

ITEM NUMBER : C 49/03/10

*RECOMMENDATION FROM THE EXECUTIVE MAYOR: 16 MARCH 2010*

**MC 28/03/10 APPLICATION FOR THE EXTENSION OF THE IMPLEMENTATION PLAN OF PAROW INDUSTRIA IMPROVEMENT DISTRICT TO 30 JUNE 2015**

**RECOMMENDED** that, in terms of Section 15 of the SRA By-Law, the extension of the Implementation Plan of the Parow Industria Improvement District dated February 2010 from 1 July 2010 to 30 June 2015 be approved.



---

1. **ITEM NUMBER :** MC 28/03/10

2. **SUBJECT**

**APPLICATION FOR THE EXTENSION OF THE IMPLEMENTATION PLAN OF PAROW INDUSTRIA IMPROVEMENT DISTRICT TO 30 JUNE 2015**

**ONDERWERP**

**AANSOEK OM VERLENGING VAN IMPLEMENTERINGSPLAN VAN PAROW INDUSTRIA-VERBETERINGSDISTRIK NA 30 JUNIE 2015**

**ISIHLOKO**

**ISICELO SOKWANDISWA KWESICWANGCISO SOKUMISELWA KWESITHILI SOPHUCULO LOMMANDLA WASE-PAROW INDUSTRIA UKUYA KOWAMA-30 JUNI 2015**

**LSUA2771**

3. **PURPOSE**

In terms of the Special Rating Area By-Law - promulgated as per Provincial Notice No.6651/2009 dated 21 August 2009 (the By-Law), Council received an application, in terms of Section 15 to extend the Implementation Plan of Parow Industria Improvement District.

4. **FOR DECISION BY**

Council.

---

5. **EXECUTIVE SUMMARY**

5.1 Application has been made in terms of Section 15 of the By-Law for the extension of the Implementation Plan of Parow Industria Improvement District from 1 July 2010 to 30 June 2015.

5.2 The Motivation Plan proposes the same services as currently provided by the Parow Industria Improvement District. The Implementation Plan proposes relevant action steps to implement the services, while the budget proposes an annual growth of 9,92% to that of the existing Business Plan.

- 5.3 The property owners were given the opportunity to comment/object to the proposed extension of term. **No objections were received.**
- 5.4 This report recommends that the application to extend the Parow Industria Improvement District term to 30 June 2015 be approved.

## 6. RECOMMENDATIONS

It is recommended that Council:

- 6.1 Approve, in terms of Section 15 of the SRA By-Law, the extension of the Implementation Plan of the Parow Industria Improvement District dated February 2010 from 1 July 2010 to 30 June 2015.

### AANBEVELING

Daar word aanbeveel dat die Raad:

- 6.1 Goedkeuring verleen ingevolge artikel 15 van die Verordening op Spesiale-aanslaggebiede vir die verlenging van die implementeringsplan vir die Parow Industria-verbeteringsdistrik van Februarie 2010 vanaf 1 Julie 2010 tot 30 Junie 2015.

### IZINDULULO

Kundululwa ukuba iBhunga:

- 6.1 Malikuphumeze, ngokungqinelana neCandelo 15 loMthetho kaMasipala ojongene ne-SRA, ukwandiswa kweSicwangciso sokuMiselwa kweSithili soPhuculo eParow Industria nesatyikitywa ngoFebruwari 2010 ukususela ngomhla woku-1 Julayi 2010 ukuya kowama-30 Juni 2015.

## 7. DISCUSSION/CONTENTS

### 7.1. Constitutional and Policy Implications

The second renewal of the Parow Industria City Improvement District was approved by Council on 30 May 2007 (Item C11/05/07).

The Parow Industria Improvement District has made an application in terms of Section 15 of the SRA By-Law, to extend the Implementation Plan for another five years (1 July 2010 to 30 June 2015).

The application, for extending the Implementation Plan of Parow Industria Improvement District, was advertised in the official newspapers and sent to the members of the CID, calling for comments/objections.

**No comments/objections were received.**

The Parow Industria Improvement District did not introduce any new services in the Motivation Report. The Implementation Plan proposes relevant action steps to implement the services with a year on year increase in the budget of 6,37%. This term increase is 9,92% when comparing the existing term with the proposed new budget.

As no objections were received and the proposed Business Plan was also approved at the Parow Industria Improvement District AGM, Council could justify approving the renewal application in terms of Section 15 (a) and (b) of the SRA By-Law.

As the application complies with the SRA By-Law requirements and the property owners were consulted, Council may approve the extension of the Implementation Plan dated February 2010 for the Parow Industria Improvement District as from 1 July 2010 to 30 June 2015.

**7.2. Environmental implications**

Does your report have any environmental implications:      No       Yes

**7.3. Legal Implications**

Special Rating Area By-Law - promulgated as per Provincial Notice No.6651/2009 dated 21 August 2009

**7.4. Staff Implications**

Does your report impact on staff resources, budget, grading, remuneration, allowances, designation, job description, location or your organisational structure?  
No

Yes

(if yes, please indicate whether or not it is part of the approved staffing structure, whether the posts are budgeted for etc.)

**7.5. Risk Implications**

None

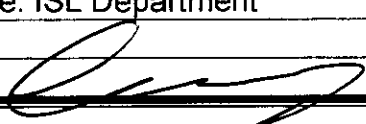
**7.6. Other Services Consulted**

None

**ANNEXURES**

Annexure A: Parow Industria City Improvement District Business Plan dated February 2010.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	Runan Rossouw
<b>CONTACT NUMBERS</b>	(021) 400 - 5148
<b>E-MAIL ADDRESS</b>	Runan.Rossouw@capetown.gov.za
<b>DIRECTORATE</b>	Finance: ISL Department
<b>FILE REF NO</b>	
<b>SIGNATURE : DIRECTOR</b>	




**LEGAL COMPLIANCE**

REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.

NON-COMPLIANT

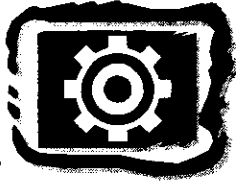
NAME RIANA SATTEL  
 TEL 021 400 3516  
 DATE 05 MARCH 2010

Comment:  
 \_\_\_\_\_  
 \_\_\_\_\_

  
 EXECUTIVE DIRECTOR - FINANCE  
 M Richardson - CFO

Comment:  
 \_\_\_\_\_  
 \_\_\_\_\_

DATE 8 March 2010



659

**PAROW INDUSTRIA  
IMPROVEMENT DISTRICT ASSOCIATION (CID)**

Including Tygerberg Business Park

⇒ *Securing Your Business Environment* ⇐

REG. NO. 2001/027476/08 Association incorporated under Section 21

**BUSINESS PLAN  
2010-2015**

OF

**PAROW INDUSTRIA IMPROVEMENT DISTRICT  
ASSOCIATION**

**(Including a motivation report, implementation plan and 5  
year budget)**

**FEBRUARY 2010**

**In accordance with the By-Law for establishment of Special  
Rating Area, promulgated in the Provincial Gazette  
6651/2009**



# PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION

Including Tygerberg Business Park

⇒ *Securing Your Business Environment* ⇐

Enq Mrs van Lill : Tel (021)932 4799 : Fax (021)932 2901 : E-mail [parowindustriacid@telkomsa.net](mailto:parowindustriacid@telkomsa.net)

REG. NO. 2001/027476/08 Association incorporated under Section 21

## 1. MOTIVATION REPORT

Parow Industria Improvement District Association has been operating since 1 August 2001 as a Section 21 Company (non-profit organisation), providing supplementary services. The City Improvement District (CID) model is based on an international practice that is aimed at preventing degeneration of cities and industrial areas from urban decay. This model facilitates upliftment, economic growth and sustainable development.

We continuously strive towards building confidence in the area as a safe, attractive and clean environment in which to conduct business by providing effective response to the high levels of crime and grime which previously existed in the area. Special attention is paid to our core responsibilities:-

- To supplement and enhance services provided by the City of Cape Town
- To facilitate investment in the area
- To facilitate a co-operative approach between the City and private sector in the provision of municipal services
- To halt degeneration and facilitate upliftment of the industrial area
- To promote economic growth and sustainable development
- To facilitate new job creation activities.

It deems to be mentioned that during the period 1<sup>st</sup> November 2001 to 30<sup>th</sup> June 2009:-

- 397 arrests were made by the CID security service provider
- 432 illegal dumping incidents were prevented by the CID security service provider
- 164 new tenants / businesses moved into the area
- 2 717 black bags / bins of litter were removed by the CID's cleansing service
- 715 faulty street lights were reported by the CID to the City of Cape Town
- 791 316 km was travelled in patrols by the CID Security in the industrial area
- 149 enquiries were dealt with on the waste exchange website which resulted in waste generated in the CID area, been diverted from landfill through re-use
- 21 direct jobs were created
- A 10 dome CCTV Surveillance Camera System at a cost of R1.4 million was implemented which became operational on 1<sup>st</sup> July 2009.
- A project, the "Dare to Dream Campaign for Parow Industria" was implemented as an initiative aimed at supporting the City of Cape Town in reducing the amount of waste that goes to landfill sites by diverting these waste streams through re-use or re-cycling. A goal was set to become the first truly integrated waste wise community where industrialists, schools and

residents all play their part in re-use, re-cycling and reducing waste. This has primarily been achieved through the implementation of an eco-village concept aimed at expanding the scope of the Dare to Dream Campaign beyond “waste only” issues and reaching out towards holistic community up-liftment initiatives. The goal is to create an environment that offers economic, social and environmental benefits to both schools in the immediate vicinity as well as the surrounding community. The system components of the eco-village include a re-cycling Centre, waste to art / product Shops, local market place and a café / re-source shop and education centre. To date a local school has benefited from the proceeds of the recycling centre and an employment opportunity created for two previously unemployed ladies through the waste to product component of the project has made a difference to their lives. These ladies sew garments, cushions etc from waste fabrics generated within the industrial area.

- Instrumental in the preparation of a broader evacuation / emergency plan for the industrial area.

## **2. MISSION / VISION STATEMENT AND GOALS / OBJECTIVES FOR 2010/2015**

### **2.1 MISSION STATEMENT:-**

Shall strive to develop and market a safe, secure, clean and attractive environment in which to conduct business.

### **VISION:-**

To decrease crime and grime in Parow Industria and Tygerberg Business Park through effective security patrols, camera surveillance and additional cleansing services.

### **2.2 MISSION STATEMENT:-**

To decrease waste and grime in Parow Industria by co-ordinating a project aimed at waste minimization.

### **VISION:-**

To decrease waste and grime in Parow Industria by creating a waste wise community incorporating residents, scholars and industrialists, participation in the City’s waste exchange website, formalizing of informal collectors, participation in a schools re-cycling project, introduction of a drop-off and buy back centre, promoting of a waste minimization club and reducing the amount of waste taken to landfill.

Our goals are to:-

- Decrease crime, grime and waste
- Supplement and enhance services provided by the SA Police Service and the City of Cape Town in the form of additional / supplementary security, safety and cleansing services
- To facilitate investment in the area
- To facilitate a co-operative approach between the City and private sector in the provision of municipal services
- To halt degeneration and facilitate upliftment of the industrial area
- To promote economic growth and sustainable development
- To facilitate new job creation activities.



### **3. SERVICES**

The achievement and success of the CID's main objectives for 2010/2015 which is aimed at securing a safe, attractive and clean business area would ultimately require the implementation of numerous action steps with key performance indicators assigned thereto (these have been incorporated into a detailed business plan as per attached document). In this way there is a responsibility on the CID to deliver in terms of service that is measured against success indicators. A summary of the numerous action steps to be taken in primarily achieving these objectives are indicated below:-

#### **3.1 MANAGEMENT**

The CID / SRA is managed by a Board of Directors elected by its members and operated by a management team that is appointed by the Board. To facilitate investment in the area and promote economic growth and sustainable development coupled with new job creation activities, the CID envisages engaging in numerous activities. These would include awareness campaigns relating to environmental issues, effective communication with property / business owners, supporting entrepreneurship with selected local schools, addressing the presence of stray animals, promotion of membership to the CID etc.

#### **3.2 SAFETY**

In order to decrease crime a record of crime statistics and incidents need to be kept in order to measure performance. One cannot measure performance if there is no base line from which to work. These statistics will enable the CID to identify "hot spots", root causes and environmental design contributing to crime. With this knowledge one can address the root causes of crime, and determine the crime pattern analysis and crime threat analysis in order to combat and address these by implementing effective strategies.

In order to enhance the provision of services by the SAPS, liaison with the relevant role players is required to take place in order to identify shortcomings pertaining to effective policing in the area. A contingency plan is required where strategies can be implemented in order to supplement the services of SAPS.

Decreasing crime in the area to a large extent depends heavily on the effective services rendered by the security and camera monitoring service providers. This would require the CID to regulate an efficient service in this regard including liaison with Security Managers, on-site inspections and evaluation of these services.

The implementation of a 10 dome camera surveillance system has proved to be very successful. It has been determined that crime has shifted to areas currently beyond the ambit of the cameras. It is therefore imperative that a phase 2 be implemented. This will include liaison with relevant role players, determining of a contingency plan with assigned costs. The success of the system depends heavily on efficient monitoring thereof and proper maintenance.

The reported successful use of the services of Law Enforcement Officers by other CID's has prompted the Parow Industria Improvement District to pursue the matter further with a view to possible implementation.

Introduction of a preferred alarm monitoring service provider with a dedicated patrol vehicle aimed at integrated co-ordination with the existing CID security service provider will be investigated with a view to possible implementation.

The CID recently became aware of the types, high volumes and levels of hazardous materials stored on sites in the industrial area. This gave rise to concern when the close proximity of the airport, Tygerberg Hospital and surrounding residential area coupled with the thousands of employees in the industrial area are considered. The CID will therefore be instrumental in the implementation of a broader evacuation/emergency planning guideline for the area.

Regular interaction and blitz operations with SAPS, Traffic, Fire Services and Fire Safety are an integral part of added safety.

### 3.3 CLEANSING

In order to address this issue, one first has to identify the root causes and environmental design contributing to grime so that a cleansing service can be co-ordinated accordingly.

The Parow Industria Improvement District Association supports the City of Cape Town in diverting waste from landfill through re-use, re-cycling and reduction. Here the focus would be on encouraging business owners to:-

- Practice cleaner production methods/waste minimization
- Identify the source of their waste streams
- Conduct mass and energy balances
- Assign costs to waste streams and set priorities
- Address the sources of the waste streams
- Register available waste/ waste needs on the City of Cape Town's integrated Waste Exchange Website [www.capetown.gov.za/iwex](http://www.capetown.gov.za/iwex)

Business owners will be educated on cleaner production methods, the effects of water and air pollution etc.

Promotion of the "Dare to Dream Campaign for Parow Industria" aimed at diverting waste streams from landfill through re-use or re-cycling is imperative in order to achieve a goal that was set to become the first truly integrated waste wise community where industrialists, schools and residents all play their part in re-use, re-cycling and reducing waste. This includes the implementation of an eco-village concept aimed at expanding the scope of the Dare to Dream Campaign beyond "waste only" issues and reaching out towards holistic community up-liftment initiatives that create an environment offering economic, social and environmental benefits to both schools in the immediate vicinity as well as the surrounding community. The system components of the eco-village include a re-cycling Centre, waste to art / product Shops, local market place and a café / re-source shop and education centre.

Problem areas and essential needs pertaining to services provided by the City of Cape Town will be identified on an ongoing basis so that these can be channelled to the respective departments at the City for the necessary action.

### **3.4 MARKETING**

Building community pride is an important step in obtaining the full participation of all property owners as this has a collective benefit for them in that resources are pooled in order to facilitate a collective benefit. These collective benefits include a well managed area, shared communal pride, safety and social responsibility with access to numerous joint initiatives incorporating re-cycling, job creation etc. These benefits translate into increased property values and capital investments.

The CID will achieve the above by liaison with all property owners and tenants, hosting of social functions, encouraging maintenance of buildings and landscaping of street frontages. Media coverage promoting the area and business prospects of the area will receive attention together with appropriate signage. The development of a wetland and upgrade of an existing detention pond with landscaping of communal areas is also on the cards.

### **4. IMPLEMENTATION PLAN**

A detailed implementation plan incorporating objectives, services, action steps and key performance indicators is attached.

### **5. FINANCES**

In order to implement the business plan referred to in paragraph 4 supra, one requires the necessary finances. A budget is assigned thereto and attached for your information. Parow Industria Improvement District is a 100% industrial component requiring participation by all property owners within its approved geographic boundary in terms of payment of the SRA Levy with exception of the following categories of owners / properties exempted from such payment:-

- Indigent, Senior Citizens and Disabled Persons who meet the criteria for rates relief
- Properties registered in the name of and used primarily as a place of worship
- Council owned properties used predominantly for official municipal business

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/ 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Decrease crime in the CID area Glynis Van Lill			
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Keep record of crime statistics / incidents and identify "hot spot areas"	1 July 2010	30 June 2015	Measurement. Comparisons.
2 Identify the root causes of crime by conducting the necessary research / analysis.	1 July 2010	30 June 2015	Quarterly evaluation of the number / type of root causes identified.
3 Identify environmental design contributing to crime.	1 July 2010	30 June 2015	Quarterly evaluation of the environmental design contributing to crime. Number of contributing factors addressed through stakeholders.
4 Address root causes of crime in conjunction with the SAPS, Local Authority, Security Service and other stakeholders.	1 July 2010	30 June 2015	
5 Determine the Crime Pattern Analysis (CPA) and the Crime Threat Analysis (CTA) of the ID area in Conjunction with the SAPS	1 July 2010	30 June 2015	Monthly assessment of CPA and CTA and quarterly report to CID
6 Determine strategies by means of an integrated approach to address / decrease crime according to the CPA and CTA.	1 July 2010	30 June 2015	Quarterly assessment of strategies / measures taken (including the effective utilization of the Security Service).

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE		SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA	
PERFORMANCE INDICATOR		RESPONSIBILITY	
Decrease grime in the CID Area		Glynis van Lill	
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Identify the root causes of grime by conducting necessary research / analysis	1 July 2010	30 June 2015	Quarterly evaluation of the number / type of root causes.
2. Identify environmental design contributing to grime.	1 July 2010	30 June 2015	Quarterly evaluation of the environmental design contributing to grime.
3. Address root causes of grime	1 July 2010	30 June 2015	Number of contributing factors addressed.
4. Co-ordinate a cleansing service	1 July 2010	30 June 2015	Conduct regular meetings with cleaners, surveys of area, keep statistics pertaining to number of bins filled with litter etc that are removed.
5. Co-ordinate the provision and emptying of litter bins with the City of Cape Town	1 July 2010	30 June 2015	Monthly evaluations and inspections.
6. Co-ordination of signage warning offenders with regard to illegal dumping and littering	1 July 2010	30 June 2015	Evaluate, investigate and implement

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/ 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH		
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Decrease waste in the CID area			
Glynis van Lill			
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Encourage business owners to:- <ul style="list-style-type: none"> <li>* Practice cleaner production methods / waste minimization</li> <li>* Identify the source of their waste streams</li> <li>* Conduct mass and energy balances</li> <li>* Assign costs to waste streams and set priorities</li> <li>* Address the sources of waste streams</li> <li>* Register all available waste / waste needs on the City of Cape Town's Integrated Waste Exchange Website <a href="http://www.capetown.gov.za/iwex">www.capetown.gov.za/iwex</a></li> </ul>	1 July 2010	30 June 2015	Evaluation of reports received from participating business owners.
2. Promote education and awareness on waste / water / pollution	1 July 2010	30 June 2015	Educate all business owners on waste by placing information in newsletters.
3. Promote growth of the "Dare to Dream Campaign" Review of current status and set up objectives for 2010 – 2015 Implement a calendar of events, training etc. Arrange discussions of specific waste topics Implement strategies for correct disposal of specific waste types generated in the industrial area. Fully implement the eco-village concept.	1 July 2010	30 June 2015	Meetings, projects and reports to CID Board. Evaluation, assessment of quantity, volumes, costs and hazards. Report to CID Board and all Members. Keep record of waste types / volumes diverted from landfill as a result of the project.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/ 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Enhance provision of services by the SA Police	Glynis Van Lill		
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Liaise with the relevant role players of the South African Police Service.	1 July 2010	30 June 2015	Monthly meetings with the relevant role players of the SAPS.
2. Identify shortcomings of the SAPS in relation to the effective policing of the ID area.	1 July 2010	30 June 2015	Quarterly evaluation of short comings.
3. Determine a contingency plan in corroboration with the SAPS to enhance the objectives of the ID.	1 July 2010	30 June 2015	Quarterly evaluation Regarding the rendering of Services by the SAPS.
4. Implement strategies to supplement the services of the SAPS.	1 July 2010	30 June 2015	Quarterly evaluation of implemented strategies and quarterly report to CID Board.
5. Co-operate with the SA Police Service pertaining to the implementation of Sector Policing. Active participation by CID and assistance to police by gathering relevant information to facilitate the development and implementation of both effective and practical crime prevention strategies for the sector. Assistance to police in compiling the sector profile and participation by CID in a sector crime forum.	1 July 2010	30 June 2015	Monthly meetings with the SA Police service with monthly report to CID Board.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/ 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Enhance provision of services by Local Authority Glynis Van Lill			
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Identify problem areas: <ul style="list-style-type: none"> <li>* street lighting;</li> <li>* dumping; refuse removal</li> <li>* missing drain covers / cleaning of drains</li> <li>* planting, felling, trimming, pruning of trees;</li> <li>* maintenance of road surfaces; sidewalks</li> <li>* cutting of grass / removal of weeds</li> <li>* cleansing; placing of litter bins / emptying of litter bins</li> <li>* road markings / traffic signs</li> </ul>	1 July 2010	30 June 2015	Assessment and evaluation of ID area and reports received from tenants and landlords. Analysis of shortcomings. Quarterly report to ID Committee.
2. Liaise with the relevant role players of the Local Authority.	1 July 2010	30 June 2015	Monthly meetings with the relevant role players of the Local Authority. Quarterly status reports to Local Authority regarding progress of identified shortcomings. Submission to CID Board Re: services required/ financial approval. Circulate and update information by means of newsletters. Investigate, meetings with role players and implement.
3. Compile a priority list of essential needs to enhance the objectives of the ID.	1 July 2010	30 June 2015	
4. Circulate useful COCT contact numbers to Members	1 July 2010	30 June 2015	
5. Develop and enter into a Service Level Agreement with COCT	1 July 2010	30 June 2015	



PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN				
2010/2015 FINANCIAL YEAR				
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY		
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA			
PERFORMANCE INDICATOR	RESPONSIBILITY			
Enhance the provision of services by the CID Glynis Van Lill				
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR	
1. Awareness campaigns relating to environmental issues.	1 July 2010	30 June 2015	Newsletters, functions, education of employers and employees.	
2. Open lines of communication.	1 July 2010	30 June 2015	Meetings, newsletters.	
3. Continued support to "adopt a business initiative" where local companies can transfer economic and management skills to micro business (Ravensmead Business Park). Support the objectives of the tenants of the facility in establishing a proper business address, gain exposure to business opportunities/training/ development and provide platform for growth / development.	1 July 2010	30 June 2015	Reports to CID Board. Promotion by means of newsletters.	
4. Continued support to entrepreneurship at selected local schools by participating in a 'YES' program (Youth Enterprise Society) whereby interested businesses can provide advice on business ideas, market research, managing a business, finances etc	1 July 2010	30 June 2015	Evaluate and investigate. Report to CID Board	
5. Address presence of stray animals / animal cruelty in the industrial area.	1 July 2010	30 June 2015	Meetings with Animal anti-cruelty, Cart Horse Association and report by CID Manager to CID Board.	

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA (Continued)		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Enhance the provision of services by the CID Glynis Van Lill			
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
6. Promote community up-liftment by encouraging sustainability. Participate in a project (by providing waste that is used to generate income) together with Oasis Association (non-profit organization) providing Services for men, woman and children with intellectual disabilities. (An Oasis centre is situated in Ravensmead).	1 July 2010	30 June 2015	Meetings with Oasis Association. Evaluate, investigate and implement. Monthly reports to CID Board.
7. Promote Membership to the CID thereby encouraging active participation in decision making processes.	1 July 2010	30 June 2015	Use of newsletters, visits to companies. Report to CID Board
8. Facilitate effective communication with business owners and CID Members thus enabling the CID to provide an effective, efficient service.	1 July 2010	30 June 2015	Newsletters, meetings, reports to CID Board.
9. Extension of CID Boundary to include erven no's 23999, 24002, 24003, 24000 and 22945.	1 July 2010	30 June 2015	Investigate, evaluate and implement.
10. Continued updating of CID Data Base in order to promote effective communication with property / business owners on their integration into the CID area.	1 July 2010	30 June 2015	Visits to new-comers. Promotion of CID's activities in newsletters.
11. Appointment of an assistant to the CID Manager to promote efficient administration.	1 July 2010	30 June 2015	Evaluation and report to CID Board.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010 / 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Co-ordination of the Security Service	Glynis Van Lill		
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Regulate an efficient service by security patrol officers	1 July 2010	30 June 2015	Obtain weekly duty rosters of security patrol officers
2. Liaise with Security Manager	1 July 2010	30 June 2015	Monthly meetings with Security Managers. Monthly assessment and evaluation of Security service.
3. On-site inspections of security patrol officers in ID	1 July 2010	30 June 2015	Monthly assessment of security patrol officers.
4. Evaluation of Security Officers	1 July 2010	30 June 2015	Quarterly evaluation report to ID Committee. Armed response "Officer of the year", "Officer preventing the most dumping", and "Best Controller" competitions taking place.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010 / 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Provision of additional security / safety	Glynis Van Lill		
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Implementation of Phase 2 - CCTV Surveillance Systems - liaise with relevant roleplayers - determine a contingency plan - assign costs - obtain a mandate from members - implementation	1 July 2010	30 June 2015	Evaluate, investigate current blind spots. Report to relevant roleplayers. Implementation and comparison of crime statistics to follow.
2. Regulate an efficient monitoring and maintenance of CCTV Surveillance System	1 July 2010	30 June 2015	Monthly meetings with Managers. Monthly assessment and evaluation of service.
3. Obtain the services of a Law Enforcement Officers to be deployed on vehicles with the CID Security Service Provider.	1 July 2010	30 June 2015	Evaluate, investigate and report to CID Board. Implement. Monthly report to CID Board.
4. Introduction of a preferred alarm monitoring service provider with a dedicated patrol vehicle aimed at Integrated co-ordination with existing CID security Service provider.	1 July 2010	30 June 2015	Quarterly assessment of strategies and effective utilization of services.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010 / 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Provision of additional security / safety (Continued) Glynis Van Lill			
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
5. Implementation of a broader evacuation / emergency Planning for the CID area. Regular practice of plan.	1 July 2010	30 June 2015	Evaluate, investigate and planning. Regular meetings with relevant role players eg SAPS, Disaster Management, Traffic, Law Enforcement, CID Security. Implementation.
6. Regular interaction / blitz operations / safety awareness with SAPS, Traffic, Fire Services, Fire Safety	1 July 2010	30 June 2015	Evaluation, planning and regular meetings with role players.
7. Marking of street numbers for effective response in emergency situations.	1 July 2010	30 June 2015	Investigate, evaluate, quotations and implement.
8. Encourage company's to implement effective lighting at businesses, legible street numbering.	1 July 2010	30 June 2015	Newsletters.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Build community pride	Glynis Van Lill		
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Distribution of newsletters to tenants and landlords within the Improvement District area.	1 July 2010	30 June 2015	Monthly distribution of newsletters in the CID area. Quarterly report to the CID Board.
2. Hosting social functions for ID tenants, landlords and invited guests.	1 July 2010	30 June 2015	Quarterly functions to be held and report to be submitted to CID Board.
3. Liaising with tenants and landlords by means of visits and quarterly meetings.	1 July 2010	30 June 2015	Quarterly visits and Meetings to be conducted and report submitted to CID Board. Suggestions / ideas by Tenants / landlords to be Submitted to CID Board.
4. Encourage maintenance of buildings and landscaping of street frontages.	1 July 2010	30 June 2015	Assessment of maintenance and street frontages and quarterly reports to CID Board.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010/ 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Create an attractive environment	Glynis van Lill		
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Develop a wetland	1 July 2012	30 June 2015	Investigate and report to CID Board. Meetings with relevant role players.
2. Upgrade and develop an existing detention pond	1 July 2010	30 June 2015	Evaluate, investigate and report to CID Board and relevant role players.
3. Landscaping of communal areas ie. Traffic circles and centre islands (Placing of stone chip and planting of thorn Trees.	1 July 2010	30 June 2015	Assessment, Quotations for for submission to CID Board.

PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION ANNUAL PLAN			
2010 / 2015 FINANCIAL YEAR			
PRIORITY / STRATEGY	GEOGRAPHIC / INTEGRATED APPROACH	SERVICE DELIVERY	
OBJECTIVE	SECURE A SAFE, ATTRACTIVE AND CLEAN BUSINESS AREA		
PERFORMANCE INDICATOR	RESPONSIBILITY		
Promote CID and business prospects of area Glynis Van Lill			
ACTION STEPS	START DATE	END DATE	SUCCESS INDICATOR
1. Media coverage of:- * promoting the Improvement District and business prospects of the area.	1 July 2010	30 June 2015	Quarterly assessment and evaluation of media coverage.
2. Awareness campaigns within the CID area to be conducted by distribution of brochures to ensure that employers and employees are well informed pertaining to the activities of the CID.	1 July 2010	30 June 2015	Annual surveys to be conducted by CID Manager.
3. Appropriate signage within the industrial area promoting the CID	1 July 2010	30 June 2015	Investigate, evaluate, quotations for submission to CID Board.



