

ANNEXURE TO ITEM
C 06/05/16



ABRINA 546 NPC
t/a

PAARDEN EILAND CITY IMPROVEMENT DISTRICT

Reg No: 2008/008315/08

Our Ref: CIT/APP/1101/15

30 November 2015

CITY OF CAPE TOWN

**APPLICATION FOR EXTENSION OF TERM 2016-2021 FOR ABRINA 546 NPC
T/A PAARDEN EILAND CITY IMPROVEMENT DISTRICT**

The Paarden Eiland City Improvement District (PECID) hereby submits an application for the extension of term 2016–2021, as approved by the members at the PECID Annual General Meeting held on Tuesday 24 November 2015 and as advertised in ‘Die Burger’ and ‘The Cape Times’ on the 30 October 2015.

Yours faithfully

LES HOLTZHAUSEN
DIRECTOR

*Your investment
Our concern*

ANNEXURE 1

SYNOPSIS OF FIRST TEN YEARS OF OPERATION

The conclusive success of the Paarden Eiland City Improvement District is evidenced by the following synopsis, which portrays only some achievements since establishment.

HISTORY OF THE ASSOCIATION OF PAARDEN EILAND INDUSTRIALISTS

The history of the association of industrialists in the area goes back as far as 1947 when the Paarden Eiland Industrialists & Ratepayers Association was founded by Louis Glassman, a prominent property and business owner in the area. The working relationship between industrialists and the City, therefore, spans over 68 years.

PEIRA was renamed the Paarden Eiland and Metro Association (PEMA) in 1972. Working closely with the City Council, PEMA continued its work maintaining and improving the area, but, as membership was on a voluntary basis, it became increasingly evident that those who contributed by paying membership fees were carrying all those businesses who did not.

By forming a City Improvement District, where all property owners would contribute to the upkeep of the area, a group of interested property owners decided that this was in the best interests of the community. They applied to the City of Cape Town for the establishment of a City Improvement District and after 58 years of voluntary membership by the few, PEMA became PECID, a Section 21 Company owned and financially supported by all property owners in Paarden Eiland.

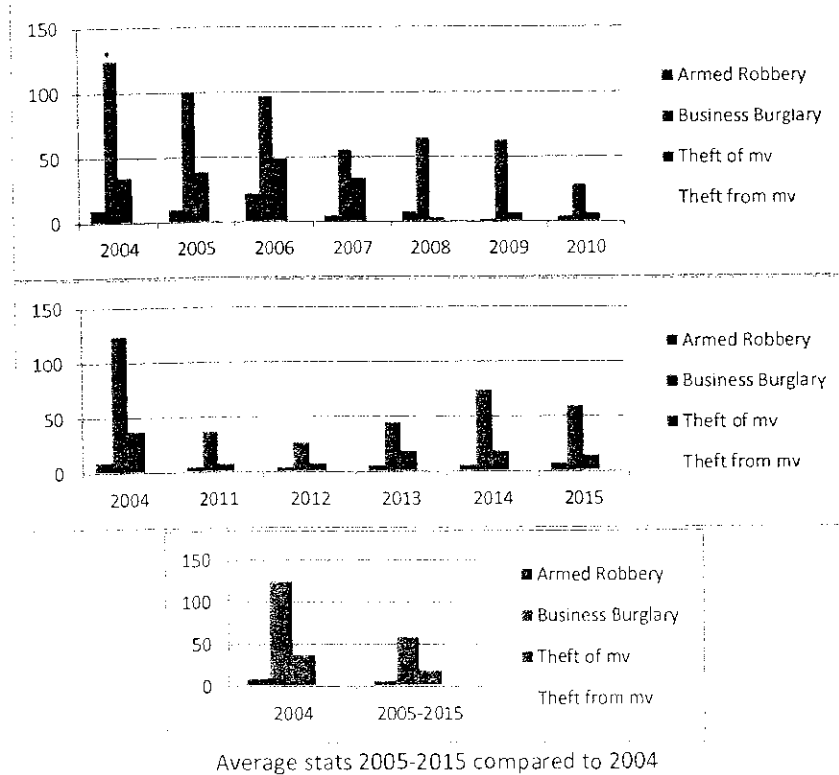
The establishment of the Paarden Eiland City Improvement District (PECID) was approved by the Cape Town City Council in May 2005. The rest is, indeed, "history"!

CRIME

The reduction in crime since 2004, prior the establishment of the Paarden Eiland City Improvement District, is evidenced in the graphs below.

Never do we want to go back to pre-2006 when our first cameras were installed.

The extreme drop in 2010 was attributed to a surge in additional manpower of SAPS and other security agencies during the FIFA Soccer World Cup.



The following pages are mostly pictorial and show some events & developments of the past ten years

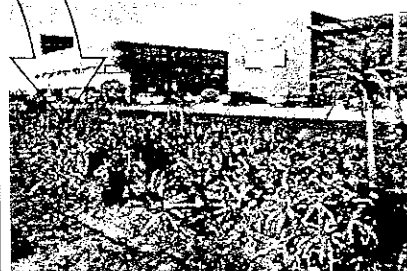
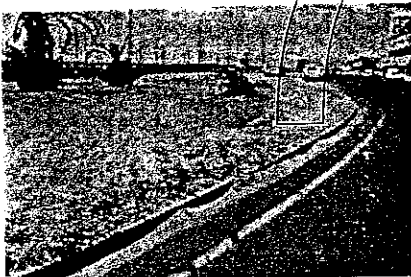
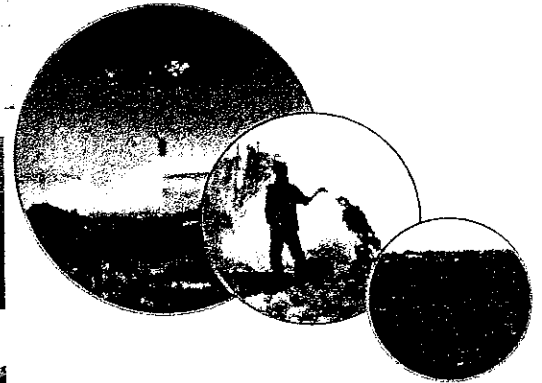
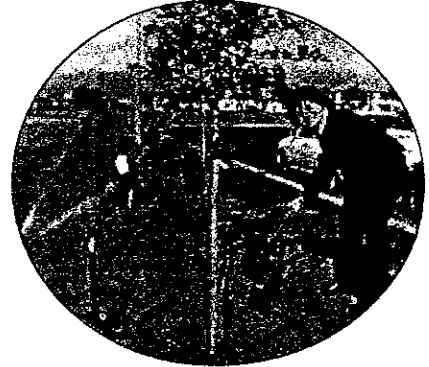
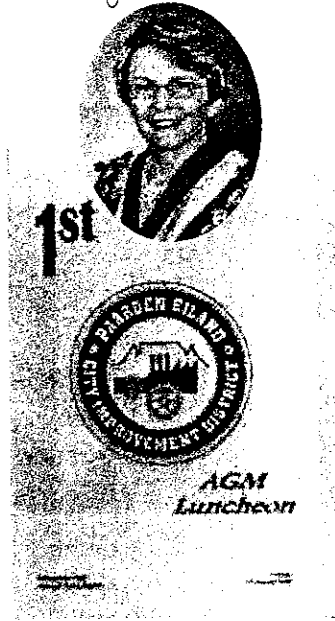
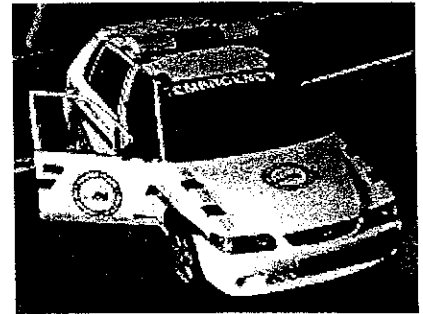


2005 - 2007

Inaugural Chairman : Mellony Morelli



Guest Speaker at our 1st AGM
Newsmaker of the Year 2006
Mayor Helen Zille

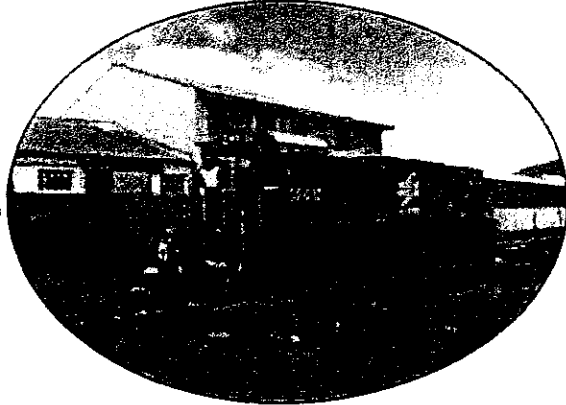
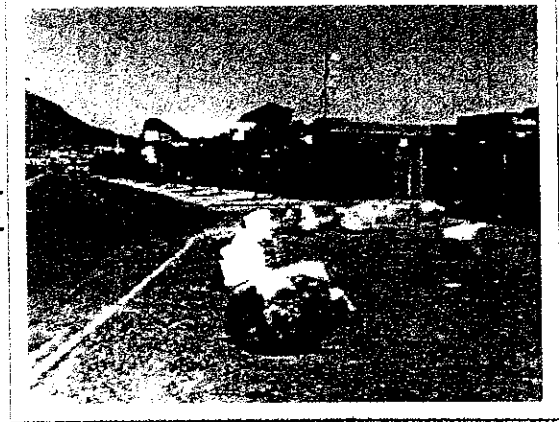
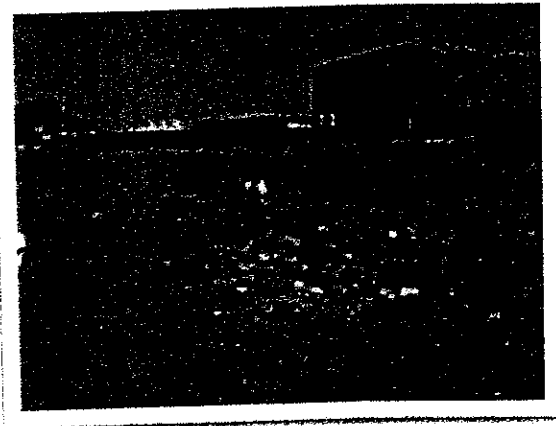


Koeberg failure...
...power cuts begin

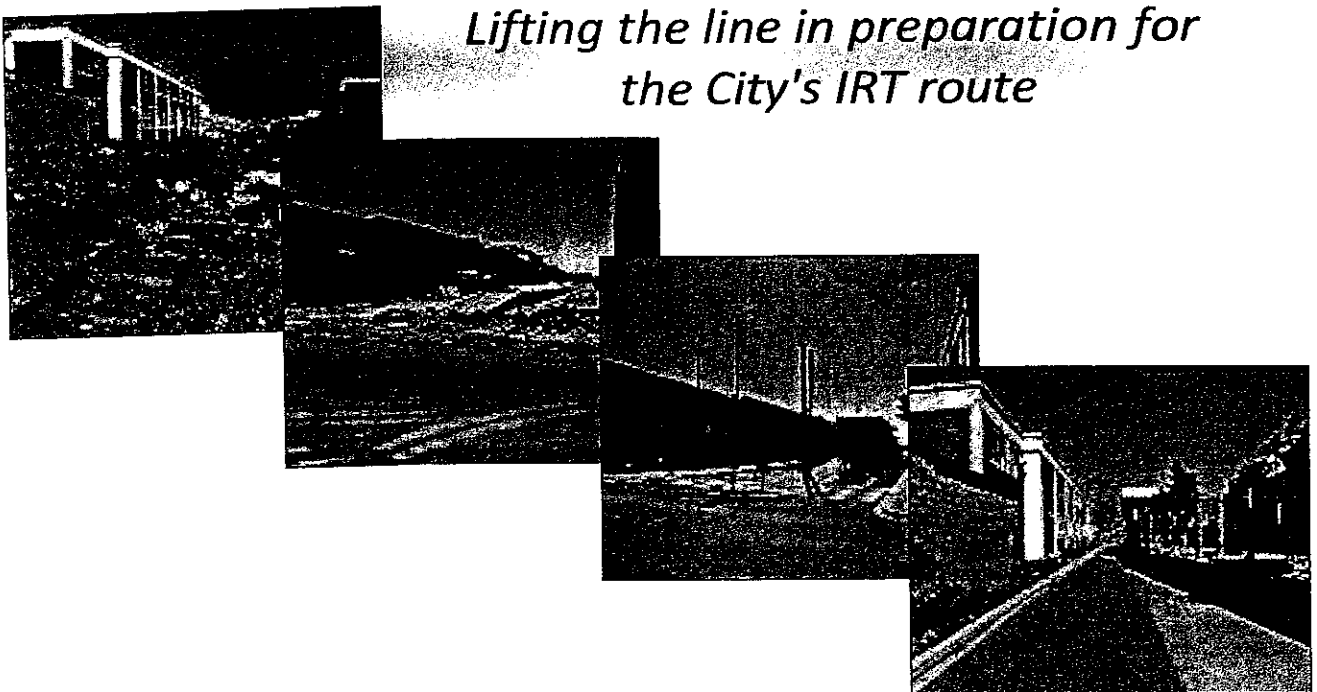


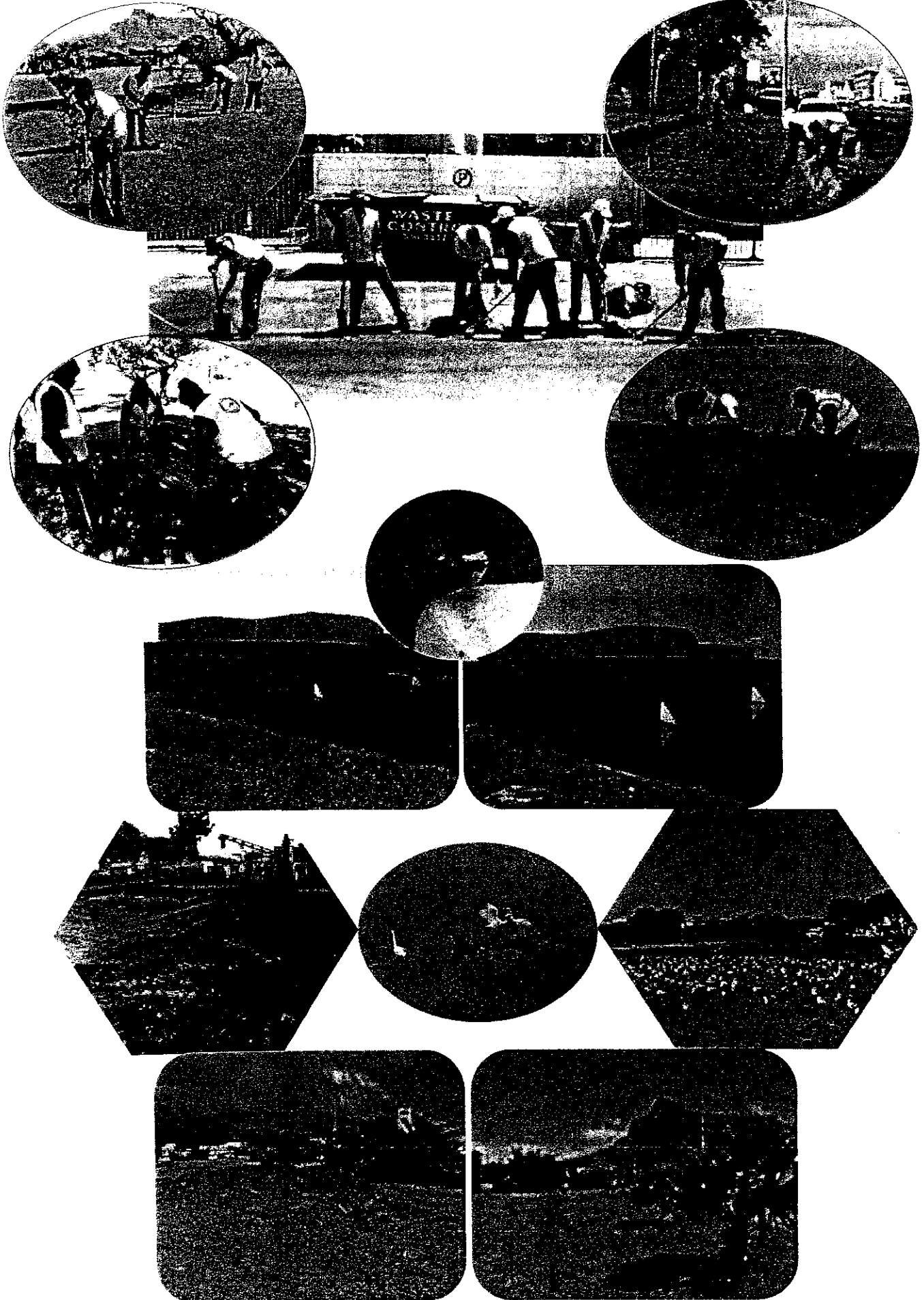
2007 - 2015

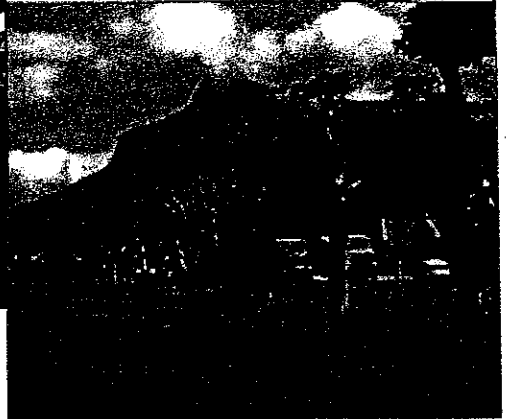
Current Chairman : Les Holtzhausen



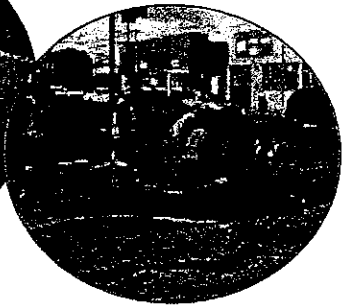
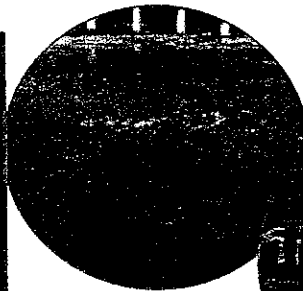
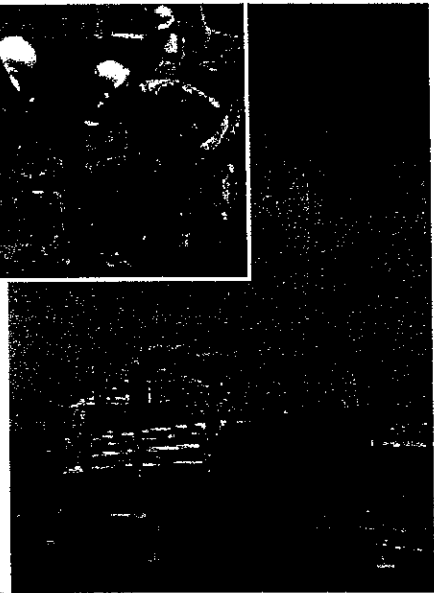
Lifting the line in preparation for the City's IRT route







**2009, after 40 years
in the dark,
Milner Road gets
street lights!**

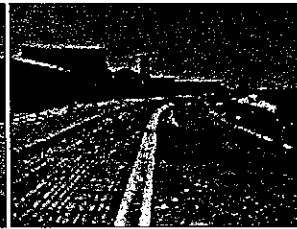
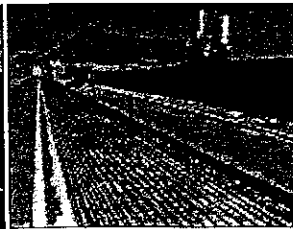
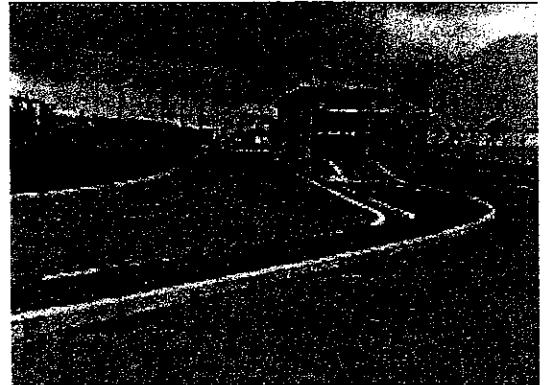
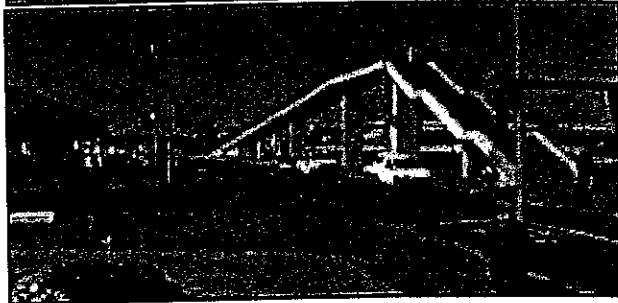


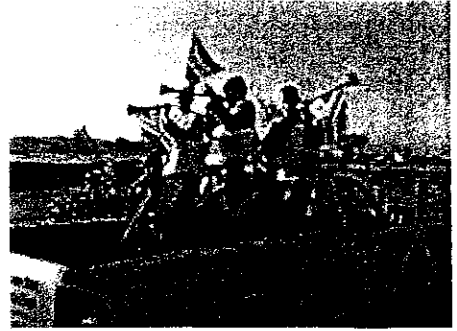
Floods & shark waters!



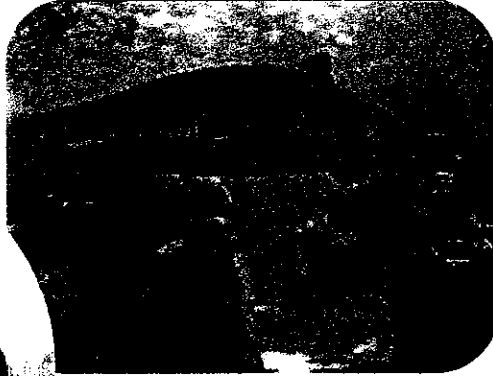
*Paarden Eiland City Improvement District Business Plan 01 July 2016 - 30 June 2021
Motivation for Continuance*

*PECTD petitions City Manager for more effective
management of Paarden Eiland Wetlands*

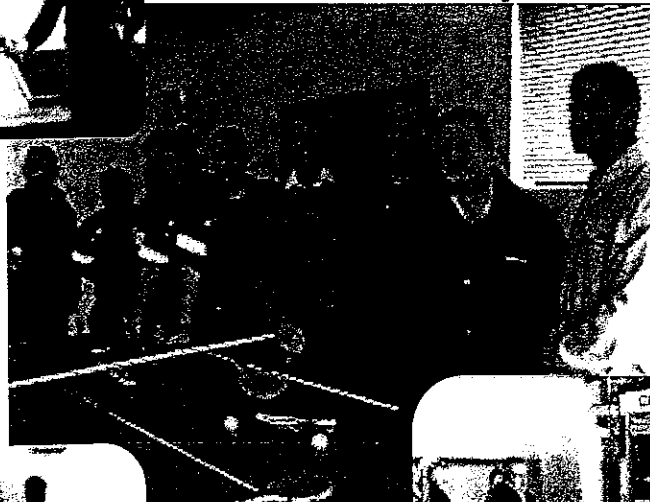


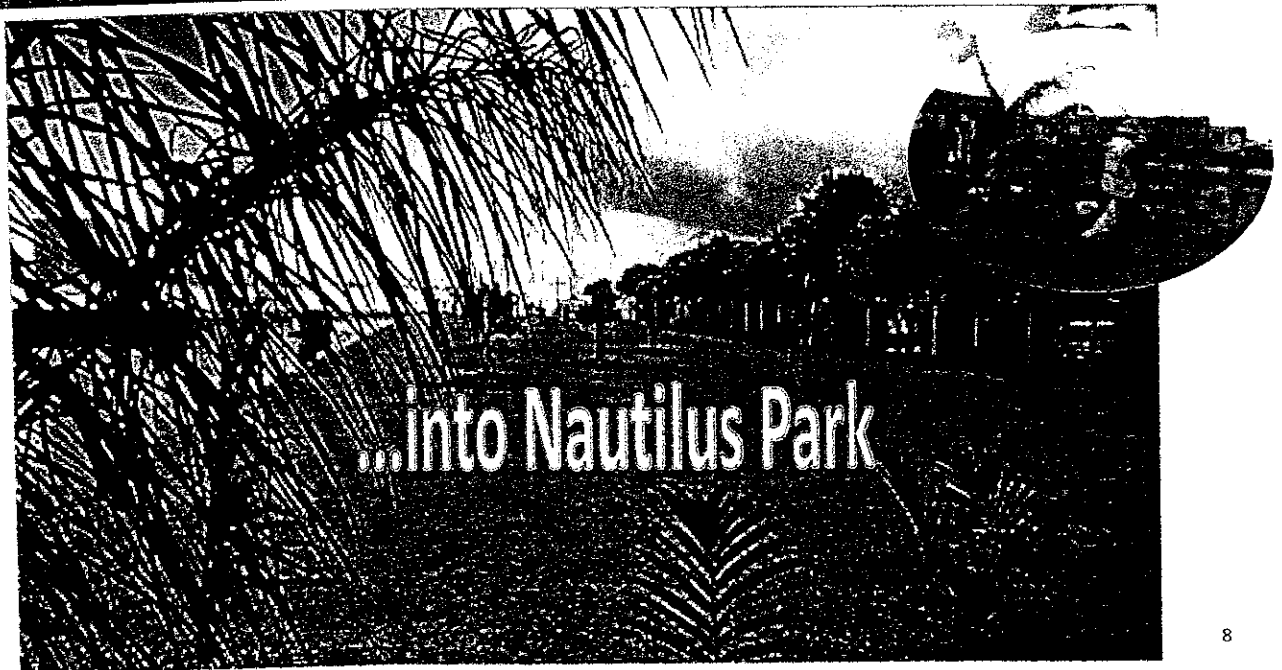
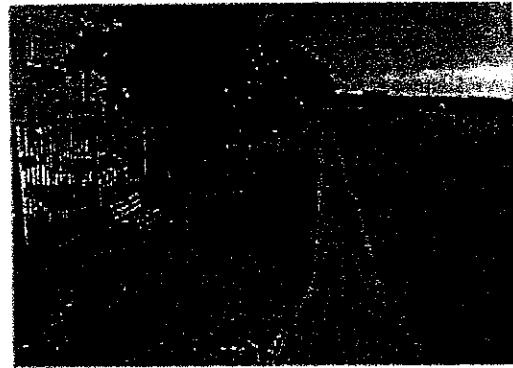
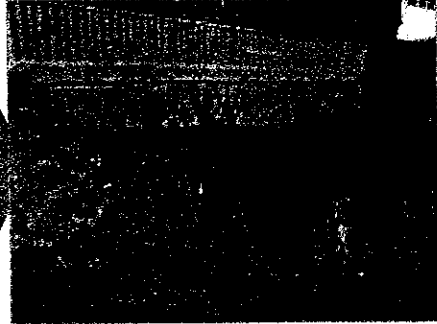
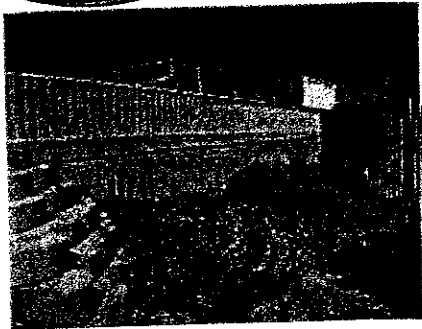
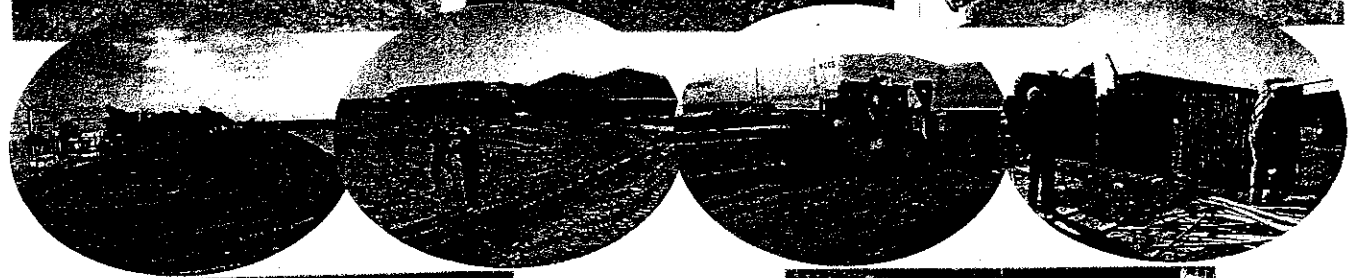


*PEI takes the MyCiti
to visit the aquarium*

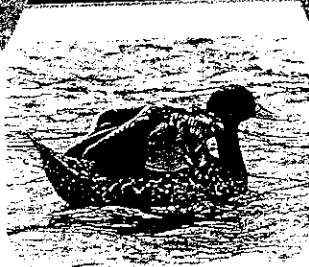
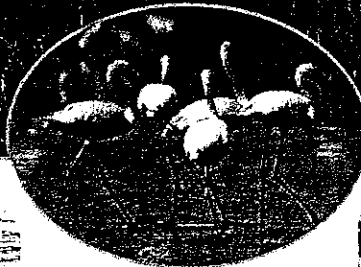
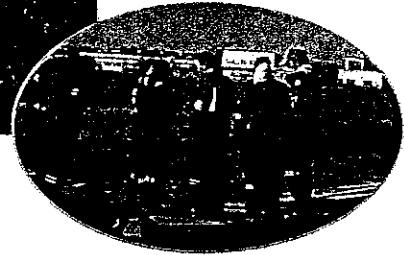
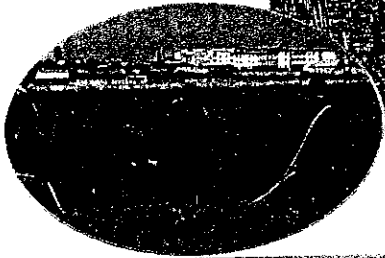
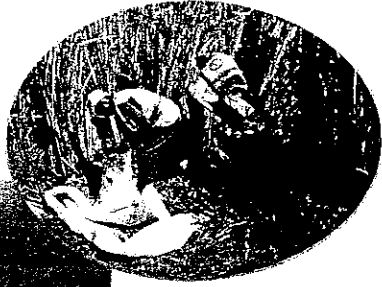


**Table tennis equipment
donated to Brooklyn Fire Station**





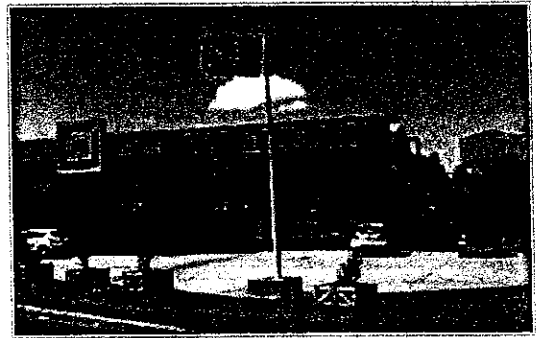
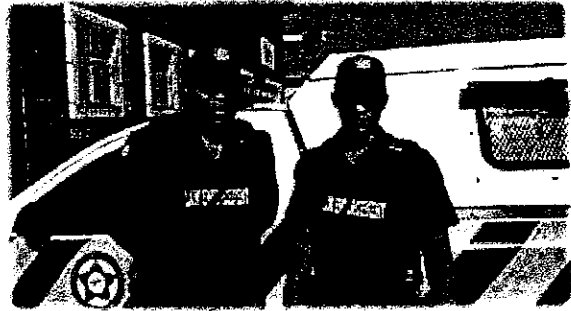
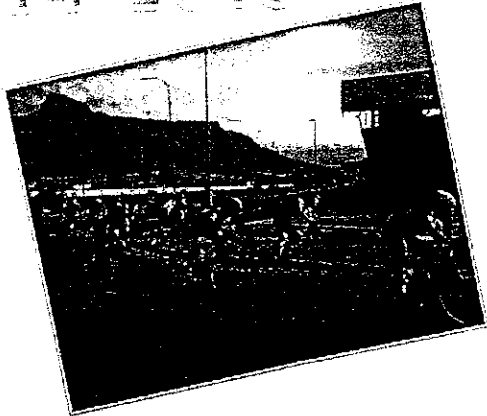
Clear - Spray - Burn



Waterfowl return



2014-2015



To be continued...



BUSINESS PLAN


FOR MANAGEMENT OF
THE PAARDEN EILAND CITY IMPROVEMENT DISTRICT


01 JULY 2016 – 30 JUNE 2021
(Compiled August 2015)

(In accordance with the Special Rating Bylaw 2012)

*Your investment
Our concern*

 P O Box 256 Paarden Eiland 7420

 (021) 510-0040 (Les Holtzhausen, PECID Chairman) or 082 474 0762 (Patricia Tallant, PECID Manager)

 086 537 9156

e-mail : cidmanager@paardeneilandcid.co.za

Company Reg No: 2008/008315/08
VAT Reg No: 4790223731

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	ANNEXURE 1: SYNDPSIS FIRST TEN YEARS ANNEXURE 2 : PROPOSED IMPLEMENTATIDN PLAN ANNEXURE 3 : PROPOSED BUDGET 2016-2021	

The success of the Paarden Eiland City Improvement District (PECID) is largely due to the co-operation between PECID and the various departments of the City of Cape Town; the strong working relationship between PECID and the South African Police; the contribution of the various contracted service providers; and the continued support of property and business owners in the area.

In the interests of investors and industrialists in Paarden Eiland it is, therefore, important for PECID management to continue its achievements in the development of a well-managed, clean and safe area. It is to this end that the following Business Plan for the period 01 July 2016 to 30 June 2021 is submitted for the approval of property owners and Council.

1. CID CLASSIFICATION

- 1.1. REGISTERED NAME OF CID
Abrina 546 NPC
Trading as Paarden Eiland City Improvement District
- 1.2. NON PROFIT COMPANY
Registration No.2008/008315/08
- 1.3. NAME OF ADMINISTRATION HAVING JURISDICTION
City of Cape Town
- 1.4. GEOGRAPHIC AREA
The area bordered by the N1, Marine Drive (up to Boundary Road), the vlei area and green belt up to Section Street and the Canal from there to the N1.
(Map)¹
- 1.5. BOARD OF DIRECTORS
Seven
- 1.6. STREET ADDRESS
RIVERSIDE ESTATE
62 CARLISLE STREET
PAARDEN EILAND
- 1.7. CONTACT:
PECID Manager
Tel: 021 510-0040 or 082 474 0762
Fax: 086 537 9156
P O Box 256
Paarden Eiland
7420
e-mail: cidmanager@paardeneilandcid.co.za

2. INTRODUCTION

- 2.1. BACKGROUND TO CITY IMPROVEMENT DISTRICTS (SPECIAL RATING AREAS)
While many South African towns, cities and urban nodes continue to display various levels of deterioration and most local authorities struggle to deal with the impact of urbanisation and limited resources, the establishment of City Improvement Districts, or Special Rating Areas, is fast becoming an effective solution to halt environmental degradation and unacceptably high degrees of crime.

City Improvement Districts are essentially geographic areas in which the majority of property owners determine and agree to fund supplementary services to those normally provided by their local authority, in order to maintain and manage the public environment at a superior level. Through legislation, the cost of the provision of services is then spread over all property owners within the specified geographic area. Unlike rates, funds contributed by the property owners may only be spent in the area in which they are collected.

While the local authority continues to provide normal services, the additional rates contributed by property owners are collected by Council and paid over to the CID. These funds are then used by the CID to provide a "top-up" to Council services, general maintenance, safety and security, environmental enhancement and marketing of the area.

- 2.2. ESTABLISHMENT OF THE PAARDEN EILAND CITY IMPROVEMENT DISTRICT
The application for the establishment of a City Improvement District in Paarden Eiland was approved by the Cape Town City Council in May 2005 and property owners began paying special levies (more recently termed "additional rate") to fund the CID as of 01 July 2005.
Fiscal control has been central to good management, with the bulk of expenses going to security and cleansing through the installation of a comprehensive surveillance system; contracted ground patrol vehicles; and an environmental team referred to as PET.

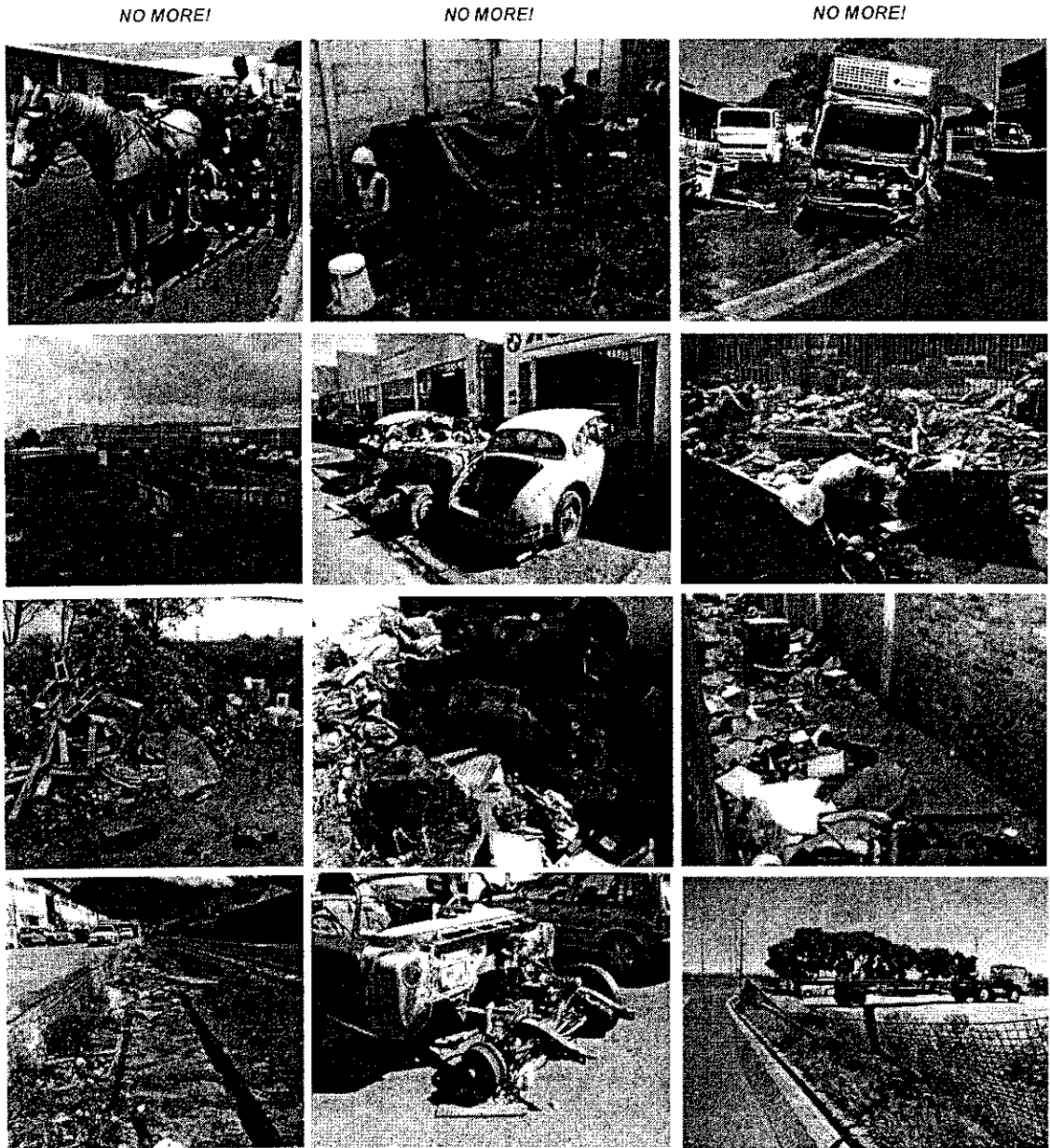
¹ See page 8

- A fully equipped CCTV surveillance centre.
- A wireless network of 21 (twenty one) cameras and maintenance thereof.
- Contract of 2 (two) manned, dedicated patrol vehicles, 24/7.
- Employment of a permanent team of 6 (six) for environmental upkeep.

In respect of local authority service levels, PECID, in collaboration with the Cape Town City Council and various other agencies, addressed the three highest priorities of concern as set out in the approved Business Plans for the first three terms between 2005 and 2015.

2.3. WHY CONTINUE?²

Refer Annexure 1 (Synopsis of First Ten Years of Operation) and the pictures below and **then acknowledge that we must NEVER go back to an area of filth, degradation and crime.**



² See Annexure 1 Synopsis First Ten Years

3. EXECUTIVE SUMMARY

- 3.1. Goals to attain over the next five-year term include environment, safety and security, social responsibility and marketing. The projected implementation plan is set out in Annexure 2.
- 3.2. All physical improvements are specifically contained within the City Improvement District boundaries, while social responsibility may affect those within and without the area.
- 3.3. Bound by the SRA By-law, management of the City Improvement District is obliged to comply with guidelines and policies adopted by the City and will, therefore, not strengthen existing inequities in the development of the City.
- 3.4. The CID's top priorities are in line with those defined by the City's IDP. Top-up services and safety and security are intended to complement the City's role in maintaining the area and enforcing municipal law and order.
- 3.5. As a Non Profit Company, ratepayers are required to recommend the annual budget amount as suggested in the proposed Business Plan. Once approved by Council, management of the NPC will carry out planning and administrative functions within the Paarden Eiland City Improvement District.

4. MISSION

To administer the area with dedicated, effective management; supply supplementary municipal services to those already afforded by the City of Cape Town; and co-ordinate the provision of a well-maintained, safer, cleaner and greener environment, making it more attractive to those who work, visit and invest in Paarden Eiland.

5. VISION

For the Paarden Eiland City Improvement District to continue the successes of the past; focus on the needs of the present; and provide a sustainable, attractive asset for the future.

6. GOALS FOR 2016-2021³

- 6.1. Keep Paarden Eiland a clean, safe industrial area.
- 6.2. Provide an environmentally attractive and pollution free area.
- 6.3. Maintain and improve working relationship with local authorities and essential service providers
- 6.4. Provide innovative management of the area.
- 6.5. Maintain crime rate at current low level.
- 6.6. Be sensitive to our social responsibility
- 6.7. Ensure Paarden Eiland remains a prime locality and preserve its distinct identity.

7. SERVICE LEVELS**7.1. LEVELS OF SERVICE PROVIDED BY THE CITY OF CAPE TOWN**

- 7.1.1. The City will continue basic levels of service as currently provided.

7.2. LEVEL OF SERVICE TO BE PROVIDED BY THE CID (SUPPLEMENTARY SERVICE)

The CID services are based on the successful results of the previous 120 months of operation and the existing levels of service provided by the City of Cape Town.

7.2.1. Management

- 7.2.1.1. Ensure PECID supplements the City's performance in respect of basic service levels.
- 7.2.1.2. Co-ordinate with Council to deal with problematic issues relating to rendering of basic services.
- 7.2.1.3. Manage and appraise employed team and service providers contracted to the CID.
- 7.2.1.4. Liaise with relevant departments of local authorities, SAPS and other service providers.
- 7.2.1.5. Devise & implement capital projects, communication, marketing & promotion plans.
- 7.2.1.6. Attend meetings of CID Forum, SAPS Station Joint and all other forums necessary for effective management of the area.
- 7.2.1.7. Encourage property and business owners to support various projects proposed by the CID.
- 7.2.1.8. Report activities to the PECID Executive Body and members.

7.2.2. Cleansing

- 7.2.2.1. Continue to employ general workers to keep area clean and green.
- 7.2.2.2. Instil a sense of pride in workers through provision of distinctive uniform and basic skills training.

³ See Annexure 2 Proposed Implementation Plan

- 7.2.2.3. Launch an awareness programme through special clean-up projects in specific areas where most litter occurs.
 - 7.2.2.4. Liaise with Solid Waste on all aspects of street cleaning and waste removal, including illegal dumping, provision of litter bins and appropriate signage.
- 7.2.3. Environmental
- 7.2.3.1. Continue the enhancement of the area through greening projects, cleaning campaigns and appropriate signage.
 - 7.2.3.2. Promote awareness of the unique wetland area and assist in the endeavours of the Table Bay Nature Reserve to protect the Zoarvlei section; open up its waterbodies by limiting invasive reed beds; and work together with relevant authorities to keep the wetlands free of illegal camp sites.
 - 7.2.3.3. Promote the participation of businesses in environmental programmes.
 - 7.2.3.4. Encourage businesses to implement waste minimisation strategies.
- 7.2.4. Maintenance
- 7.2.4.1. Assist in general maintenance of fences, barriers, street lights, park benches, litter bins and signage.
 - 7.2.4.2. Assist where necessary, or possible, in upgrading of roads, pavements and open spaces.
- 7.2.5. Safety & Security
- 7.2.5.1. Maintain increased security presence of visible, dedicated patrols to maintain order.
 - 7.2.5.2. Ensure patrol officers continue with periodic training in municipal bylaws and local knowledge of area.
 - 7.2.5.3. Co-ordinate liaison between PECID and camera monitors, patrol officers, SAPS, Law Enforcement and other security groups.
 - 7.2.5.4. Promote security awareness through crime alerts and discussion.
 - 7.2.5.5. Provide list of emergency and other useful telephone numbers to owners and tenants in the area.
 - 7.2.5.6. Foster good working relationship with Law Enforcement, Traffic Management, Fire Protection Services, SAPS and other security enforcement agencies.
 - 7.2.5.7. Increase visual monitoring through expansion of CCTV surveillance system and upgrade of existing equipment, when necessary.
- 7.2.6. Social Responsibility
- 7.2.6.1. Relieve the plight of the jobless by employing "toch" labour to assist PET at least once per month.
 - 7.2.6.2. Encourage informal traders in the area to comply with relevant City Bylaws.
 - 7.2.6.3. Discourage businesses supplying scrap to displaced people and trolley vendors by encouraging participation in waste management projects.
 - 7.2.6.4. Liaise with Law Enforcement Displaced People's Unit and other relevant authorities in the interests of safe re-location of the displaced where possible.
 - 7.2.6.5. Create improved environment for loitering job seekers.
 - 7.2.6.6. Assist members of PET with self-development programmes.
- 7.2.7. Marketing
- 7.2.7.1. Promote the locality as an attractive investment through improved safety and security and an enhanced cleaner, greener industrial area.
 - 7.2.7.2. Update database of businesses and property owners within the CID.
 - 7.2.7.3. Erect information and directional notice boards and ensure existing signs are maintained.
 - 7.2.7.4. Keep businesses informed of news and events relevant to the area.
- 7.2.8.. Projects (over next five-year term; to be funded from accumulated surplus)
- 7.2.8.1. Hold "Keep Clean" campaigns on pedestrian routes
 - 7.2.8.2. Assist Table Bay Nature Reserve with clean-ups and reed clearing in Zoarvlei section
 - 7.2.8.3. Enhance recreational space
 - 7.2.8.4. Replace border fencing

- 7.2.8.5. Contribute to, or build new pedestrian pathways
- 7.2.8.6. Install additional, or upgrade existing, cameras
- 7.2.8.7. Participate in City's "rent-a-cop" programme
- 7.2.8.8. Light up buildings, streets, walkways, alleys

8. ADVANTAGES OF CONTINUANCE

- 8.1. **A MANAGED ENVIRONMENT IN THE AREA**
Dedicated management focuses on the causes of deterioration and seeks and implements solutions specifically targeted to such problems.
- 8.2. **HOLISTIC APPROACH**
All issues negatively impacting on the CID area are investigated and dealt with on an integrated basis. Overall management provides proper co-ordination, focusing on providing services where they are most needed.
- 8.3. **ENHANCEMENT OF THE ENVIRONMENT PROMOTES MARKET VALUE**
By implementing supplementary services in cleansing, maintenance, safety and security, the environment is improved, competitiveness expands and the area becomes more marketable.
- 8.4. **INCREASED INVESTMENT**
The perception of crime, grime and general disorder has a negative impact on investors and visitors to the area. A CID provides a results-oriented set of programmes, which produce immediate and tangible improvements. These programmes supplement other efforts to retain, expand and attract new business and investment.
- 8.5. **INCREASED PROPERTY VALUES**
A clean, safe and attractive area, with visible order, becomes more appealing to investors, demand for property is improved and property values increase.
- 8.6. **POSITIVE IDENTITY**
Prior to the establishment of the City Improvement District, Paarden Eiland was one of a number of industrial areas showing signs of environmental deterioration. Through positive and controlled management, a new and positive identity has evolved, attracting customers, investment and development.
- 8.7. **PRIVATE SECTOR MANAGEMENT**
PECID has an Executive Board comprised of property and business owners, elected by the private sector stakeholders of the area. Activities and budgets developed by CID Management and overseen by the Board ensure accountability to those who pay the levy.
- 8.8. **GUARANTEED SERVICE LEVELS**
The CID co-ordinates its activities in relation to service levels provided by Council as per the IDP; ensures maintenance of the area complies with PECID's proposed business plan and fulfils the expectations of property owners.

The table below shows certain service levels currently received from Council.

ACTIVITY	FREQUENCY
Street sweeping (main streets only)	Monthly
Emptying litter bins	Weekly
Clearance of illegal dumping	Within 30 days
Mowing parks, verges	Monthly / seasonal
Spraying herbicides sidewalks	Annual
Irrigation – grass/shrubs/trees	Seasonal
General cleaning POS	Monthly
Planting horticultural material	Annually
Fertilising / composting	Twice per year
Irrigation systems maintenance	As required
Tree / shrub maintenance	As required
Law Enforcement	Not dedicated
Traffic Control	Not dedicated
Roads & Storm Water	As required

9. ADDITIONAL SERVICES

The following services, not reflected in current service levels, could form part of a co-operative understanding between the City Improvement District and the City.

- 9.1. **CLEANING OF STORMWATER DRAINS AND SEWER BLOCKAGES**
Purpose: To ensure blockages are cleared when they occur
Minimum standard: City Council standards - to keep all stormwater and sewer drains operational at all times
- 9.2. **MAINTAIN ROADS AND PAVEMENTS**
Purpose: To maintain roads and pavements
Minimum standard: City Council standards - public safety
- 9.3. **REPLACE MISSING AND BROKEN DRAIN COVERS**
Purpose: To ensure all missing or damaged drain covers are replaced
Minimum standard: City Council standards - public safety
- 9.4. **REPLACE AND MAINTAIN CABLE BARRIERS**
Purpose: To protect verges and public open spaces
Minimum standard: City Council standards - prevention of unauthorised access
- 9.5. **MAINTAIN STREET LIGHTING**
Purpose: To ensure adequate lighting
Minimum standard: City Council standards - public safety
- 9.6. **TRENCH RE-INSTALLMENTS**
Purpose: To ensure trenches dug by various service departments, or contractors, are re-instated
Minimum standard: City Council standards - which existed prior to trenching
- 9.7. **Management of Zoarvlei section of the Table Bay Nature Reserve**
Purpose: To keep the wetlands free of illegal campers, alien bush and reed overgrowth
Minimum standard: City Council conservation standards in accordance with the terms of the National Environmental Management: Protected Areas Act, Act 57 of 2003.

10. DISSOLUTION

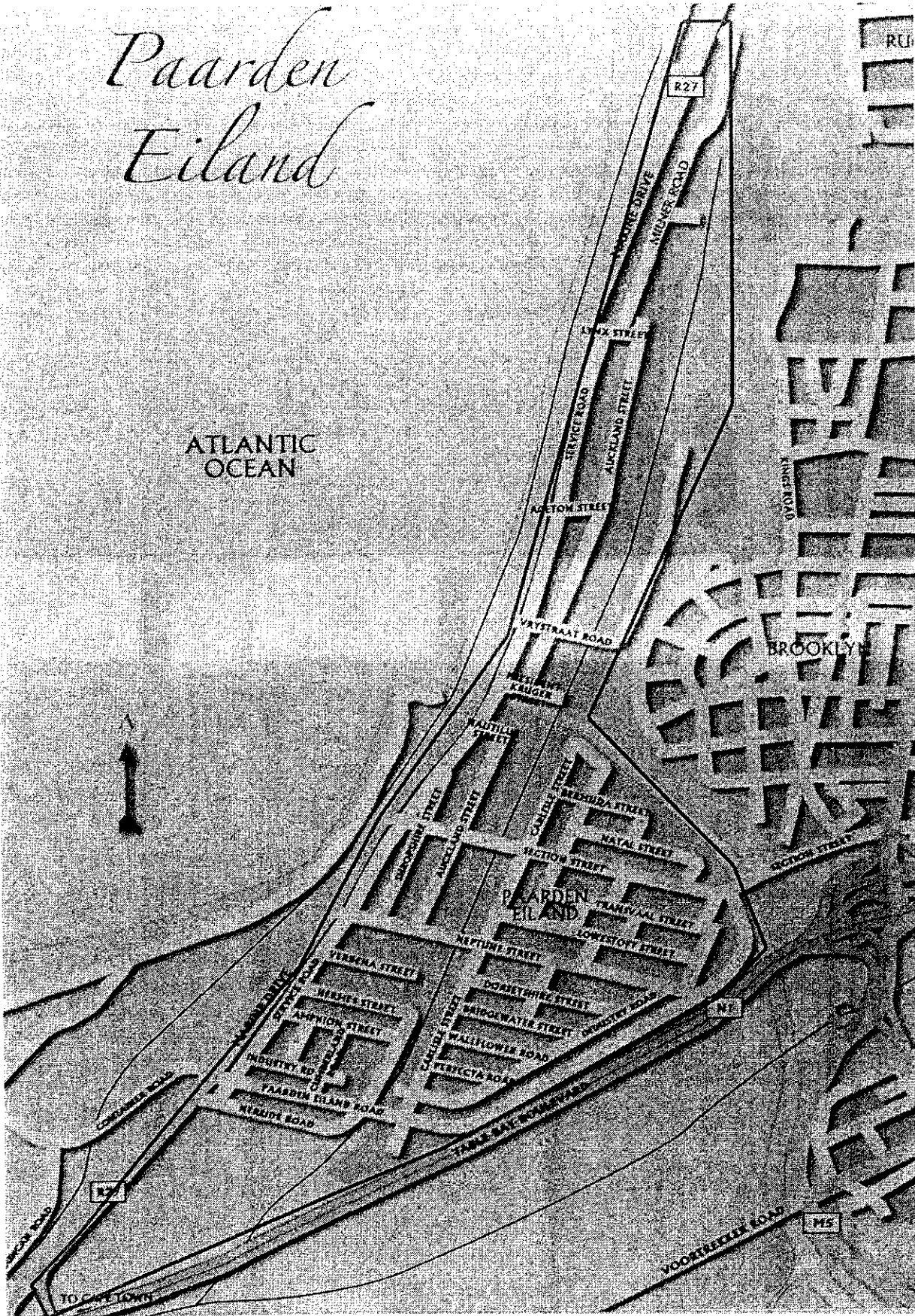
- 10.1. Should the City Improvement District be dissolved, the remaining assets, after satisfaction of all its liabilities, shall be utilised by Council to provide additional municipal services in accordance with the provision of this Business Plan (SRA Bylaw Chapter 4.16.)

11. BUDGET⁴

- 11.1. As required by the City Improvement District By-law, a five-year operational budget (2016-2021) has been compiled.
- 11.2. 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.
- 11.3. The anticipated operational income for the City Improvement District is funded by way of levies, which are derived by calculating an additional dedicated special rate. This amount is calculated in terms of Section 22(1)(b) of the Municipal Property Rates Act, No 6 of 2004 at a rate of cents-in-the-Rand on commercial property value as determined by the municipal valuation of the rateable property within the designated City Improvement District.
- 11.4. The increase of 8% from the 2015-2016 budget is largely affected by and calculated on increases for contracted services. While these are being negotiated the budget provides for worst case scenario.

⁴ See Annexure 3 Proposed Budget 2016-2021

Paarden Eiland



PROJECTED IMPLEMENTATION PLAN TO ATTAIN GOALS AS SET OUT IN THE PECID BUSINESS PLAN 2016-2021					
SUB	ACTION	RESPONSIBILITY	START	END	PERFORMANCE INDICATOR
E	ENVIRONMENTAL GOAL Keep Paarden Eiland a clean, safe industrial area; provide an environmentally attractive and pollution-free area				
E.1.	Cleanliness				
E.1.1.	Continue with sweeping of and litter removal from streets, gutters and pavements	PET			Improve and maintain acceptable levels of cleanliness and decrease generation of waste
E.1.2.	Weed clearance from kerbs and around light and street-name poles	PET			
E.1.3.	Clear debris on outside of drains	PET			
E.1.4.	Empty overflowing litter bins when necessary	PET			Control through regular reporting structures, meetings and training
E.1.5.	Employ casual labour minimum once monthly to assist clean-up	Manager			
E.1.6.	Remove all waste collected by PET	Contractor			
E.1.7.	Report illegal dumping and follow-up	PET Supervisor			
E.1.8.	Work in conjunction with Dept Solid Waste	Team			
E.1.9.	Oversee control of informal traders, permanent and transitory	Manager			
E.1.10.	Encourage businesses to participate in waste minimisation programme	Manager/Businesses			
E.1.11.	As member of PAAC continue endeavours to promote the establishment of a pristine wetland (Zoarvlei)	PECID			Maintain vigilance and report to TBNR
PP	PROPOSED PRDJECTS				
E1.PP1.	Clean-up campaign on pedestrian routes	Manager/Team/Casuals	Jul-16	Jun-21	Litter-free education
E1.PP2.	Assist TBNR Zoarvlei section in clean-ups	Manager/Team/Casuals	Jul-16	Jun-21	Preservation of wetland border
E.2.	Greening & Enhancing				
E.2.1.	Liaise with City Parks on planting and pruning; mowing of parks and verges; assist where able	CoCT / PET			Provide and maintain an aesthetically pleasing environment
E.2.2.	Report flora damage or degradation of parks and verges to City Parks	Manager			
E.2.3.	Upkeep and nurture gardens and trees planted by PET	PET			Control through regular inspection of the area and co-ordination with City Parks
E.2.4.	Contribute as member and liaise with Zoarvlei Management Committee and Friends of Paarden Eiland Wetlands on maintenance of wetland area	Manager			Enhancement of border
E.2.5.	Encourage property owners to green verges, plant trees and participate in environmental projects	Manager/PET			Develop business interest in greening
PP	PROPOSED PRDJECTS				
E2.PP1.	Procure more trees	PECID Board/PET/CoCT	2016	2019	Diminish treeless areas
E2.PP2.	Supply park benches and litter bins for green areas	PECID Board	Jul-16	Jun-21	Create recreational facilities
E2.PP3.	Assist TBNR Zoarvlei section in removing bulrushes from vlei	PECID Board	Jul-16	Jun-21	Open up water bodies - ongoing
E.3.	Pollution				
E.3.1.	Identify areas of air and water pollution, if any, and liaise with, or report to, Council	Manager			Encourage business interest in reduction of carbon footprint
E.3.2.	Advise businesses on implications and consequences of pollution	Manager			
E.4.	Maintenance				
E.4.1.	Liaise with Department of Roads and Stormwater on reported pot holes; broken or missing drain and manhole covers; blocked drains; damaged kerbs; sink holes; poor road quality; re-establishment of trenching; road name signs and fencing	Manager/PET Supervisor			Maintain an acceptably safe thoroughfare for owners, workers and visitors
E.4.2.	Liaise with Department of Public Lighting on reported damaged street poles; faulty light globes	Manager			Base information on manager inspection and daily reports from camera surveillance, patrol officers and team
E.4.3.	Liaise with Traffic Management on reported traffic light problems; road markings; and traffic control road signs	Manager			
E.4.4.	Use Council's "Contact Us" for matters requiring local authority attention when other avenues fail	Manager			
E.4.5.	Liaise with Eskom on maintenance of Eskom bridge	Manager			
PP	PROPOSED PROJECTS				
E.4.PP1.	Replace broken fencing along between FW deKlerk Boulevard and Paarden Eiland with concretex or similar	PECID/TCT	Jul-16	Jun-21	See also Safety & Security S.2.PP1 to prevent illegal access/egress
E.4.PP2.	Upgrade Bermuda Street extension with tar	PECID/CoCT	Jul-16	Jun-21	Carry over request to CoCT
E.4.PP3.	Contribute funds for pathway along canal between Section and Calcutta Streets	PECID/CoCT/Ward 55	Jul-16	Jun-18	Improve pedestrian walkway requested Ward 55/City Parks
E.4.PP4.	Build pathway between Carlisle & IRT	PECID/CoCT/IRT Ops	Jul-16	Jun-18	Formalise footpath
E.5.	Sub-Council Ward Committee				
E.5.1.	Represent business through membership of, or liaison with Ward 55 Committee	Manager			Develop and maintain an understanding of the processes as required and offered by Council
E.5.2.	Maintain close working relationship with area Councillor	Manager			

PROJECTED IMPLEMENTATION PLAN TO ATTAIN GOALS AS SET OUT IN THE PECID BUSINESS PLAN 2016-2021					
SUB	ACTION	RESPONSIBILITY	START	END	PERFORMANCE INDICATOR
S	SAFETY & SECURITY GOAL Maintain crime at current low level				
S.1.	Camera Surveillance				
S.1.1.	Continue with surveillance of common areas within the City Improvement District using current 23 cameras	Operators			Provision of effective security for the common area
S.1.2.	Request and make footage available to SAPS for related crime incidents	Manager			Consolidation of working relationship with Maitland SAP and other enforcement agencies
S.1.3.	Check maintenance programme for cameras is effected by service provider	Manager			
S.1.4.	Encourage camera operators in the performance of their duties through participation in PECID Awards Programme	PECID Board/Manager			
S.1.5.	Liaise with City surveillance on issues relating to criminal activity, if any, along IRT bus route through Paarden Eiland	PECID Patrol/Manager			Increased protection of IRT users
PP	PROPOSED PRDJECTS				
S1.PP1.	Install at least 4 (four) additional cameras in crime hot-spots identified with the assistance of SAPS	PECID Board	Jul-16	Jun-21	Increase surveillance coverage of area
S.2.	Ground Patrol				
S.2.1.	Continue with two contracted PECID patrol vehicles	PECID Board/Contractor			Promotion of security enforcement and deterrence through visible policing
S.2.2.	Encourage patrol officers in the performance of their duties through participation in PECID performance-related Awards Programme	Manager			Measured by reporting structures and commendations
PP	PROPOSED PROJECTS				
S.2.PP1	Replace broken fencing along between FW deKlerk Boulevard and Paarden Eiland with concretex or similar	PECID/TCT	Jul-16	Jun-21	See also Maintenance E.4.PP1 to prevent illegal access/egress Ward 55 dependent
S.2.PP2	Enlist assistance of at least two Law Enforcement Officers through the City's "rent-a-cop" programme	PECID Board	Jul-16	Jun-21	
S.3.	South African Police				
S.3.1.	Maintain partnership with Maitland Police, particularly Sector 1 Management	Manager/PECID Patrol/ Camera Ops			Augmentation of service by Maitland SAPS to the business community
S.3.2.	Coordinate communication between PECID Security & SAPS	Manager			
S.3.3.	Promote alliance by supporting anti-crime projects	PECID Board/Manager			Use daily electronic and verbal communication and weekly meetings with SAPS Management and other role players
S.3.4.	Issue crime alerts in co-ordination with events and trends as advocated by SAP	Manager			Daily/weekly/monthly/annual stats
S.3.5.	Attend Station Joint and other relevant forums and crime meetings	Manager/PECID Patrol/ Camera Ops			
S.3.6.	Maintain membership of Maitland CPF	Manager			
S.4.	Security Agencies				
S.4.1.	Identify, co-operate and work with security agencies protecting businesses and properties in the area, such as armed response, monitoring and guarding	Manager/PECID Patrol/ Camera Ops			Promotion of inclusive security
S.5.	Property/Business Owners				
S.5.1.	Identify poorly lit buildings and those lacking adequate access control & encourage businesses to make amends	Manager/PECID Patrol/ Camera Ops/PET			Reinforce existing security provided by PECID
S.5.2.	Identify buildings without street numbers	Ditto			By-law compliance
S.5.3.	Enlist participation of owners in anti-crime programme	Manager/SAPS/Bus			Membership of Maitland SAPS Sector 1 Business Forum
PP	PROPOSED PRDJECTS				
SS.PP1.	"Light Up" - buildings, streets, walkways, alleys	PECID/Property and Business owners/CoCT	Jul-16	Jun-21	Measure lit areas against crime hot spots and improve

PROJECTED IMPLEMENTATION PLAN TO AITAIN GOALS AS SET OUT IN THE PECID BUSINESS P					
SUB	ACTION	RESPONSIBILITY	START	END	PERFORMANCE INDICATOR
SR	SOCIAL RESPONSIBILITY GOAL Promote well-being of displaced people and job seekers				
SR.1.	Displaced People				Encourage compassionate understanding of the plight of the disadvantaged
SR.1.1.	Identify caravans or living areas, if any; take appropriate action to alleviate hardships	Manager/PECID Patrol/ Camera Ops/PET			Promote protected wetland area
SR.1.2.	Report settlements and activity of displaced people in area to relevant authorities	Manager/PECID Patrol/ Camera Ops/PET			
SR.1.3.	Liaise with TBNR/relevant Law Enforcement	Manager/PECID Patrol/ TBNR/LE/DPU			
SR.1.4.	Enforcement on clearing/alternative habitat/relocation	Manager			
SR.1.5.	Promote awareness amongst business entities	Manager			
SR.1.5.	Work with relevant NGOs and field workers	Manager			
SR.2.	Job Seekers				
SR.2.1.	Place control to limit number of loiterers allegedly seeking employment	Manager/PECID Patrol/ Camera Ops/SAPS			Create alternative opportunities for the unemployed
SR.2.2.	Assist job seekers through casual employment	PECID Board/Manager			Measure increase/decrease
PP	PROPOSED PROJECTS				
SR2.PP1.	Employ "toch" labourers at minimum 20 per month over five year period	PECID Board/Manager/ PET Supervisor	Jul-16	Jun-21	Assist PET in environmental up keep
SR2.PP2.	In conjunction with "Men at the Side of the Road", or similar, secure specific area for job seekers with ID and police clearance	PECID Board/Manager/ PET Supervisor	Jul-16	Jun-21	Create specific area for casual job seekers (carry over)
SR2.PP2.	Alternative : possible lease of land from Council; provide ablution facilities and small site office for supervisor and records		Jul-16	Jun-21	
M	MARKETING GOAL Promote and preserve identity				
M.1.	Communication				
	Market assets of Paarden Eiland's prime locality; encourage investment	Manager			Improve perception of area
M.1.1.	Promote locality by spot-lighting businesses in news				
M.1.2.	Promote Paarden Eiland as a low security risk and aesthetically pleasing area	PECID Board/Manager			
M.1.3.	Keep business informed of local events, both detrimental and beneficial to area	Manager			
M.1.4.	Update localised business directory monthly	Manager			
M.2.	Advertising				
M.2.1.	Erect joint City/PECID project boards	Manager			Credit initiators of enhancement to the area
M.2.2.	Place appropriate plaques on benches or other items of significance, placed in or donated to area	Manager/Sponsor			
M.2.3.	Promote awareness of the Paarden Eiland Wetlands	Manager			
M.2.3.	Use flyers for specific events	Manager			

PAARDEN EILAND CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2016/17	2017/18	2018/19	2019/20	2020/21
EXPENDITURE	R	R	R	R	R
Employee Related	717 876 19.0%	775 070 19.1%	836 822 19.1%	903 494 19.2%	975 473 19.2%
Salaries	659 500	712 260	769 241	830 780	897 243
UIF	11 180	12 074	13 040	14 083	15 201
Bonus Provision	47 196	50 736	54 541	58 631	63 029
Core Business	2 194 371 58.1%	2 369 639 58.3%	2 558 907 58.5%	2 763 293 58.7%	2 984 006 58.8%
Cleansing Services	38 880	41 796	44 931	48 301	51 923
Environmental Upgrading (Greening, landscaping, recycling, etc.)	17 582	18 901	20 319	21 843	23 481
Security Services - CCTV monitoring	826 320	892 426	963 820	1 040 925	1 124 200
Security Services	1 311 589	1 416 516	1 529 837	1 652 224	1 784 402
Social Upliftment	-	-	-	-	-
Depreciation	151 686 4.0%	151 686 3.7%	151 686 3.5%	151 686 3.2%	151 686 3.0%
Repairs and Maintenance	187 920 5.0%	202 954 5.0%	219 190 5.0%	236 726 5.0%	255 664 5.0%
General Expenditure	413 964 11.0%	445 012 10.9%	478 388 10.9%	514 266 10.9%	552 833 10.9%
Accommodation (Rent)	142 560	153 252	164 746	177 102	190 384
Accounting fees	38 880	41 796	44 931	48 301	51 923
Auditor's remuneration	21 276	22 872	24 587	26 431	28 413
Bank charges	17 496	18 808	20 219	21 735	23 365
Computer expenses (incl. Website)	5 702	6 130	6 590	7 084	7 615
Contingency / Sundry	7 560	8 127	8 737	9 392	10 096
Donations	12 960	13 932	14 977	16 100	17 308
Insurance	62 986	67 710	72 788	78 247	84 115
Marketing and promotions	6 480	6 966	7 488	8 050	8 654
Meeting expenses	17 064	18 344	19 720	21 199	22 788
Motor vehicle expenses	25 920	27 864	29 954	32 200	34 615
Postage	1 080	1 161	1 248	1 342	1 442
Printing and stationery	8 640	9 288	9 985	10 733	11 538
Protective clothing	6 480	6 966	7 488	8 050	8 654
Staff welfare (tea, Coffee, etc.)	3 240	3 483	3 744	4 025	4 327
Telephone and fax	35 640	38 313	41 186	44 275	47 596
<i>Other: Specify</i>					
Bad Debt Provision 3%	113 376 3.0%	121 991 3.0%	131 288 3.0%	141 324 3.0%	152 154 3.0%
TOTAL EXPENDITURE	3 779 193 100.0%	4 066 352 100.0%	4 376 281 100.0%	4 710 789 100.0%	5 071 816 100.0%
INCOME	R	R	R	R	R
Revenue - SRA Add Rates	-3 779 193 100.0%	-4 066 352 100.0%	-4 376 281 100.0%	-4 710 789 100.0%	-5 071 816 100.0%
TOTAL INCOME	-3 779 193	-4 066 352	-4 376 281	-4 710 789	-5 071 816
(SURPLUS) / SHORTFALL	-	-	-	-	-
BUDGET GROWTH	0.00%	7.60%	7.60%	7.64%	7.66%

Vrydag Vrydag 30 Oktober 2015



**PAARDEN EILAND
CITY IMPROVEMENT DISTRICT**

**KENNISGEWING
VAN ALGEMENE JAARVERGADERING**

Die Paarden Eiland City Improvement District (Abrina 546 NPC) hou sy Algemene Jaarvergadering en alle belanghebbende persone word genooi na 'n oorsig oor die jaar se bedrywighede en die goedkeuring van die 5-jaar Besigheidsplan (2016-2021).


Datum: 24 November 2015
Tyd: 16:45 vir 17:00
Plek: CCS Logistics Vrystaatweg Paardeneiland

Slegs bona fide-lede van die verbeteringsdistrik mag stem vir resolusies wat by die Algemene Jaarvergadering ter tafel gelê word. Alle eienaars van eiendomme wat binne die spesiale-heffingsgebied val, kan lede word sonder enige koste daaraan verbonde, maar moet geregistreer wees voor 23 November 2015.

Vir verdere inligting asook oor hoe om te registreer, stuur 'n e-pos na cidmanager@paardeneilandcid.co.za of bel 021 5100040.

Friday, October 30, 2015 **CAPE TIMES**

711 Public Notices



**NOTICE OF
ANNUAL
GENERAL
MEETING**

The Paarden Eiland City Improvement District (Abrina 546 NPC) will be holding its Annual General Meeting (AGM) and all stakeholders are invited to a review of the year's activities and approval of its 5-year Business Plan (2016-2021).

Date: 24 November 2015
Time: 16:45 for 17:00
Venue: CCS Logistics Cnr Vrystaat & Grey Streets, Paarden Eiland

Resolutions presented at the AGM may only be voted on by bona fide members of the Paarden Eiland City Improvement District. This membership is available free of charge to all owners of property within the City Improvement District's footprint, but they must be registered by 23 November 2015.

For further information on how to register please email: cidmanager@paardeneilandcid.co.za or call 021 5100040.
(10169879)

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NOTICE IS HEREBY GIVEN OF THE
10TH ANNUAL GENERAL MEETING
 OF THE
PAARDEN EILAND CITY IMPROVEMENT DISTRICT
 TO BE HELD PROMPTLY AT
17:00
 ON
TUESDAY 24 NOVEMBER 2015
 AT
CCS LOGISTICS
 VRYSTAAT ROAD PAARDEN EILAND

AGENDA

17:00

- | | | |
|------|--|--------------------------|
| 1. | CALL TO ORDER | CHAIRMAN LES HOLTZHAUSEN |
| 2. | ANNOUNCEMENTS & APOLOGIES | SECRETARY FOR MEETING |
| 3. | MINUTES | CHAIRMAN |
| 3.1. | APPROVAL OF AGM MINUTES 20 OCTOBER 2014 | |
| 3.2. | MATTERS ARISING | |
| 4. | AUDIT REPORT | CHAIRMAN |
| 4.1. | ADOPTION | |
| 4.2. | QUESTIONS | |
| 5. | APPOINTMENT OF AUOITOR | CHAIRMAN |
| 6. | CHAIRMAN'S REPORT (2014/2015) | CHAIRMAN |
| 6.1. | ACCEPTANCE | |
| 6.2. | QUESTIONS | |
| 7. | BUSINESS | CHAIRMAN |
| 7.1. | APPROVAL OF REVISED BUDGET 2015-2016 | |
| 7.2. | APPROVAL OF BUSINESS PLAN 2016-2021
(INCLUDING MOTIVATION REPORT, IMPLEMENTATION PLAN & BUDGET) | |
| 7.3. | ELECTION/APPOINTMENT OF DIRECTORS | ELECTORAL OFFICER |
| 7.4. | APPOINTMENT OF COMPANY SECRETARY | CHAIRMAN |
| 8. | GUEST SPEAKER | DARK FIBRE AFRICA |
| 9. | ADJOURNMENT | CHAIRMAN |

18:30

REFRESHMENTS

Your investment
 Our concern

For catering purposes please advise attendance or apologies no later than Thursday 19 November 2015 to:
cidmanager@paardeneilandcid.co.za or fax 021 510-0040

**MINUTES OF THE 10TH ANNUAL GENERAL MEETING
OF THE PAARDEN EILAND CITY IMPROVEMENT DISTRICT
HELD AT 17:00 ON TUESDAY 24 NOVEMBER 2015
AT CCS LOGISTICS
CNR VRYSTAAT ROAD & GRAY STREET, PAARDEN EILAND**

1. CALL TO ORDER
 - 1.1. The Chair, Mr Les Holtzhausen, called the 10th Annual General Meeting to order at 17:00 and welcomed all present, including guests Bernadette le Roux, Ward 55 Councillor; Eddie Scott and Runan Rossouw from ISL City of Cape Town; W/O van der Westhuizen, Crime Intelligence Officer SAPS Maitland; John Millward, Enforce Electronics.
 - 1.2. The Chair was particularly pleased to welcome Mellony Morelli, Inaugural Chairman of the Paarden Eiland City Improvement District in 2005.
2. ANNOUNCEMENTS AND APOLOGIES
 - 2.1. Notice of the meeting was read.
 - 2.2. A quorum was present and the meeting properly constituted.
 - 2.3. Apologies were read for the record.¹
3. MINUTES
 - 3.1. APPROVAL
 - 3.1.1. Having been proposed by the Chair and seconded by E Stephen, Stephen Children's Trust, the minutes of the 9th Annual General Meeting, held on Thursday 23 October 2014, were approved as amended²,
 - 3.2. MATTERS ARISING
 - 3.2.1. The Chair opened the minutes for discussion and suggested comments be referred to the incoming Board for action.
 - 3.2.2. No matters were raised by those present, while two questions, unrelated to the minutes, were asked.
 - 3.2.2.1. Could a speed camera be implemented to deter speeding motorists in Section Street?
 - 3.2.2.2. Could the overflow of papers from open skips be addressed with the relevant culprit companies?
 - 3.2.3. The Chair suggested both questions be investigated and addressed by the incoming Board.
4. AUDIT REPORT
 - 4.1. ADOPTION
 - 4.1.1. The Audit Report, accepted by the Executive on 28 August 2014, was adopted.
 - 4.2. Q&A
 - 4.2.1. Eric Stephen, Public Officer, gave an overview of the financials.
 - 4.2.2. The NPC was required to hold a reserve of two months' income.
 - 4.2.3. Regulations prevented PECID from linking surveillance cameras of private properties to our camera control centre for monitoring purposes.
 - 4.2.4. Increasing the number of manned patrol vehicles depended on budget.
 - 4.2.5. PECID was mindful of keeping the monthly levies from being increased above acceptable affordability.
5. APPOINTMENT OF AUDITOR
 - 5.1. The Chair's proposal for the appointment of Messrs AMF & Associates as Auditors for the ensuing term 2015-2016, as reflected on page 5 of the Audit Report, was seconded by D Gomes, Tedd Property Group, and unanimously accepted.
6. CHAIRMAN'S REPORT 2014/2015³
 - 6.1. ACCEPTANCE
 - 6.1.1. The Chair presented his Annual Report, which was accepted and placed on file for record.

¹ See table page 3

² Page 3 Special Guests: delete J Joubert and insert E Scott

³ Attached

6.2. Q&A

- 6.2.1. No questions were raised in respect of the report.
- 6.2.2. The Chair chose the moment to give special mention to John Millward of Enforce Electronics for his staunch efforts in ensuring the PECID Surveillance system was operationally effective.
- 6.2.3. E Stephen, Stephen Children's Trust, congratulated the Chair on his hard work and commitment to the Paarden Eiland City Improvement District and thanked him for his dedicated efforts. Members present agreed and applauded the sentiments.

7. BUSINESS

7.1. APPROVAL OF REVISED BUDGET 2015-2016

- 7.1.1. The Chair proposed that resolutions by the PECID Board of Directors to utilise accumulated funds during the term 2015-2016 in the amount of R900 000,00 be ratified.
- 7.1.2. Seconded by Mrs RV Mouton.
- 7.1.3. Following explanation and discussion with no objection, the Chair declared: "The motion, to ratify resolutions by the PECID Board of Directors to utilise accumulated funds during the term 2015-2016 in the amount of nine hundred thousand rand, is carried."

7.2. APPROVAL OF BUSINESS PLAN 2016-2021 (INCLUDING MOTIVATION REPORT, IMPLEMENTATION PLAN AND BUDGET

- 7.2.1. The Business Plan 2016-2021, including Annexures 1, 2 & 3, being Motivation Report, Implementation Plan and Budget respectively, were tabled.
- 7.2.2. The Chair moved approval of the Business Plan 2016-2021; seconded by Mornè van Staden, Daleglen Properties.
- 7.2.3. The Chair called for discussion and invited Public Officer, Eric Stephen, to open comments with particular reference to the Budget 2016-2017 as approved by the PECID Board on 13 October 2015.
- 7.2.4. Following discussion with no objection, the Chair declared the motion for approval of the Business Plan 2016-2021 (including Motivation Report, Implementation Plan and Budget) was carried unanimously.

7.3. ELECTION/APPOINTMENT OF DIRECTORS

- 7.3.1. The Chair called on the Electoral Officer, Peter Albert, to conduct the elections, before vacating the Chair.
- 7.3.2. The EO announced that although the Company's Act required a minimum of 3 (three) directors, historically, the PECID Board had been managed by 7 (seven).
- 7.3.3. Members declined altering the number.
- 7.3.4. In compliance with the Company Act, one third of the Directors had stood down but had accepted re-nomination.
- 7.3.5. The nominees were Glen Brockhoven of Ceres Property Trust and Mornè van Staden of Daleglen Properties.
- 7.3.6. The Electoral Officer called for objections to the two members taking positions on the PECID Board and, being none, the two nominees were declared duly elected for a period of 3 (three) years.
- 7.3.7. Electoral Officer, Peter Albert, congratulated the newly elected Board members and handed the Chair back to Les Holtzhausen until the end of the meeting.

7.4. Appointment of Company Secretary

- 7.4.1. The Chair stated Robert Tiffin, Basfour 854, had indicated his willingness to continue as Company Secretary for the ensuing term.
- 7.4.2. There were no objections to the appointment and, in his absence, it was recorded that Robert Tiffin be appointed as Company Secretary for the 2015-2016 term.

8. ADJOURNMENT

- 8.1. The Chair thanked members for their attendance and continued support and invited them to join him for refreshments.
- 8.2. There being no further business the Chair adjourned the meeting at 18:15.

CHAIRMAN:.....

DATE:.....

ATTENDANCE & APOLOGIES⁴

Company/Organisation Present	Representative	Apologies	Special Guests	
Alec Pienaar Investments	Proxy	A Holman Trading	City of Cape Town	Eddie Scott
CCS Logistics	P Kerspuy	Alexi Romano Trust	City of Cape Town	Runan Rossouw
Ceres Property Investment	Glen Brockhoven	Camkir Investments	City of Cape Town	Cllr Bernadette Le Roux
Client Credit Investments	Proxy	CCS F Dowling	CID Inaugural Chairman	Mellony Morelli
Daleglen Property Group	M van Staden	Glenfairprop	Electoral Officer	P Albert
Fintz Family Trust	Proxy	Investment Property Services	Enforce Electronics	J Millward
Goodall Property Group	Proxy	Neptune Investment Trust	SAPS Maitland CIO	W/O van der Westhuizen
HBC Family Trust Erf 17737	Proxy	New Heights 128		
HBC Family Trust Erf 17802	Proxy	Tribord investments		
I Cohen & Another	R Cohen			
Jackger Properties	Proxy			
Liedprop	Proxy			
Pals Prop	C Flynn			
Pienprops	H Spiro			
Pleezechangeme	Proxy			
Rite Air/Wellington Bus	A Schmid			
Mrs RV Mouton	RV Mouton			
Section St Bus Centre	Proxy			
Springlights 149	A Ouckworth			
Stephen Children's Trust	E Stephen			
Tamric Park	Proxy			
Tedd Property Group	D Gomes			
Tiletona	T Ferreira			
PECID	PA Tallant			
PECID	B Victor			
PECID	RK Linington			

ABSENT: BASFOUR 854 R TIFFIN

⁴ See 2.3. on page 1

Runan Rossouw

From: Runan Rossouw
Sent: Friday, February 19, 2016 3:19 PM
To: Rustim Keraan; Melissa Whitehead; Chantal Michaels; Ernest Sass; Wayne le Roux
Cc: Thembinkosi Siganda; Henry Du Plessis; Priscilla Booysen; Joepie Joubert; Brian Ford
Subject: Paarden Eiland City Improvement District NPC - Next five year term approval
Attachments: AGM 2015 PECID Implementation Plan for 2016-2021.pdf; Paarden Eiland AGM 2015 5 year Business Plan 2016-2021.pdf

Dear Colleagues

The Paarden Eiland City Improvement District NPC had made application to continue with their operations for the next five years. The application is currently in the approval process (Council meeting 28 April 2016) with an implementation date of 1 July 2016.

The SRA Business Plan must be aligned to the City's IDP and accordingly each affected Directorate and /or /Department are requested to ensure that the proposed service delivery of the SRA aligns to their respective SDBIP.

Please familiarize yourself with the content of the Business Plan attached (Motivation report, Implementation Plan and Budget) and more specifically with the component that relates to your functional area for possible inclusion in your Directorate/Departmental SDBIPs. If a specific approval condition needs to be included in the report to Council this must be forwarded by not later than the 4th of March 2016 to the ISL office.

Should you need any clarity regarding the SRA model you may contact the ISL office. For clarity on the Business Plan and working relationships please contact the SRA (contact details as per Business Plan).

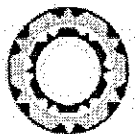
Please inform/confirm with the SRA management the contact details of the official(s) responsible for the function/service within the SRA. This will nurture a good and effective working relationship with the City.

Regards

Runan Rossouw

Senior Professional Officer: SRA - Compliance & Establishment
 Inter Service Liaison Department, Finance Directorate
 8th Floor, Civic Centre, 12 Hertzog Boulevard, City of Cape Town
 021 400 5148 (Office) 086 5885 414(Fax) 084 233 0715(Cell)

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