | 12 | OCID Board  | Observe and report concern over outstanding amounts to Board and CID Department.                                                                         |
| 7   | Annual General Meeting                                                         | Annual feedback to members at AGM and complying with legal requirements | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID 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  | OCID Board  | Submit proof of submission to CID Department.                                                                                                            |
| 9   | Successful day-to-day management and operations of the OCID                    | Monthly feedback to OCID Board.                                         | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  |                                                                                                                                                          |

| NO. | ACTION STEPS                                                                                                                        | KEY PERFORMANCE INDICATOR                                                                                                                                                         | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | COMMENTS                                                                                                                                                                              |
|-----|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                                     |                                                                                                                                                                                   |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |                                                                                                                                                                                       |
| 10  | Maintain Website                                                                                                                    | Website with all the relevant documents as required by the By-Law and Policy                                                                                                      | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  | Refer to Program 6-3.                                                                                                                                                                 |
| 11  | CIPC Compliance <ul style="list-style-type: none"> <li>Directors change</li> <li>Annual Returns</li> <li>Auditors change</li> </ul> | CIPC Notifications of changes.                                                                                                                                                    | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID Board  | Changes in Directors & Auditors to be submitted to CIPC 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            | 4                                  | 12 | 12 | 12 | 12 | OCID Board  | 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 | OCID Board  | Follow up with sub-council in respect of outstanding C3 notifications                                                                                                                 |
| 14  | Input to the Integrated Development Plan                                                                                            | Annual submissions to Subcouncil Board                                                                                                                                            | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID Board  | October to February of every year.                                                                                                                                                    |
| 15  | Input to the City Capital/Operating Budgets                                                                                         | Annual submissions to Subcouncil Board.                                                                                                                                           | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID Board  | By September of each year.                                                                                                                                                            |
| 16  | Communicate with property owners                                                                                                    | Annual Newsletter                                                                                                                                                                 | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID Board  | Keep property owners informed.                                                                                                                                                        |
| 17  | Promote and develop OCID NPC membership                                                                                             | Have a NPC membership that represents the Overkloof community. Update NPC membership. Ensure that membership application requests are prominent on webpage                        | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  |                                                                                                                                                                                       |
| 18  | Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the OCID | Successful and professional relationships with subcouncil management, Area Based Board and City Departments resulting in enhanced communication, cooperation and service delivery | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  |                                                                                                                                                                                       |

| NO. | ACTION STEPS                                               | KEY PERFORMANCE INDICATOR                                                                         | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |     |     |     |     | RESPONSIBLE | COMMENTS                                                                        |
|-----|------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------|------------------------------------|-----|-----|-----|-----|-------------|---------------------------------------------------------------------------------|
|     |                                                            |                                                                                                   |                    | Y1                                 | Y2  | Y3  | Y4  | Y5  |             |                                                                                 |
| 19  | 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   | OCID Board  |                                                                                 |
| 20  | Annual Tax Compliance Status                               | Within one month after expiry date.                                                               | Annually           | 1                                  | 1   | 1   | 1   | 1   | OCID Board  | Upload Tax Compliance Status via the eServices portal.                          |
| 21  | Budget Review                                              | Board approved budget review to the CCT by end of March.                                          | Annually           | 1                                  | 1   | 1   | 1   | 1   | OCID Board  | Submit Board minutes and approved adjustment budget to the CCT by end of March. |
| 22  | All Directors to receive relevant CID Documents            | At the 1st Board meeting after the AGM, supply all directors with all relevant CID documents      | Annually           | 1                                  | 1   | 1   | 1   | 1   | OCID Board  |                                                                                 |
| 23  | Allocation of portfolios                                   | At the first Board meeting after the AGM, assign portfolios to Directors                          | Annually           | 1                                  | 1   | 1   | 1   | 1   | OCID Board  |                                                                                 |
| 24  | 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   | OCID Board  |                                                                                 |
| 25  | Declaration of interest                                    | Ensure all Directors and Board sign DOI at every Board Meeting                                    | Bi-monthly         | 6                                  | 6   | 6   | 6   | 6   | OCID Board  |                                                                                 |
| 26  | 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   | OCID Board  |                                                                                 |
| 27  | Annual approval of Implementation plan and Budgets         | Obtain approval from members at AGM for Implementation Plan and Budget                            | Annually           | 1                                  | 1   | 1   | 1   | 1   | OCID Board  |                                                                                 |
| 28  | Implement Business Plan                                    | % of budget spent                                                                                 | Annually           | 90%                                | 90% | 90% | 90% | 90% | OCID Board  | Ensure that the benchmark of 90% is attained.                                   |

## PROGRAM 2 - OCID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES

| NO. | ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | COMMENTS |
|-----|--------------|---------------------------|--------------------|------------------------------------|----|----|----|----|-------------|----------|
|     |              |                           |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |          |

| NO. | ACTION STEPS                                                                                                                                                                                                                      | KEY PERFORMANCE INDICATOR                                                                                                                                                                                          | FREQUENCY per year                                | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                                                          | COMMENTS                                                                                          |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------------------------------------|----|----|----|----|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|     |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                    |                                                   | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                                                      |                                                                                                   |
| 1   | Identify additional root causes of crime in conjunction with the SAPS, Local Authority and / or existing Public Safety service using their experience as well as available crime statistics                                       | Update in Public Safety Management Strategy Plan                                                                                                                                                                   | Ongoing                                           | →                                  | →  | →  | →  | →  | OCID Board/ Public Safety Service Provider                           | This is done comprehensively at the beginning of term and then modified continuously              |
| 2   | Update strategies by means of an integrated approach to improve public safety                                                                                                                                                     | Update in Public Safety Management Strategy Plan                                                                                                                                                                   | Ongoing                                           | →                                  | →  | →  | →  | →  | OCID Board/ Public Safety Service Provider                           |                                                                                                   |
| 3   | In liaison with other Public Safety role players and the South African Police Service, identify any additional current Public Safety and policing shortcomings and update the public safety strategy and implement it effectively | Update in Public Safety Management Strategy Plan                                                                                                                                                                   | Ongoing                                           | →                                  | →  | →  | →  | →  | OCID Board/ Public Safety Service Provider                           |                                                                                                   |
| 4   | Approve the reviewed 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.             | Update the 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  | OCID Board/ Public Safety Service Provider and approved by the Board | This is done comprehensively at the implementation of the CID term and then modified continuously |
| 5   | Deploy Public Safety resources accordingly and effectively. Public Safety personnel and patrol vehicles to be easily identifiable                                                                                                 | Effective safety and Public Safety patrols in the OCID                                                                                                                                                             | Ongoing                                           | →                                  | →  | →  | →  | →  | OCID Board/ Public Safety Service Provider                           |                                                                                                   |
| 6   | 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 OCID                                                                                                                           | Ongoing                                           | →                                  | →  | →  | →  | →  | OCID Board/ Public Safety Service Provider                           |                                                                                                   |

| NO. | ACTION STEPS                                                                                                 | KEY PERFORMANCE INDICATOR                                                                                                                               | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                                                                 | COMMENTS                                                                                                                                                                       |
|-----|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                              |                                                                                                                                                         |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                                                             |                                                                                                                                                                                |
| 7   | Assist SAPS through participation by OCID in the local Police sector crime forum                             | Incorporate feedback and information in Public Safety and safety initiatives of the OCID Report on any Public Safety information of the OCID to the CPF | Monthly            | 12                                 | 12 | 12 | 12 | 12 | OCID Board/ Public Safety Service Provider                                  |                                                                                                                                                                                |
| 8   | Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis | Report findings to the OCID Board with recommendations where applicable                                                                                 | Quarterly          | 4                                  | 4  | 4  | 4  | 4  | OCID Board/ Public Safety Service Provider/ SAPS Crime Intelligence Officer | Refer to Program 1-9                                                                                                                                                           |
| 9   | Regular Public Safety Reports from Contracted Public Safety Service Provider                                 | Report findings to the OCID Board with recommendations where applicable<br>Provide feedback to forum meeting                                            | Weekly             | 52                                 | 52 | 52 | 52 | 52 | Public Safety Service Provider                                              | Incorporate into monthly management report to OCID Board                                                                                                                       |
| 10  | Deploy CCTV cameras monitored by a CCTV Control Room                                                         | Effective use of CCTV cameras through monitoring                                                                                                        | Ongoing            | →                                  | →  | →  | →  | →  |                                                                             |                                                                                                                                                                                |
| 11  | Appoint a CCTV Monitoring service provider                                                                   | Appointment of appropriately qualified service providers.                                                                                               | 3 Years            | 1                                  |    |    | 1  |    |                                                                             | 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. Refer to program 1-2. |

- - - - -

| PROGRAM 3 - OCID CLEANSING & ENVIRONMENTAL INITIATIVES |                             |                                                                                                                                        |                    |                                    |    |    |    |    |                                        |                                                    |
|--------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|----------------------------------------|----------------------------------------------------|
| NO.                                                    | 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 | Update the Cleansing strategy document with clear deliverables and defined performance indicators to guide the cleansing and delivery. | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID Board/ Cleansing Service Provider | Revise as often as required but at least annually. |

| NO. | ACTION STEPS                                                             | KEY PERFORMANCE INDICATOR                                                                                                                      | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                                                                 | COMMENTS                                                                                                                                                                       |
|-----|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                          |                                                                                                                                                |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                                                             |                                                                                                                                                                                |
| 2   | Review the 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  | OCID Board/<br>Cleansing Service Provider                                   |                                                                                                                                                                                |
| 3   | Appoint Cleaning service provider                                        | Appointment of appropriately qualified service provider.                                                                                       | 3 Years            | 1                                  |    |    | 1  |    | OCID Board / OCID 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. Refer to program 1-2. |
| 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  | OCID Board                                                                  |                                                                                                                                                                                |
| 5   | Cleaning of streets and sidewalks in the OCID                            | Cleaning each of the streets within the CID boundary at least once within every two month period                                               | Bi-monthly         | 6                                  | 6  | 6  | 6  | 6  | OCID Board/<br>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 OCID             | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board/OCID Board                                                       | Follow up with sub-council in respect of outstanding C3 notifications                                                                                                          |
| 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            | →                                  | →  | →  | →  | →  | OCID Board/ Cleansing Service Provider/ Law Enforcement Officers/OCID Board |                                                                                                                                                                                |
| 8   | Identify environmental design contributing to grime such as wind tunnels | Quarterly evaluate the causes of waste, measures implemented and identification of remedial actions. Report to the Board.                      | Quarterly          | 4                                  | 4  | 4  | 4  | 4  | OCID Board/<br>Cleansing Service Provider/OCID Board                        |                                                                                                                                                                                |

| NO. | 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            | →                                  | →  | →  | →  | →  | OCID Board/<br>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 Board / 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 Board                                                         | 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            | →                                  | →  | →  | →  | →  | OCID Board/<br>Cleansing Service Provider                         |                              |
| 13  | Greening campaigns                                                                                            | Advise the OCID Board and provide recommendations where applicable                         | Annually           | 1                                  | 1  | 1  | 1  | 1  | OCID Board                                                        |                              |

#### PROGRAM 4 - OCID URBAN MANAGEMENT INITIATIVES

| NO. | 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:<br>a. street lighting (N/A OCID);<br>b. missing drain covers / cleaning of drains<br>c. maintenance of road surfaces; sidewalks<br>d. cutting of grass / removal of weeds<br>e. road markings / traffic signs | Update Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report quarterly to the Board | Ongoing Quarterly reporting to the Board. | →                                  | →  | →  | →  | →  | OCID Board  | Use the established service levels to design the provision of supplementary services without duplication of effort. |

| NO. | ACTION STEPS                                                                                                                                                                                                                                                                                                 | KEY PERFORMANCE INDICATOR                                                                                                                                           | FREQUENCY per year                                                                               | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | COMMENTS |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------|----|----|----|----|-------------|----------|
|     |                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                     |                                                                                                  | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |          |
| 2   | Identify and report damage to City of Cape Town infrastructure in the following services:<br>a. Street lighting (N/A OCID)<br>b. Dumping<br>c. Refuse Removal<br>d. Waterworks<br>e. Sewerage<br>f. Roads and Storm water<br>g. Traffic signals and line painting<br>h. Pedestrian safety<br>i. Road repairs | Monitor and evaluate. Report findings to the OCID Board with recommendations where applicable                                                                       | Regular reports to the C3 notification process and daily recording of references in the register | →                                  | →  | →  | →  | →  | OCID Board  |          |
| 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 OCID Board with recommendations where applicable | Monthly                                                                                          | 4                                  | 4  | 4  | 4  | 4  | OCID Board  |          |

#### PROGRAM 5 - OCID SOCIAL INTERVENTION INITIATIVES

| NO. | ACTION STEPS                                                                      | KEY PERFORMANCE INDICATOR                         | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | COMMENTS |
|-----|-----------------------------------------------------------------------------------|---------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------|----------|
|     |                                                                                   |                                                   |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |          |
| 1   | Coordinate Social Development programs and initiatives with relevant role-players | Meet quarterly                                    | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  |          |
| 2   | Review Public awareness program on social issues                                  | Updated public awareness program on social issues | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  |          |

#### PROGRAM 6 - OCID MARKETING INITIATIVES

| NO. | ACTION STEPS                                       | KEY PERFORMANCE INDICATOR            | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | COMMENTS                   |
|-----|----------------------------------------------------|--------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------|----------------------------|
|     |                                                    |                                      |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |                            |
| 1   | Newsletters / Newsflashes / Social media/ Whatsapp | Informative newsletters distributed. | Ongoing            | 4                                  | 4  | 4  | 4  | 4  | OCID Board  | Also refer to Program 1-16 |

| NO. | ACTION STEPS     | KEY PERFORMANCE INDICATOR                                              | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | COMMENTS              |
|-----|------------------|------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------|-----------------------|
|     |                  |                                                                        |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |                       |
| 2   | Maintain Website | Up to date and informative website in compliance with CID legislation. | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  | Refer to Program 1-10 |
| 3   | OCID Signage     | Signage to be visible and maintained                                   | Ongoing            | →                                  | →  | →  | →  | →  | OCID Board  |                       |

# OVERKLOOF COMMUNITY IMPROVEMENT DISTRICT

## 5 YEAR BUDGET AS PER BUSINESS PLAN

|                                      | 2023/24                | 2024/25                | 2025/26                | 2026/27                | 2027/28                |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>INCOME</b>                        | <b>R</b>               | <b>R</b>               | <b>R</b>               | <b>R</b>               | <b>R</b>               |
| Income from Additional Rates         | -533 193 100.0%        | -565 185 100.0%        | -599 096 100.0%        | -635 041 100.0%        | -673 144 100.0%        |
| <b>TOTAL INCOME</b>                  | <b>-533 193 100.0%</b> | <b>-565 185 100.0%</b> | <b>-599 096 100.0%</b> | <b>-635 041 100.0%</b> | <b>-673 144 100.0%</b> |
| <b>EXPENDITURE</b>                   | <b>R</b>               | <b>R</b>               | <b>R</b>               | <b>R</b>               | <b>R</b>               |
| Core Business                        | 401 278 75.3%          | 425 355 75.3%          | 450 876 75.3%          | 477 928 75.3%          | 506 605 75.3%          |
| Cleansing services                   | -                      | -                      | -                      | -                      | -                      |
| Environmental upgrading              | 96 823                 | 102 632                | 108 790                | 115 317                | 122 236                |
| Public Safety                        | 47 191                 | 50 023                 | 53 024                 | 56 205                 | 59 578                 |
| Public Safety - CCTV monitoring      | 232 014                | 245 935                | 260 691                | 276 333                | 292 913                |
| Social upliftment                    | 25 250                 | 26 765                 | 28 371                 | 30 073                 | 31 878                 |
| Urban Maintenance                    | -                      | -                      | -                      | -                      | -                      |
| General Expenditure                  | 112 339 21.1%          | 119 079 21.1%          | 126 224 21.1%          | 133 798 21.1%          | 141 824 21.1%          |
| Accounting fees                      | 6 000                  | 6 360                  | 6 742                  | 7 146                  | 7 575                  |
| Administration and management fees   | 60 000                 | 63 600                 | 67 416                 | 71 461                 | 75 749                 |
| Advertising costs                    | 4 636                  | 4 914                  | 5 209                  | 5 522                  | 5 853                  |
| Auditor's remuneration               | 16 058                 | 17 022                 | 18 043                 | 19 126                 | 20 273                 |
| Bank charges                         | 1 989                  | 2 108                  | 2 235                  | 2 369                  | 2 511                  |
| Insurance                            | 9 635                  | 10 213                 | 10 826                 | 11 475                 | 12 164                 |
| Marketing and promotions             | 4 494                  | 4 764                  | 5 050                  | 5 353                  | 5 674                  |
| Meeting expenses                     | 3 933                  | 4 169                  | 4 419                  | 4 684                  | 4 965                  |
| Printing / stationery / photographic | 1 124                  | 1 191                  | 1 262                  | 1 339                  | 1 417                  |
| Secretarial duties                   | 3 346                  | 3 547                  | 3 760                  | 3 985                  | 4 224                  |
| Telecommunication                    | 1 124                  | 1 191                  | 1 262                  | 1 338                  | 1 419                  |
| Projects                             | 3 580 0.7%             | 3 795 0.7%             | 4 023 0.7%             | 4 264 0.7%             | 4 521 0.7%             |
| Rehabilitation Public Open space     | 3 580                  | 3 795                  | 4 023                  | 4 264                  | 4 521                  |
| Bad Debt Provision 3%                | 15 996 3.0%            | 16 956 3.0%            | 17 973 3.0%            | 19 051 3.0%            | 20 194 3.0%            |
| <b>TOTAL EXPENDITURE</b>             | <b>533 193 100.0%</b>  | <b>565 185 100.0%</b>  | <b>599 096 100.0%</b>  | <b>635 041 100.0%</b>  | <b>673 144 100.0%</b>  |
| (SURPLUS) / SHORTFALL                | -                      | -                      | -                      | -                      | -                      |
| <b>GROWTH: EXPENDITURE</b>           | <b>3.0%</b>            | <b>6.0%</b>            | <b>6.0%</b>            | <b>6.0%</b>            | <b>6.0%</b>            |
| <b>GROWTH: ADD RATES REQUIRED</b>    | <b>3.0%</b>            | <b>6.0%</b>            | <b>6.0%</b>            | <b>6.0%</b>            | <b>6.0%</b>            |

## LIST OF RATEBLE PROPERTIES WITHIN THE OVERKLOOF CID

| Category    | Use Description      | Total Val    | Str No | Street Name     | LIS Key | ERF No |
|-------------|----------------------|--------------|--------|-----------------|---------|--------|
| Residential | Residential Dwelling | 6 800 000.00 | 1      | BLACKWOOD CLOSE | 363556  | 4238   |
| Residential | Residential Dwelling | 4 500 000.00 | 2      | BLACKWOOD CLOSE | 363554  | 4242   |
| Residential | Guest House          | 4 900 000.00 | 3      | BLACKWOOD CLOSE | 363542  | 4240   |
| Residential | Residential Dwelling | 8 000 000.00 | 5      | BLACKWOOD CLOSE | 363537  | 4771   |
| Residential | Residential Dwelling | 5 500 000.00 | 7      | BLACKWOOD CLOSE | 363536  | 5076   |
| Residential | Residential Dwelling | 7 000 000.00 | 9      | BLACKWOOD CLOSE | 363532  | 5075   |
| Residential | Residential Dwelling | 5 000 000.00 | 10     | BLACKWOOD CLOSE | 363527  | 5072   |
| Residential | Residential Dwelling | 4 200 000.00 | 11     | BLACKWOOD CLOSE | 363530  | 5074   |
| Residential | Residential Dwelling | 4 900 000.00 | 12     | BLACKWOOD CLOSE | 363528  | 5073   |
| Residential | Residential Dwelling | 5 600 000.00 | 1      | BLACKWOOD DRIVE | 363585  | 4236   |
| Residential | Residential Dwelling | 5 200 000.00 | 2      | BLACKWOOD DRIVE | 363596  | 4232   |
| Residential | Residential Dwelling | 8 400 000.00 | 4      | BLACKWOOD DRIVE | 363563  | 5591   |
| Residential | Residential Dwelling | 7 200 000.00 | 6      | BLACKWOOD DRIVE | 363566  | 5590   |
| Residential | Subdivisions         | -            | 6      | BLACKWOOD DRIVE | 781489  | 8959   |
| Residential | Residential Dwelling | 4 300 000.00 | 7      | BLACKWOOD DRIVE | 363581  | 4966   |
| Residential | Residential Dwelling | 3 600 000.00 | 8      | BLACKWOOD DRIVE | 363577  | 4779   |
| Residential | Residential Dwelling | 4 000 000.00 | 10     | BLACKWOOD DRIVE | 363582  | 4778   |
| Residential | Residential Dwelling | 5 463 000.00 | 1      | BRIDDOON CLOSE  | 363538  | 5097   |

| Category    | Use Description      | Total Val    | Str No | Street Name    | LIS Key  | ERF No |
|-------------|----------------------|--------------|--------|----------------|----------|--------|
| Residential | Residential Dwelling | 5 800 000.00 | 2      | BRIDOON CLOSE  | 363540   | 4706   |
| Residential | Residential Dwelling | 4 000 000.00 | 4      | BRIDOON CLOSE  | 363534   | 4705   |
| Residential | Residential Dwelling | 4 500 000.00 | 5      | BRIDOON CLOSE  | 40762321 | 10056  |
| Residential | Residential Dwelling | 4 900 000.00 | 6      | BRIDOON CLOSE  | 363529   | 4704   |
| Residential | Residential Dwelling | 5 800 000.00 | 7      | BRIDOON CLOSE  | 363524   | 5647   |
| Residential | Residential Dwelling | 3 600 000.00 | 1A     | BRIDOON CLOSE  | 1004631  | 9737   |
| Residential | Residential Dwelling | 5 690 000.00 | 3A     | BRIDOON CLOSE  | 363531   | 4702   |
| Residential | Residential Dwelling | 4 200 000.00 | 5A     | BRIDOON CLOSE  | 363526   | 5648   |
| Residential | Residential Dwelling | 4 700 000.00 | 1      | CEDAR CLOSE    | 363580   | 4781   |
| Residential | Residential Dwelling | 5 800 000.00 | 2      | CEDAR CLOSE    | 363595   | 5129   |
| Residential | Residential Dwelling | 4 300 000.00 | 3      | CEDAR CLOSE    | 363593   | 5128   |
| Residential | Residential Dwelling | 5 000 000.00 | 1      | CHESTNUT DRIVE | 363578   | 4928   |
| Residential | Residential Dwelling | 4 000 000.00 | 3      | CHESTNUT DRIVE | 363573   | 4907   |
| Residential | Residential Dwelling | 5 000 000.00 | 4      | CHESTNUT DRIVE | 363567   | 4358   |
| Residential | Residential Dwelling | 4 900 000.00 | 5      | CHESTNUT DRIVE | 363579   | 4906   |
| Residential | Residential Dwelling | 5 306 000.00 | 6      | CHESTNUT DRIVE | 363570   | 5344   |
| Residential | Residential Dwelling | 3 500 000.00 | 7      | CHESTNUT DRIVE | 363583   | 4681   |
| Residential | Residential Dwelling | 4 552 000.00 | 9      | CHESTNUT DRIVE | 363584   | 4682   |
| Residential | Residential Dwelling | 5 007 000.00 | 11     | CHESTNUT DRIVE | 363587   | 4683   |

| Category    | Use Description      | Total Val    | Str No | Street Name    | LIS Key | ERF No |
|-------------|----------------------|--------------|--------|----------------|---------|--------|
| Residential | Residential Dwelling | 5 800 000.00 | 13     | CHESTNUT DRIVE | 363589  | 4684   |
| Residential | Residential Dwelling | 4 500 000.00 | 15     | CHESTNUT DRIVE | 363592  | 4685   |
| Residential | Residential Dwelling | 4 700 000.00 | 17     | CHESTNUT DRIVE | 363586  | 4686   |
| Residential | Residential Dwelling | 4 500 000.00 | 19     | CHESTNUT DRIVE | 363574  | 4687   |
| Residential | Residential Dwelling | 4 200 000.00 | 20     | CHESTNUT DRIVE | 363576  | 4714   |
| Residential | Residential Dwelling | 4 300 000.00 | 21     | CHESTNUT DRIVE | 363571  | 4688   |
| Residential | Residential Dwelling | 4 552 000.00 | 22     | CHESTNUT DRIVE | 363575  | 4713   |
| Residential | Residential Dwelling | 3 900 000.00 | 23     | CHESTNUT DRIVE | 363564  | 4689   |
| Residential | Residential Dwelling | 5 349 000.00 | 24     | CHESTNUT DRIVE | 363568  | 4712   |
| Residential | Residential Dwelling | 4 000 000.00 | 25     | CHESTNUT DRIVE | 363558  | 4690   |
| Residential | Residential Dwelling | 4 800 000.00 | 26     | CHESTNUT DRIVE | 363546  | 4710   |
| Residential | Residential Dwelling | 6 000 000.00 | 27     | CHESTNUT DRIVE | 363550  | 4691   |
| Residential | Residential Dwelling | 5 000 000.00 | 28     | CHESTNUT DRIVE | 363539  | 4709   |
| Residential | Residential Dwelling | 5 000 000.00 | 29     | CHESTNUT DRIVE | 363548  | 4692   |
| Residential | Residential Dwelling | 6 400 000.00 | 30     | CHESTNUT DRIVE | 363533  | 4708   |
| Residential | Residential Dwelling | 4 700 000.00 | 32     | CHESTNUT DRIVE | 363535  | 4707   |
| Residential | Residential Dwelling | 4 000 000.00 | 33     | CHESTNUT DRIVE | 363553  | 4693   |
| Residential | Residential Dwelling | 5 000 000.00 | 35     | CHESTNUT DRIVE | 363559  | 4694   |
| Residential | Residential Dwelling | 5 000 000.00 | 37     | CHESTNUT DRIVE | 363560  | 4695   |

| Category    | Use Description      | Total Val    | Str No | Street Name      | LIS Key | ERF No |
|-------------|----------------------|--------------|--------|------------------|---------|--------|
| Residential | Residential Dwelling | 4 700 000.00 | 38     | CHESTNUT DRIVE   | 363541  | 4700   |
| Residential | Residential Dwelling | 5 400 000.00 | 39     | CHESTNUT DRIVE   | 363562  | 4696   |
| Residential | Residential Dwelling | 6 300 000.00 | 40     | CHESTNUT DRIVE   | 363543  | 4699   |
| Residential | Residential Dwelling | 5 300 000.00 | 41     | CHESTNUT DRIVE   | 363565  | 4697   |
| Residential | Residential Dwelling | 6 500 000.00 | 42     | CHESTNUT DRIVE   | 363547  | 4698   |
| Residential | Residential Dwelling | 5 300 000.00 | 43     | CHESTNUT DRIVE   | 363572  | 4967   |
| Residential | Residential Dwelling | 4 800 000.00 | 44     | CHESTNUT DRIVE   | 363561  | 4243   |
| Residential | Residential Dwelling | 4 000 000.00 | 2B     | NORTHOAKS AVENUE | 363613  | 4231   |
| Residential | Residential Dwelling | 4 200 000.00 | 2D     | NORTHOAKS AVENUE | 363608  | 7901   |
| Residential | Residential Dwelling | 3 300 000.00 | 2E     | NORTHOAKS AVENUE | 363601  | 4740   |
| Residential | Residential Dwelling | 4 600 000.00 | 1      | ROAN AVENUE      | 363549  | 4715   |
| Residential | Residential Dwelling | 5 400 000.00 | 2      | ROAN AVENUE      | 363555  | 4717   |
| Residential | Residential Dwelling | 2 503 000.00 | 3      | ROAN AVENUE      | 363544  | 4716   |