



BUSINESS PLAN

FOR MANAGEMENT OF THE PAARDEN EILAND CITY IMPROVEMENT DISTRICT

01 JULY 2021 – 30 JUNE 2026

(Compiled September 2020)

(In accordance with the Special Rating By-law as promulgated in the Provincial Government Notice No 7578/2016)

 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

This business plan is available at www.paardeneilandcid.co.za

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

*Your investment
Our concern*

INDEX

No	SUBJECT	Page
1	CID CLASSIFICATION	2
2	INTRODUCTION	3
3	EXECUTIVE SUMMARY	4
4	MISSION	4
5	VISION	4
6	GOALS FOR 2021-2026	4
7	PROPOSED SERVICES	5
8	COMPLEMENTING THE CITY'S IDP	7
9	FINANCIAL IMPACT	7
10	PECID MANAGEMENT STRUCTURE	8
11	PERMISSIBLE AMENDMENTS TO THE BUSINESS PLAN	8
12	ADVANTAGES OF CONTINUANCE	8
13	ADDITIONAL SERVICES	10
14	DISSOLUTION	12
	MAP	12
	MOTIVATION FOR CONTINUANCE	13
	CRIME STATS	27
ANNEXURE A	IMPLEMENTATION PLAN 2021 - 2026	
ANNEXURE B	BUDGET 2021 - 2026	
ANNEXURE C	List of all Rateable Properties with the CID	

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 2021 to 30 June 2026 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. 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
Six
- 1.6. Oversight
City Councillor representative as board observer
- 1.7. PUBLIC SAFETY
PECID-owned comprehensive CCTV System with 24/7 contacted monitors and Public Safety Patrols
- 1.8. EMPLOYED
Manager, Environmental Supervisor and team of six
- 1.9. STREET ADDRESS RIVERSIDE ESTATE 62 CARLISLE STREET PAARDEN
EILAND
- 1.10. 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 (AKA 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 endeavours to provide normal services, the additional rates contributed by property owners are collected by the City and paid over to the CID. These funds are then used by the CID to provide supplementary municipal services, general maintenance, public safety, cleansing, 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 City of Cape Town in May 2005 and property owners began paying special levies to fund the CID as of 01 July 2005.

Fiscal control has been central to good management, with the bulk of expenses going to public safety and cleansing through the installation of a comprehensive surveillance system; contracted ground patrol vehicles; and an environmental team referred to as PET.

- A fully equipped CCTV surveillance centre with a contracted 24/7 monitoring service.
- A wireless network of 54 (fifty-four) cameras and growing, plus 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 City of Cape Town and various other agencies, addressed the three highest priorities of concern as set out in the approved Business Plans for the previous years between 2005 and 2020.

2.3. WHY CONTINUE?²

Refer motivation for continuance (incorporated in Business Plan page 10)

3. EXECUTIVE SUMMARY

- 3.1. Goals to attain over the next five-year term include environment, public safety, cleansing, social responsibility and marketing. The projected implementation plan is attached as Annexure A.
- 3.2. All physical improvements are specifically contained within the City Improvement District boundaries, while social responsibility may affect those within and outside the area.
- 3.3. Bound by the relevant 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. Supplementary municipal services provided by PECID are intended to complement the City's role in maintaining the area and enforcing municipal by-laws.
- 3.5. As a Non-profit Company, members are required to approve a reviewed budget and implementation plan annually at the Annual General Meeting (AGM). Once approved by Council, management of the PECID 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 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 2021-2026³

- 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 (National, Provincial and Municipal) 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. PROPOSED SERVICES

To achieve said goals, PECID will focus on the following initiatives in order of priority

7.1. MANAGEMENT & OPERATIONS

- 7.1.1. Align with and supplement City's performance in respect of basic service levels.
- 7.1.2. Co-ordinate with the City to deal with problematic issues relating to rendering of basic services.
- 7.1.3. Manage and appraise employed team and service providers contracted to the CID.
- 7.1.4. Liaise with relevant departments of local authorities, SAPS and other service providers.
- 7.1.5. Devise & implement capital projects, communication, marketing & promotion plans.
- 7.1.6. Attend meetings of CID Forum, SAPS Station Joint and all other forums necessary for effective management of the area.
- 7.1.7. Encourage property and business owners to support various projects proposed by the CID.
- 7.1.8. Report activities to the PECID Executive Body and members.

The Well Run City: proficient PECID management endorses transparent principles and complements the expected high standards of the City.

7.2. ENVIRONMENTAL AND CLEANSING

- 7.2.1. Continue the enhancement of the area through cleaning campaigns, greening projects and appropriate signage.
- 7.2.2. 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 the Zoarvlei Conservator and relevant authorities to keep the wetlands free of illegal camp sites.
- 7.2.3. Promote the participation of businesses in environmental programmes.
- 7.2.4. Encourage businesses to implement waste minimisation strategies.
- 7.2.5. Continue to employ six general workers to keep area clean and green. A permanent team of six plus a supervisor, supplemented by ten casual workers each week.
- 7.2.6. Instil a sense of pride in workers through provision of distinctive uniform and basic skills training.
- 7.2.7. Launch an awareness programme through special clean-up projects in specific areas where most litter occurs.
- 7.2.8. Liaise with Solid Waste Management on all aspects of waste removal, including illegal dumping and appropriate signage.

The Efficient City: facilitating needful maintenance issues with the relevant City departments will encourage competence.

² Incorporated in Business Plan page 10: Synopsis last five years of operation

³ See Annexure A: Implementation Plan 2021-2026

7.3. PUBLIC SAFETY

- 7.3.1. Maintain increased public safety presence of visible, dedicated patrols to maintain order in public space. Two branded vehicles, manned by two safety officers in one vehicle and one officer in the other, totalling nine officers working 24/7 in shifts.
- 7.3.2. Ensure patrol officers continue with periodic training on municipal By-laws and local knowledge of area.
- 7.3.3. Co-ordinate liaison between PECID and camera monitors, patrol officers, SAPS, Law Enforcement and other security groups.
- 7.3.4. Promote public safety awareness through crime alerts and discussion.
- 7.3.5. Provide list of emergency and other useful telephone numbers to owners and tenants in the area.
- 7.3.6. Foster good working relationship with Law Enforcement, Traffic Management, Fire Protection Services, SAPS and other security enforcement agencies.
- 7.3.7. Increase visual monitoring through expansion of CCTV surveillance system and upgrade of existing equipment, when necessary.

The Safe City: public safety will be enhanced by an environmentally clean area, supported by a comprehensive CCTV system monitored by qualified staff and 24/7 patrols by PSIRA registered officers.

7.4. URBAN MANAGEMENT

- 7.4.1. Assist in general maintenance of fences, barriers, street lights, park benches, litter bins and signage. Cleaning is part of our daily area management.
- 7.4.2. Report on road maintenance needs, such as road surface, potholes, kerbs and verges.
- 7.4.3. Ensure necessary road markings are adequate and visible.
- 7.4.4. Assist where necessary, or possible, in upgrading of roads, pavements and open spaces.

The Efficient City: facilitating needful maintenance issues with the relevant City departments will encourage competence.

7.5. SOCIAL RESPONSIBILITY

- 7.5.1. Continue to assist with the control of informal traders in the area in compliance with relevant City By-laws.
- 7.5.2. Discourage businesses supplying scrap to displaced people and trolley vendors by encouraging participation in waste management projects.
- 7.5.3. Liaise with Law Enforcement Displaced People's Unit and other relevant authorities in the interests of safe re-location of the displaced where possible.
- 7.5.4. Create improved environment for loitering job seekers.
- 7.5.5. Assist members of PET with self-development programmes.

The Caring City: boosted by our social responsibility goals, PECID supports the caring ideals of the City.

7.6. MARKETING

- 7.6.1. Promote the locality as an attractive investment through improved public safety and an enhanced cleaner, greener industrial area.
- 7.6.2. Update database of businesses and property owners.
- 7.6.3. Maintain a directory of businesses in the CID area.
- 7.6.4. Erect information and directional notice boards and ensure existing signs are maintained.
- 7.6.5. Keep businesses informed of news and events relevant to the area.

The Well Run City: proficient PECID management endorses transparent principles and complements the expected high standards of the City.

8. COMPLEMENTING THE CITY'S INTEGRATED DEVELOPMENT PLAN (IDP)

The goals and aspirations of PECID envelop the ideals as set out in the City's IDP.

- 8.1. **The Opportunity City** – through the achievement of our goals, PECID envisages economic growth in the area.
- 8.2. **The Safe City** – public safety will be enhanced by an environmentally clean area, supported by a comprehensive CCTV system monitored by qualified staff and 24/7 patrols by PSIRA registered officers.
- 8.3. **The Caring City** – boosted by our social responsibility goals, PECID supports the caring ideals of the City.
- 8.4. **The Efficient City** – facilitating needful maintenance issues with the relevant City departments will encourage competence.
- 8.5. **The Well Run City** – proficient PECID management endorses transparent principles and complements the expected high standards of the City.

9. FINANCIAL IMPACT OF THE CID

As per the City's Special Rating Areas Policy, an annual budget⁴ is prepared by PECID, based on the needs of the area as described in the business plan. The budget provides for envisaged supplementary and related services and actual costs of operation as well as a 3% (three percent) provision for bad debts.

The CID is funded by all property owners in the CID area through an additional property rate levied on the municipal valuation of all properties within the boundaries of the CID. Additional property rates are vatable at the current gazetted rate and are calculated by the City during the City's annual budget process. The additional rate is expressed as a Rand-in-the-rand and is calculated by dividing the PECID budget total with the total municipal valuation of all properties within the boundary of PECID. The PECID 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 increase from 5% in the first year to 6% in the outer years is largely due to expected increases for contracted services. While these are being negotiated the budget provides for worst case scenario.

We have borne in mind the severe damage to the economy due to the Covid-19 pandemic and have tightened our belts accordingly.

The five-year budget 2021 – 2026 year on year is reflected as:

1 st year:	R5 582 840,00	(5% increase in the additional rates requirement)
2 nd year:	R5 915 234,00	(6% increase in the additional rates requirement)
3 rd year:	R6 267 445,00	(6% increase in the additional rates requirement)
4 th year:	R6 640 653,00	(6% increase in the additional rates requirement)
5 th year:	R6 723 204,00	(6% increase in the additional rates requirement)

Individual contributions by properties owners may be calculated as follows:

1. Municipal valuation x R 0.XXXXXXX = Annual contribution (VAT excl.) – Note: R 0.XXXXXXX represents the approved PECID 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.) Example only: R5,000,000 x R 0.001053* = R5,265.00 ÷ 12 = R438.75 x 1.15 = R504.56

*(R0.001053 represents the PECID additional property rate for 2020/21)

4 See Annexure B: Budget 2021-2026

10. PECID MANAGEMENT STRUCTURE

PECID is managed by a board of directors, elected annually by signed-up members of the PECD. The board comprises of property owners and two political representatives from the City as observers. The elected board is responsible for various portfolios and through regular meetings oversee and review operations of the CID.

Day to day operations and projects are overseen by a Manager, employed by the PECID board of directors.

Service providers may be appointed to cover public safety, including installation and monitoring of the PECID CCTV system.

Performance of the CID is appraised and proposed plans confirmed by members at each AGM.

PECID is advised by the City's CID Department on governance, compliance and administrative issues, to ensure open and transparent performance in the use of public money spent to benefit the Paarden Eiland community.

In the first year of the five-year budget, 19% is management related, core business is allocated 57,5% and depreciation 0,9%, while the rest is budgeted for repairs, maintenance, general expenditure, projects and a 3% contribution to a bad debt provision ring fenced in the City of Cape Town's books.

➤ Board of directors (two political representatives from the City as observers) ➔ Manager ➔ Environmental Supervisor ➔ Team of Six

11. PERMISSABLE AMENDMENTS TO THE BUSINESS PLAN

While no substantial deviation from the proposed business plan is envisaged, any significant change would be subject to the approval of members, either at an Annual or Special Members' Meeting.

12. ADVANTAGES OF CONTINUANCE

12.1. A MANAGED ENVIRONMENT IN THE AREA

Dedicated management focuses on the causes of deterioration and seeks and implements solutions specifically targeted to such problems.

12.2. 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.

12.3. ENHANCEMENT OF THE ENVIRONMENT PROMOTES MARKET VALUE

By implementing supplementary services in cleansing, maintenance, public safety, the environment is improved, competitiveness expands and the area becomes more marketable.

12.4. 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.

12.5. 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.

12.6. 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 additional rates.

12.7. GUARANTEED SERVICE LEVELS

The CID co-ordinates its activities in relation to service levels provided by the City as per the IDP; ensures maintenance of the area complies with PECID's business plan and fulfils the expectations of property owners.

12.8 LEVELS OF SERVICE PROVIDED BY THE CITY OF CAPE TOWN

The City will be expected to continue, or improve on, basic levels of service.

The table below shows certain service levels currently responsible, but largely undone, by the City.

ACTIVITY	FREQUENCY	CURRENT
Street sweeping (main streets only)	Monthly	No current service
Emptying litter bins	Weekly	Weekly
Removal of street traders' waste	Weekly	Weekly
Clearance of illegal dumping	Within 30 days	Within 30 days
Mowing parks, verges	Monthly / seasonal	Highly irregular
Spraying herbicides sidewalks	Annual	No current service
Irrigation – grass/shrubs/trees	Seasonal	No current service
General cleaning POS	Monthly	No current service
Planting horticultural material	Annually	No current service
Fertilising / composting	Twice per year	No current service
Irrigation systems maintenance	As required	As required
Tree / shrub maintenance	As required	As required
Law Enforcement	Not dedicated	Not dedicated
Traffic Control	Not dedicated	Not dedicated

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

The CID services are based on the successful results of the previous 15 years of operation and the existing levels of service provided by the City of Cape Town.

13. 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.

13.1 CLEANING OF STORMWATER DRAINS AND SEWER BLOCKAGES

Purpose: To ensure blockages are cleared when they occur

Minimum standard: City of Cape Town standards - to keep all stormwater and sewer drains operational at all times

13.2. MAINTAIN ROADS AND PAVEMENTS

Purpose: To maintain roads and pavements

Minimum standard: City of Cape Town standards - public safety

13.3. REPLACE MISSING AND BROKEN DRAIN COVERS

Purpose: To ensure all missing or damaged drain covers are replaced
Minimum standard: City of Cape Town standards - public safety

13.4. REPLACE AND MAINTAIN CABLE BARRIERS

Purpose: To protect verges and public open spaces

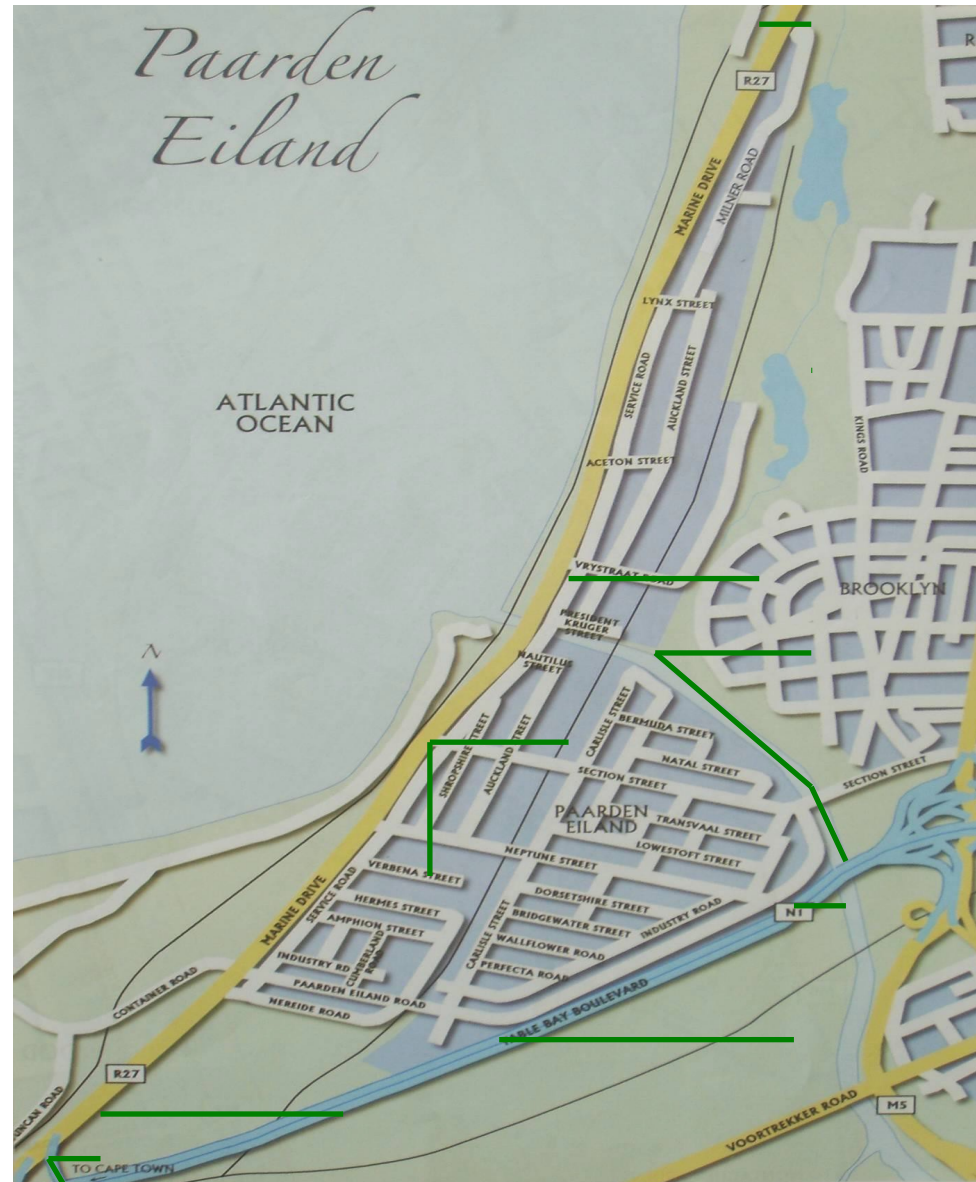
Minimum standard: City of Cape Town standards - prevention of unauthorised access

- 13.5. MAINTAIN STREET LIGHTING
Purpose: To ensure adequate lighting
Minimum standard: City of Cape Town standards - public safety
- 13.6. TRENCH RE-INSTALLMENTS
Purpose: To ensure trenches dug by various service departments, or contractors, are re-instated Minimum standard: City of Cape Town standards - which existed prior to trenching
- 13.7. 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 of Cape Town conservation standards in accordance with the terms of the National Environmental Management: Protected Areas Act, Act 57 of 2003.

Note: In 2017 A Memorandum of Agreement of Association was concluded between PECID & the Cape Town Environmental Education Trust (CTEET) to employ a site Manager at Zoarvlei, the initial contract being for three years, then extended by another one year to be re-contracted for a further five years in accordance with the Business Plan 2021-2026.

14. DISSOLUTION

- 14.1. Should the City Improvement District be dissolved, the remaining assets, after satisfaction of all its liabilities, shall be disposed of in terms of the relevant provisions of the Companies Act and the memorandum of incorporation of the management body. (SRA By-law Chapter 4.16.)



MOTIVATION FOR CONTINUANCE

SYNOPSIS OF THE PAST FIVE YEARS OF OPERATION 2015 - 2020

The conclusive success of the Paarden Eiland City Improvement District is evidenced by the following synopsis, which portrays only some events and projects during the past five years.

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 well over 75 years.

PEIRA was renamed the Paarden Eiland and Metro Association (PEMA) in 1972. Working closely with the City of Cape Town, 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 Non-profit 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 City of Cape Town in May 2005.

PECID Management is constantly reminded that everything we do is thanks to the owners of property in Paarden Eiland who provide the funds with which the CID is run. We also accept that without the support of business owners in the area, our work would not be accomplished to such a high degree of success.

While we are proud of previous business plans, we take particular pleasure in reminding you of what PECID has achieved over the past five years, both in projects and daily operations.

Space and time restraints do not allow us to depict everything, but a journey through the next few pages will give you some insight and hopefully endorse our request to continue with the Paarden Eiland City Improvement District for a further five years through 2021 to 2026.

We believe we are up to it and trust you are too.



Joint project by PECID, La Farge and City Parks.
A concrete pathway was built across Paarden Eiland Park,
between Carlisle and Section Streets to save hundreds of
pedestrians walking through muddy slush during rain season.

What a difference PECID makes!



A mundane looking verge was transformed into an aloe tree garden.
Unfortunately, vandals and thieves have brutalised and stolen many of the trees.
We hope to identify future culprits via camera footage.

What a difference PECID makes!



Visitors to the Milnerton flea market began parking on the garden verge at the Milner Road intersection, destroying the already established garden.

In a joint project with City Parks we enclosed the park with bollards. PECID provided the bollards, City Parks installed them.

What a difference PECID makes!



For years the fence between FW de Klerk Boulevard and Paarden Eiland Road, lay broken, rusted and, in most parts, trampled down.

Besides being an eyesore, this open border of our area made us extremely vulnerable.

Paarden Eiland Property Owners agreed to make it a PECID Project. The fence was subsequently erected, paid for and is maintained by PECID funds.

What a difference PECID makes!



Railings around Central Park, originally installed by City Parks some years ago, had become rusted, knocked down by vehicles or stolen by scrap collectors.

PECID ensured all railings were repaired or replaced. Another great project.

What a difference PECID makes!





Our most ambitious project to date was the protection of the Marine Drive verge, which had been aptly named the “Namib” by Fritz Eckle, a well-known Paarden Eiland businessman, alarmed at the continued destruction caused by trucks.

After the Port closed its holding bays for container trucks, the once green and grassed verge, dotted with palm trees, fast became a convenient truck stop.

No number of meetings with the Port authorities and other relevant role-players, penalties, threats, or pleas, made any difference. The City seemed to be content just to occasionally come and remove sand from the blocked storm water system.

To prevent further degradation, we eventually had guardrails installed on both sides of the verge. To pacify boat-builders, sleeves were added to some of the posts to enable them to be lifted if necessary. Re-greening was put on hold due to Covid-19 regulations.

What a difference PECID makes!



It wasn't too long before trucks and lighter vehicles started parking on the verge further up.

PECID to the rescue with another project, before a second desert became a reality, this time we had guardrails on the Marine Drive side and a charming post and rail fence installed on the Service Road side.

What a difference PECID makes!



A prime piece of Public Open Space, neglected for years, was entrusted to PECID by City Parks. After unprecedented delays in the City's legal department, the project is now going ahead. First things first...a fence around the property, then levelling of the site. This is an ongoing project and funds have long been set aside for its completion.



Thickets of alien vegetation became a haven for criminals along the IRT and regular clean-ups failed to deter those hiding there. Increased muggings on the IRT route prompted PECID to have the Port Jacksons cut down and stump treated to prevent re-growth.

What a difference PECID makes!



A paved pathway, which PECID had laid when establishing Nautilus Park some years back, was redone in parts where thieves had stolen bricks.

What a difference PECID makes!



The second pathway from the IRT to Carlisle Street was too severely affected and a separate project to lay a concrete path is currently underway.

What a difference PECID makes!





Dumping on City land at the entrance to Paarden Eiland along the Exit 7B off-ramp became known as another "Vissershok". Determined action by PECID eventually had it cleared and the "free-for-all" dumpsite was removed.

What a difference PECID makes!



Some don't realise our clean-up team does a good deal more than keep the kerbs and pavements clean. Trimming, cutting, repairing, clearing spills and gardening are only some of their tasks.

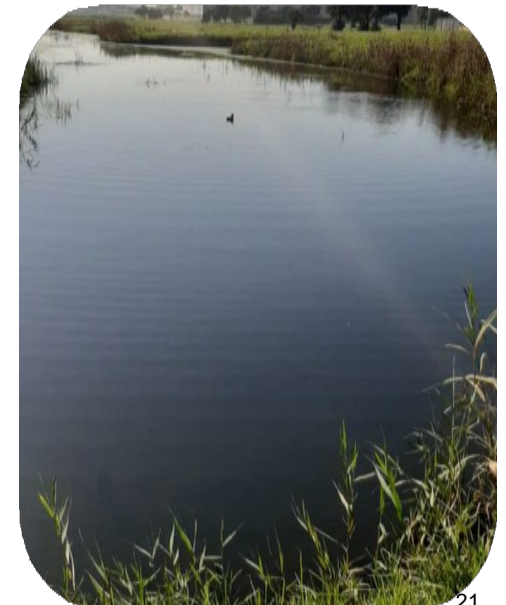
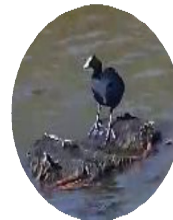
What a difference PECID makes!





Through an agreement between PECID and the Cape Town Environmental Education Trust, a Conservator was appointed in the Zoarvlei section of the Table Bay Nature Reserve. We now have ongoing projects with the site manager, Reward Nzuzza. When we found he had no means of capturing scenes with an appropriate camera, PECID provided the necessary. The arrival of Reward at the wetlands is, without question, the best thing that happened to this precious border of ours and has already made a tremendous difference to the area.

What a difference PECID makes!



PUBLIC SAFETY— PECID has installed 54 cameras comprising both PTZs and Statics and more are in the pipeline.

Our CCTV Control Centre is manned 24/7 by skilled operators who have had phenomenal success with arrests of burglars, car jammers, petty thieves, armed robbers and illegal dumpers, as well as retrieval of stolen and hijacked vehicles. Camera operators are usually the first to spot fires and call our local Brooklyn Fire Station. When car jammers are seen operating, PECID Patrol blocks them and arrests are often made.

Recorded video footage is frequently provided as crucial evidence in legal cases as well as for proof in insurance claims.

Working closely with SAPS, Law Enforcement, Traffic Services and Firefighters, the public safety of the CID area has advanced to a considerably higher level compared to the years before the CID was established.



A team of nine PECID Patrol Officers help to maintain law and order in the public areas and are a radio call away from camera control when needed. The synergy and communication between eyes in the sky and eyes on the ground contributes largely to the success PECID enjoys. Stolen goods retrieved and returned to rightful owners is a high priority and PECID has the mandate from supermarket chains to assist in making this happen.



Sometimes, due to City protocol and certain By-laws, PECID cannot do without the assistance of Law Enforcement. One such project is removing structures and campsites. So, when we find them, a plan is put together by LE DPU and then executed as a joint operation with all hands-on- deck.

What a difference PECID makes when working together with Law Enforcement!



Joint operations with Transnet, relevant authorities and role-players, including Zoarvlei Management take place under the Boundary Road bridge. The intention is to clear the huge mess of filth under the bridge, including the groups of displaced people who access our area after dark.

What a difference PECID makes when working together with other authorities and law enforcement agencies!



Community clean-up projects, whether jointly with PECID or through their own organisations, help to keep the environment as it should be.

What a difference PECID makes!



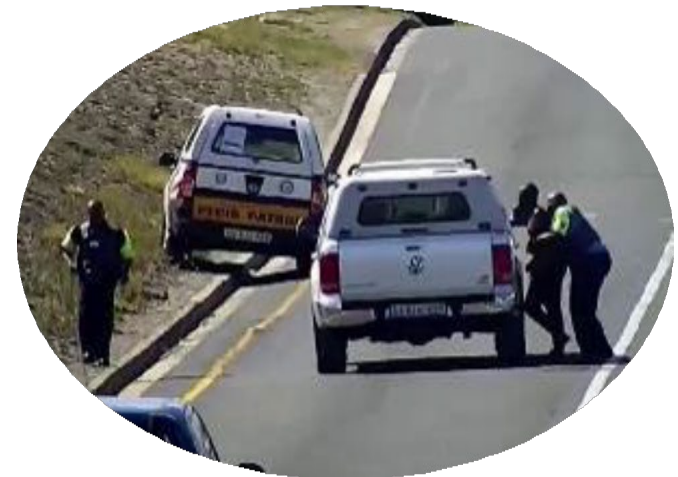
In the summertime, our lovely parks are often used for special events. PECID ensures By-laws and respective regulations are adhered to and report any non-compliance to the relevant City departments or enforcement agencies.

Although event organisers employ their own security, they also rely on PECID cameras and Patrol Officers to provide extra protection for patrons and their vehicles on the outskirts of the parks

What a difference PECID makes!



Dumped dog caught on video footage rescued by PECID. Named Carli after Carlisle Street where she was put out of a vehicle after which driver drove off. Carli settled in at Fallen Angels Pet Rescue.



PECID Patrol Officer saves a distraught man from committing suicide.

After being waved down by his partner, PECID Officers, patrolling the IRT route, rescued a drowning man who had been robbed and pushed into an open sewer. The City was asked to address the shocking state of the sewer.



Illegal signage is dealt with regularly, but when it is environmentally harmful, or claims illegal entitlements, we take urgent action

Bird Watch - A Peregrine Falcon, captured on camera became a talking point in bird watcher circles. Nicknamed Arnold, because he kept coming back, it was soon discovered, thanks to evidence of his three rings, that he was actually a female ringed by Dr Jenkins' falcon programme at Avisense.

Based on JRR Tolkien's novel Arnold was renamed Vilja. We're busy watching another Peregrine who may just turn out to be the perfect partner for Vilja.

What a difference a caring PECID makes!



So, if you want to turn the pages back to the years prior to the establishment of the Paarden Eiland City Improvement District, this is what you'll find:



The municipal authorities were simply overwhelmed by the impact of urbanisation and its resultant effect on degradation and crime. Resources to address maintenance, safety, social and environmental issues were just not available and service delivery was sorely affected.

Step in City Improvement Districts...and things began to change. Should the Paarden Eiland City Improvement District continue for another five years from 2021—2026?

We rest our case.

You be the judge!

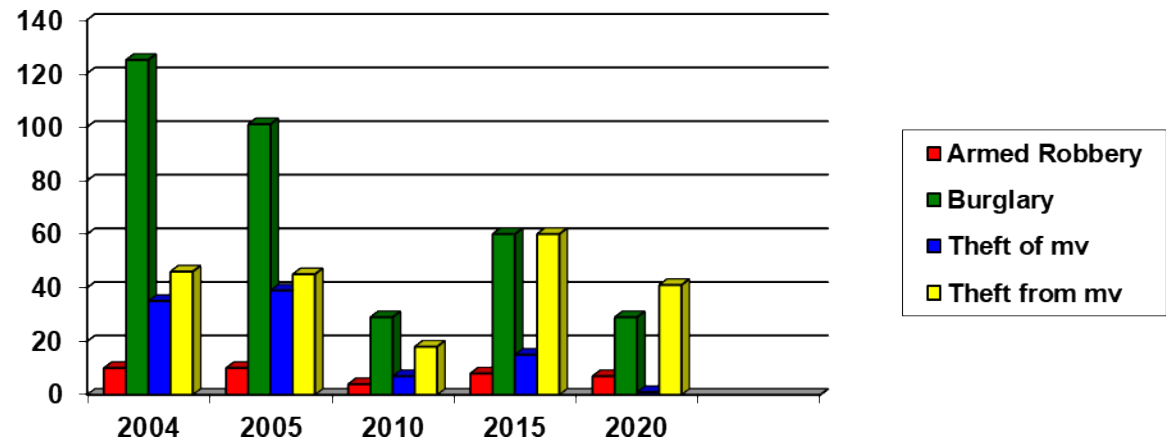
CRIME STATS FOR YEARS:

2004 prior establishment of PECID 2005 first year

2010 after 5 years

2015 after 10 years

2020 after 15 years



2004

Business burglary rife and theft from and out of motor vehicles a concern.

2005

CID established and crime considered a priority.

2010

Crime way down, which was mainly due to the increased visibility of SAPS and other law enforcement agencies during the FIFA World Cup.

2015

An increase compared to five years prior, but still only an average of a dozen business burglaries per month from over 700 businesses. Car jamming syndicates begin making an impact on theft out of motor vehicles.

2020

Marked reduction in business burglary to just 29 over the year which made it less than 2,5 per month from the same number of businesses in the area, many of which became vulnerable when closed during the Covid-19 lockdown.

Extra vigilance through our CCTV network and the incarceration of a number of regular criminals operating in Paarden Eiland is probably a good enough reason for the drop.

Finally...

If safety and security within the Paarden Eiland industrial area is compared to many other similar nodes, it should make sense to allow the continuance of the City Improvement District.

Property and business owners will surely not want to go back to the stats of 2004... and neither do we!



PAARDEN EILAND CITY IMPROVEMENT DISTRICT (PECID) 5 YEAR IMPLEMENTATION PLAN 01 July 2021 to 30th June 2026

PROGRAMME 1 - PECID MANAGEMENT & OPERATIONS

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Fully operational PECID Management Office	Functional and accessible	Ongoing	➔	➔	➔	➔	➔	PECID Manager & Board	
2. Appointment of relevant service providers	Appointment of appropriately qualified service providers.	5 Years	➔	➔	➔	➔	➔	PECID Manager & Board	Service providers to be reappointed or new providers appointed in last year of contract period by means of a competitive process. Well documented.
3. Board meetings	Bi-monthly Board meetings.	6	6	6	6	6	6	PECID Manager & 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.	12	12	12	12	12	12	Accountant	Refer to Financial Agreement. Submit reports to the CID Department by the 15 th of the following month.

14. Input to the Integrated Development Plan	Annual submissions to Subcouncil Manager	1Y	1Y	1Y	1Y	1Y	1Y	PECID Manager	October to February of every year.
15. Input to the City Capital/Operating Budgets	Annual submissions to Subcouncil Manager.	1Y	1Y	1Y	1Y	1Y	1Y	PECID Manager	By September of each year.
16. Communicate with property owners	Weekly newsletter	Weekly except during annual shutdown	49	49	49	49	49	PECID Manager	Keep property owners informed.
17. Mediate issues with or between property owners	Provide an informed opinion on unresolved issues and assist where possible	Ongoing	➔	➔	➔	➔	➔	PECID Manager & City of Cape Town Departmental Managers and Law Enforcement	
18. Visit PECID members	Communicate and visit PECID members.	Biannually	2	2	2	2	2	PECID Manager	Refer also to Program 6-4
19. Promote and develop PECID NPC membership	Have a NPC membership that represents the PECID community Update NPC membership. Ensure that membership application requests are prominent on webpage	Ongoing	➔	➔	➔	➔	➔	PECID Manager & Board	
20. Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the Paarden Eiland CID area.	Successful and professional relationships with subcouncil management, Area Based Manager and City Departments resulting in enhanced communication, co-operation and service delivery	Ongoing	➔	➔	➔	➔	➔	PECID Manager	

21. CID renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5					1Y	PECID Manager & Board	
22. Establish and maintain Website	Informative website with all required documents displayed as required by legislation.	Ongoing	➔	➔	➔	➔	➔	PECID Manager	
23. Annual Tax Compliance Status	Within one month after expiry date.	Annually	1Y	1Y	1Y	1Y	1Y	PECID Manager	Submit PIN to CCT Supply Chain Management Department.
24. Budget Review	Board approved budget review to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	PECID Manager Accountant	Submit Board minutes and approved adjustment budget to the CCT by end of February.
25. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	PECID Manager & Board	Submit Board minutes and approved Mid-year performance review to the CCT by end of February. Ensure under/non-performance areas are addressed before the end of the financial year.
26. All Directors to receive relevant CID Documents	At the 1 st Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	1Y	1Y	1Y	1Y	1Y	PECID Manager & Board	
27. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1Y	1Y	1Y	1Y	1Y	PECID Manager & Board	
28. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	PECID Manager & Board	
29. Vat reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns	Bi-monthly	6	6	6	6	6	PECID Manager, PECID Board /Accountant	

	submitted to SARS on time								
30. Annual approval of Implementation plan and Budgets	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	1Y	1Y	1Y	1Y	1Y	PECID Manager & Board	

PROGRAMME 2 - PECID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime statistics	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	PECID Manager/ Public Safety Service Provider	This is done comprehensively at the beginning of term and then modified continuously
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	PECID Manager/ Public Safety Service Provider	
3. Determine strategies by means of an integrated approach to improve public safety	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	PECID Manager/ Public Safety Service Provider	
4. In liaison with other Public Safety role players and the South African Police Service, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	PECID Manager/ Public Safety Service Provider	

5. Approve a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	Documented Public Safety Management Strategy with clear deliverables and defined performance indicators to guide public safety services by the appointed service provider and evaluate levels of service provided.	Revise as often as required but at least annually	1Y	1Y	1Y	1Y	1Y	PECID Manager/ Public Safety Service Provider and approved by the Board	This is done comprehensively at the implementation of the CID and then modified continuously
6. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective safety and Public Safety patrols in PECID	Ongoing	➔	➔	➔	➔	➔	PECID Manager/ Public Safety Service Provider	
9. Utilise "eyes and ears" of all Public Safety, gardening/street cleaning staff, and own staff, to identify any breaches	Incorporate feedback and information in Public Safety and safety initiatives of PECID	Ongoing	➔	➔	➔	➔	➔	PECID Manager/ Public Safety Service Provider	
10. Assist the police through participation by PECID in the local Police sector crime forum	Incorporate feedback and information in Public Safety and safety initiatives of PECID. Report on any Public Safety information of PECID to the CPF	Monthly	12	12	12	12	12	PECID Manager/ Public Safety Service Provider	
11.. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the PECID Board with recommendations where applicable	Quarterly	4	4	4	4	4	PECID Manager/ Public Safety Service Provider/ SAPS Crime Intelligence Officer	Refer to Program 1-9

13. On-site inspection of Public Safety Patrol officers	Report findings to the PECID Board with recommendations where applicable	Daily	➔	➔	➔	➔	➔	PECID Manager/ Public Safety Service Provider	
14. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the PECID Board with recommendations where applicable Provide feedback to forum meeting	Weekly	52	52	52	52	52	Public Safety Service Provider	Incorporate into monthly Management report to PECID Board
15. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	➔	➔	➔	➔	➔		
16. Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	5 Years	1Y	1Y	1Y	1Y	1Y	PECID Board	
17. Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	Ongoing	➔	➔	➔	➔	➔	PECID Manager/Board	

PROGRAMME 3 - PECID CLEANSING & ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery.	Annually	1Y	1Y	1Y	1Y	1Y	PECID Manager/ PET CCT	Revise as often as required but at least annually. Refer to 1.2

2. Cleansing Strategy to guide cleansing and delivery	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Quarterly	4	4	4	4	4	PECID Manager/PET Supervisor CCT	
3. Additional litter bins and emptying of litter bins.	Quarterly status reports to CCT regarding progress of identified shortcomings	Quarterly	4	4	4	4	4	PECID Manager/PET Supervisor/ Solid Waste Department	
4. Cleaning of streets and sidewalks in PECID	Cleaning each of the streets within the CID boundary	Ongoing; at least monthly; some streets weekly	➔	➔	➔	➔	➔	PECID Manager/ PET Supervisor	
5. 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 PECID	Ongoing	➔	➔	➔	➔	➔	PECID Manager/Pet Supervisor /Board	
6. 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	➔	➔	➔	➔	➔	PECID Manager/ PET Supervisor/ Law Enforcement Officers/PECID Board	

7. Identify environmental design contributing to grime such as wind tunnels	Evaluation of the causes of waste Evaluation of measures implemented and identification of remedial actions. Report to Board.	Quarterly	4	4	4	4	4	PECID Manager/ PET Supervisor/PECID Board CCT	
9. Promoting waste minimisation through education and awareness on waste and water pollution	Monthly evaluations and inspections. Report findings to Board.	Ongoing	➔	➔	➔	➔	➔	PECID Manager/ PET Supervisor/ CCT	
10. Encourage property owners to act responsibly in terms of waste management and recycling initiatives	Monthly evaluations and inspections. Report findings to Board.	Ongoing	➔	➔	➔	➔	➔	CID Manager / Solid Waste Department	
11. Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board	Ongoing	➔	➔	➔	➔	➔	CID Manager/ PET Supervisor / CCT	
12. Greening campaigns - Arbor Day / World Environmental Day / World Wetlands Day	Report to PECID Board with recommendations where applicable	1 x 3	3/y	3/y	3/y	3/y	3/y	CID Manager /PET Supervisor	

PROGRAMME 4 – PECID URBAN MANAGEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		

Identify problem areas with respect of: a. street lighting; b. missing drain covers / cleaning of drains c. maintenance of road surfaces; sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs	Report to City as and when / monthly to Board	Ongoing.	➔	➔	➔	➔	➔	CID Manager CCT	Ensure established service levels are provided by the City.
2. Identify and report infrastructure supplementing of existing Council Services: f. Street lighting g. Dumping h. Refuse Removal i. Waterworks j. Sewerage k. Roads and Storm water l. Traffic signals and line painting m. Pedestrian safety n. Road repairs	Monitor and evaluate. Report findings to the PECID Board with recommendations where applicable	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register	➔	➔	➔	➔	➔	CID Manager	
3. Compile a list of prioritised 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 PECID Board with recommendations where applicable	4	4M	4M	4M	4M	4M	CID Manager	

4. Work in conjunction with local social welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	Development of a long-term sustainable work programme	Ongoing	➔	➔	➔	➔	➔	CID Manager	This is done comprehensively at the term renewal and then modified and managed continuously
5. Illegal posters / signage removal Notify and monitor the removal of illegal posters/signage by the City of Cape Town	City of Cape Town infrastructure free from illegal posters / signage	Ongoing	➔	➔	➔	➔	➔	CID Manager City Signage Department	

PROGRAMME 5 – PECID SOCIAL INTERVENTION INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine strategies by means of an integrated approach to address homelessness and the relief measures available, current and future.	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	➔	➔	➔	➔	➔	CID Manager/ CCT / NGOs	This is done comprehensively at the implementation of the CID and then modified continuously
2. Work in conjunction with local social welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	➔	➔	➔	➔	➔	CID Manager/ CCT / NGOs	This will be a long-term plan of action which will take time to develop
3. Coordinate Social Development programmes and initiatives with City Social Development Department	Meet quarterly	Ongoing	➔	➔	➔	➔	➔	CID Manager / CCT	

4. Public awareness programme on social issues		Ongoing	➔	➔	➔	➔	➔	CID Manager	
--	--	---------	---	---	---	---	---	-------------	--

PROGRAMME 6 - PECID MARKETING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Newsletters / Newsflashes	Informative newsletters distributed.	Weekly excluding 3 week shut down	49	49	49	49	49	CID Manager	
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects c. Social Issues	Regular media exposure	Ongoing	➔	➔	➔	➔	➔	CID Manager	
3. Establish and maintain website	Up to date and informative website in compliance with CID legislation.	Ongoing	➔	➔	➔	➔	➔	CID Manager	
4. Regular Member visits and meetings	Monthly feedback to PECID Board at Directors Meeting	Ongoing	➔	➔	➔	➔	➔	CID Manager	
5. Establish a PECID Business Directory and link to website	Up to date directory	Every 6 months	2	2	2	2	2	CID Manager	
6. PECID signage	Signage to be visible and maintained	Ongoing	➔	➔	➔	➔	➔	CID Manager	

PAARDEN EILAND CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2021/22	2022/23	2023/24	2024/25	2025/26
INCOME	R	R	R	R	R
Income from Additional Rates	-5 325 410 95.4%	-5 644 932 95.4%	-5 983 628 95.5%	-6 342 645 95.5%	-6 723 204 100.0%
Other: Accumulated Surplus	-257 430 4.6%	-270 302 4.6%	-283 817 4.5%	-298 008 4.5%	- 0.0%
TOTAL INCOME	-5 582 840 100.0%	-5 915 234 100.0%	-6 267 445 100.0%	-6 640 653 100.0%	-6 723 204 100.0%
EXPENDITURE	R	R	R	R	R
Employee Related	1 060 500 19.0%	1 125 500 19.0%	1 194 400 19.1%	1 265 600 19.1%	1 341 300 20.0%
Salaries and Wages	870 000	923 200	980 000	1 038 800	1 101 100
PAYE, UIF & SDL	108 000	114 500	121 500	128 800	136 500
COIDA	2 500	3 000	3 000	3 000	3 000
Bonus	80 000	84 800	89 900	95 000	100 700
Core Business	3 207 814 57.5%	3 417 011 57.8%	3 642 815 58.1%	3 880 998 58.4%	4 143 331 61.6%
Cleansing services	45 000	47 700	50 562	53 596	58 000
Environmental upgrading	25 000	26 500	28 090	29 775	35 000
Law Enforcement Officers / Traffic Wardens	215 000	227 900	241 574	256 068	271 434
Public Safety	1 972 814	2 110 911	2 261 349	2 419 644	2 592 667
Public Safety - CCTV monitoring	900 000	954 000	1 011 240	1 071 914	1 136 230
Urban Maintenance	50 000	50 000	50 000	50 000	50 000
Depreciation	50 000 0.9%	20 000 0.3%	17 000 0.3%	9 400 0.1%	0.0%
Repairs & Maintenance	296 000 5.3%	313 760 5.3%	332 586 5.3%	350 000 5.3%	350 000 5.2%
General Expenditure	551 334 9.9%	584 314 9.9%	617 318 9.8%	646 368 9.7%	686 878 10.2%
Accounting fees	57 180	60 611	64 247	68 102	72 188
Advertising costs	6 000	6 500	6 900	7 300	7 800
Auditor's remuneration	20 000	21 200	22 472	23 820	25 250
Bank charges	9 000	9 540	10 150	10 800	11 500
Computer expenses	9 000	9 800	10 100	10 700	11 350
Contingency / Sundry	19 554	20 373	20 000	16 396	20 000
Donations	3 000	3 000	3 000	3 000	3 000
Insurance	55 000	58 300	62 000	65 720	70 000
Marketing and promotions	18 000	19 080	20 000	20 000	20 000
Meeting expenses	8 000	8 500	9 000	9 540	10 100
Motor vehicle expenses	32 100	34 000	36 000	37 000	39 220

	2021/22		2022/23		2023/24		2024/25		2025/26	
Office cleaning costs	18 000		19 080		20 000		20 500		21 000	
Office rental	150 000		159 000		168 584		178 700		189 422	
Postage & courier	1 500		1 590		1 700		1 800		1 900	
Printing / stationery / photographic	12 000		12 720		13 483		14 292		15 500	
Protective clothing	15 000		15 900		17 000		18 000		19 100	
Refreshments and Teas	6 000		6 400		6 800		7 300		7 800	
Secretarial duties	7 000		7 420		7 865		8 337		9 000	
Telecommunication	45 000		47 700		50 600		53 600		57 000	
Utilities (not CCT)	60 000		63 600		67 416		71 460		75 748	
Projects	257 430	4.6%	270 302	4.6%	283 817	4.5%	298 008	4.5%	-	0.0%
Zoarvlei Environmental Miant Management	257 430		270 302		283 817		298 008		-	
Capital Expenditure (PPE)	-	0.0%	15 000	0.3%	-	0.0%	-	0.0%	-	0.0%
Computer Equipment	-		15 000		-		-		-	
Bad Debt Provision 3%	159 762	2.9%	169 348	2.9%	179 509	2.9%	190 279	2.9%	201 696	3.0%
TOTAL EXPENDITURE	5 582 840	100.0%	5 915 234	100.0%	6 267 445	100.0%	6 640 653	100.0%	6 723 204	100.0%
(SURPLUS) / SHORTFALL	-0		0		-0		-0		0	
GROWTH: EXPENDITURE	-14.1%		6.0%		6.0%		6.0%		1.2%	
GROWTH: SRA RATES	5.0%		6.0%		6.0%		6.0%		6.0%	

LIST OF RATEABLE PROPERTIES WITHIN THE PECID

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	6 250 000	4	ACETON ROAD			13522	17368
Non-Residential	Light Indust.	20 950 000	5	AMPHION STREET			13594	17587
Non-Residential	Light Indust.	5 050 000	6	AMPHION STREET			13412	16985
Non-Residential	Light Indust.	6 030 000	8	AMPHION STREET			13413	16986
Non-Residential	Light Indust.	76 790 000	11	AMPHION STREET			13586	17574
Non-Residential	Warehouse	73 460 000	5	AUCKLAND STREET			297909	158155
Non-Residential	Cold Storage	65 370 000	6	AUCKLAND STREET			13649	17710
Non-Residential	Warehouse	22 170 000	8	AUCKLAND STREET			205270	17747
Non-Residential	Light Indust.	4 500 000	11	AUCKLAND STREET			13390	16900
Non-Residential	Warehouse	2 490 000	12	AUCKLAND STREET	1	44434	76564	110367
Non-Residential	Warehouse	2 470 000	12	AUCKLAND STREET	2	44435	76564	110367
Non-Residential	Warehouse	2 470 000	12	AUCKLAND STREET	3	44436	76564	110367
Non-Residential	Warehouse	2 470 000	12	AUCKLAND STREET	4	44437	76564	110367
Non-Residential	Warehouse	2 470 000	12	AUCKLAND STREET	5	44438	76564	110367
Non-Residential	Warehouse	1 890 000	12	AUCKLAND STREET	6	44439	76564	110367
Non-Residential	Warehouse	1 890 000	12	AUCKLAND STREET	7	44440	76564	110367
Non-Residential	Warehouse	2 120 000	12	AUCKLAND STREET	8	44441	76564	110367
Non-Residential	Warehouse	2 110 000	12	AUCKLAND STREET	9	44442	76564	110367
Non-Residential	Warehouse	1 990 000	12	AUCKLAND STREET	10	44443	76564	110367
Non-Residential	Warehouse	2 100 000	12	AUCKLAND STREET	11	44444	76564	110367
Non-Residential	Warehouse	2 120 000	12	AUCKLAND STREET	12	44445	76564	110367
Non-Residential	Warehouse	3 375 000	12	AUCKLAND STREET	18	44427	76564	110367
Non-Residential	Other	-	12	AUCKLAND STREET	19	44428	76564	110367
Non-Residential	Warehouse	2 800 000	12	AUCKLAND STREET	20	44429	76564	110367
Non-Residential	Warehouse	2 160 000	12	AUCKLAND STREET	22	44431	76564	110367
Non-Residential	Factory	8 270 000	12	AUCKLAND STREET	23	44433	76564	110367
Non-Residential	Factory	9 095 000	12	AUCKLAND STREET	24	44432	76564	110367
Non-Residential	Light Indust.	4 200 000	13	AUCKLAND STREET			13391	16901

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	4 830 000	15	AUCKLAND STREET			13392	16904
Non-Residential	Light Indust.	30 000 000	16	AUCKLAND STREET			412453	159947
Non-Residential	Light Indust.	7 490 000	17	AUCKLAND STREET			450014	166057
Non-Residential	Light Indust.	28 940 000	18	AUCKLAND STREET			439956	161559
Non-Residential	Workshop	4 980 000	22	AUCKLAND STREET	1	42445	300125	159014
Non-Residential	Workshop	4 260 000	22	AUCKLAND STREET	2	42446	300125	159014
Non-Residential	Workshop	4 050 000	22	AUCKLAND STREET	3	42447	300125	159014
Non-Residential	Light Indust.	4 000 000	24	AUCKLAND STREET			333854	159012
Non-Residential	Light Indust.	5 800 000	25	AUCKLAND STREET			227495	155373
Non-Residential	Light Indust.	7 000 000	26	AUCKLAND STREET			300124	159013
Non-Residential	Light Indust.	10 295 000	27	AUCKLAND STREET			13689	17772
Non-Residential	Light Indust.	18 500 000	28	AUCKLAND STREET			13515	17303
Non-Residential	Light Indust.	-	29	AUCKLAND STREET			13383	16880
Non-Residential	Light Indust.	25 000 000	30	AUCKLAND STREET			13516	17304
Non-Residential	Light Indust.	9 800 000	31	AUCKLAND STREET			13384	16881
Non-Residential	Light Indust.	6 160 000	32	AUCKLAND STREET			13578	17556
Non-Residential	Light Indust.	6 790 000	33	AUCKLAND STREET			13537	17407
Non-Residential	Light Indust.	6 000 000	34	AUCKLAND STREET			13579	17557
Non-Residential	Light Indust.	15 270 000	36	AUCKLAND STREET			13624	17673
Non-Residential	Light Indust.	16 310 000	40	AUCKLAND STREET			13662	17724
Non-Residential	Light Indust.	18 740 000	44	AUCKLAND STREET			13632	17681
Non-Residential	Light Indust.	14 965 000	48	AUCKLAND STREET			13622	17670
Non-Residential	Light Indust.	4 500 000	49	AUCKLAND STREET			13534	17396
Non-Residential	Light Indust.	6 240 000	51	AUCKLAND STREET			13596	17600
Non-Residential	Light Indust.	4 500 000	53	AUCKLAND STREET			13530	17388
Non-Residential	Light Indust.	16 035 000	54	AUCKLAND STREET			13673	17739
Non-Residential	Light Indust.	10 300 000	55	AUCKLAND STREET			13714	17859
Non-Residential	Light Indust.	9 200 000	56	AUCKLAND STREET			13721	17888
Non-Residential	Light Indust.	9 300 000	66	AUCKLAND STREET			13701	17819
Non-Residential	Light Indust.	20 000 000	68	AUCKLAND STREET			13599	17605
Non-Residential	Light Indust.	12 510 000	75	AUCKLAND STREET			13658	17719

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	141 000 000	80	AUCKLAND STREET			111800	155086
Non-Residential	Light Indust.	5 800 000	85	AUCKLAND STREET			246975	157051
Non-Residential	Office	1 965 000	87	AUCKLAND STREET	1	139665	13659	17720
Non-Residential	Office	735 000	87	AUCKLAND STREET	2	139666	13659	17720
Non-Residential	Office	1 780 000	87	AUCKLAND STREET	3	139667	13659	17720
Non-Residential	Office	2 384 000	87	AUCKLAND STREET	4	139668	13659	17720
Non-Residential	Office	2 560 000	87	AUCKLAND STREET	5	139669	13659	17720
Non-Residential	Office	2 425 000	87	AUCKLAND STREET	6	139670	13659	17720
Non-Residential	Office	1 940 000	87	AUCKLAND STREET	7	139671	13659	17720
Non-Residential	Factory	2 950 000	16A	AUCKLAND STREET	2	46712	228887	152928
Non-Residential	Factory	1 970 000	16A	AUCKLAND STREET	3	46713	228887	152928
Non-Residential	Factory	1 560 000	16A	AUCKLAND STREET	4	46714	228887	152928
Non-Residential	Factory	5 795 000	16A	AUCKLAND STREET	5	46715	228887	152928
Non-Residential	Factory	3 940 000	16A	AUCKLAND STREET	6	46716	228887	152928
Non-Residential	Factory	1 480 000	16A	AUCKLAND STREET	8	143260	228887	152928
Non-Residential	Factory	5 250 000	16A	AUCKLAND STREET	10	146916	228887	152928
Non-Residential	Workshop	4 800 000	16A	AUCKLAND STREET	11	169461	228887	152928
Non-Residential	Workshop	3 070 000	16A	AUCKLAND STREET	12	169462	228887	152928
Non-Residential	Light Indust.	5 500 000	49A	AUCKLAND STREET			105654	143854
Non-Residential	Light Indust.	12 000 000	16	BERMUDA DRIVE			13470	17197
Non-Residential	Light Indust.	6 390 000	22	BERMUDA DRIVE			13475	17204
Non-Residential	Light Indust.	8 000 000	12	BERMUDA STREET			13619	17658
Non-Residential	Offices&Retail	8 210 000	8	BLOEMFONTEIN STREET			13694	17801
Non-Residential	Light Indust.	5 170 000	3	BRIDGEWATER STREET			13446	17104
Non-Residential	Light Indust.	12 320 000	5	BRIDGEWATER STREET			13447	17105
Non-Residential	Light Indust.	4 650 000	7	BRIDGEWATER STREET			13449	17108
Non-Residential	Light Indust.	11 690 000	8	BRIDGEWATER STREET			13652	17713
Non-Residential	Light Indust.	5 250 000	9	BRIDGEWATER STREET			13450	17109
Non-Residential	Workshop	6 930 000	13	BRIDGEWATER STREET			13631	17680
Non-Residential	Light Indust.	16 450 000	14	BRIDGEWATER STREET			228220	155900
Non-Residential	Light Indust.	6 630 000	15	BRIDGEWATER STREET			245587	150994

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Warehouse	10 800 000	18	BRIDGEWATER STREET			13685	17760
Non-Residential	Warehouse	4 500 000	19	BRIDGEWATER STREET			13565	17471
Non-Residential	Light Indust.	9 400 000	1	CALCUTTA STREET			13464	17159
Non-Residential	Light Indust.	28 000 000	9	CALCUTTA STREET			13618	17657
Non-Residential	Light Indust.	15 435 000	5	CARLISLE STREET			13423	17045
Non-Residential	Light Indust.	9 990 000	6	CARLISLE STREET			13600	17607
Non-Residential	Light Indust.	14 420 000	9	CARLISLE STREET			13425	17047
Non-Residential	Light Indust.	13 800 000	12	CARLISLE STREET			416884	17997
Non-Residential	Light Indust.	38 710 000	14	CARLISLE STREET			74843	107885
Non-Residential	Light Indust.	7 855 000	15	CARLISLE STREET			13428	17050
Non-Residential	Light Indust.	29 880 000	18	CARLISLE STREET			13610	17641
Non-Residential	Light Indust.	14 350 000	23	CARLISLE STREET			13432	17054
Non-Residential	Warehouse	-	24	CARLISLE STREET	1	127272	442504	165763
Non-Residential	Warehouse	-	24	CARLISLE STREET	3	7507093	442504	165763
Non-Residential	Warehouse	8 540 000	24	CARLISLE STREET	4	7507094	442504	165763
Non-Residential	Other	-	24	CARLISLE STREET	5	7532511	442504	165763
Non-Residential	Other	-	24	CARLISLE STREET	6	7532512	442504	165763
Non-Residential	Warehouse	7 000 000	24	CARLISLE STREET	7	7532513	442504	165763
Non-Residential	Warehouse	2 755 000	24	CARLISLE STREET	8	7532453	442504	165763
Non-Residential	Warehouse	2 675 000	24	CARLISLE STREET	9	7532454	442504	165763
Non-Residential	Light Indust.	17 950 000	29	CARLISLE STREET			74852	107899
Non-Residential	Light Indust.	8 850 000	32	CARLISLE STREET			13692	17793
Non-Residential	Light Indust.	10 600 000	34	CARLISLE STREET			13764	17993
Non-Residential	Light Indust.	50 920 000	45	CARLISLE STREET			13601	17608
Non-Residential	Light Indust.	4 500 000	46	CARLISLE STREET			95391	132282
Non-Residential	Light Indust.	11 120 000	48	CARLISLE STREET			13661	17723
Non-Residential	Light Indust.	21 610 000	52	CARLISLE STREET			13671	17737
Non-Residential	Workshop	2 600 000	53	CARLISLE STREET	1	42790	13611	17642
Non-Residential	Warehouse	2 860 000	53	CARLISLE STREET	2	42791	13611	17642
Non-Residential	Warehouse	2 630 000	53	CARLISLE STREET	5	42794	13611	17642
Non-Residential	Warehouse	2 710 000	53	CARLISLE STREET	6	42795	13611	17642

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Warehouse	2 485 000	53	CARLISLE STREET	7	42796	13611	17642
Non-Residential	Warehouse	2 840 000	53	CARLISLE STREET	8	42797	13611	17642
Non-Residential	Warehouse	3 320 000	53	CARLISLE STREET	9	42798	13611	17642
Non-Residential	Warehouse	2 910 000	53	CARLISLE STREET	10	42799	13611	17642
Non-Residential	Warehouse	1 210 000	53	CARLISLE STREET	11	42800	13611	17642
Non-Residential	Warehouse	2 600 000	53	CARLISLE STREET	12	42801	13611	17642
Non-Residential	Warehouse	3 020 000	53	CARLISLE STREET	13	42802	13611	17642
Non-Residential	Warehouse	3 600 000	53	CARLISLE STREET	14	42803	13611	17642
Non-Residential	Warehouse	2 700 000	53	CARLISLE STREET	15	42804	13611	17642
Non-Residential	Warehouse	7 500 000	53	CARLISLE STREET	16	42805	13611	17642
Non-Residential	Warehouse	3 300 000	53	CARLISLE STREET	17	42806	13611	17642
Non-Residential	Warehouse	1 300 000	53	CARLISLE STREET	18	42807	13611	17642
Non-Residential	Warehouse	1 250 000	53	CARLISLE STREET	19	42808	13611	17642
Non-Residential	Warehouse	1 240 000	53	CARLISLE STREET	20	42809	13611	17642
Non-Residential	Warehouse	1 010 000	53	CARLISLE STREET	21	42810	13611	17642
Non-Residential	Warehouse	1 110 000	53	CARLISLE STREET	22	42811	13611	17642
Non-Residential	Warehouse	1 280 000	53	CARLISLE STREET	23	42812	13611	17642
Non-Residential	Warehouse	5 055 000	53	CARLISLE STREET	24	42813	13611	17642
Non-Residential	Warehouse	2 860 000	53	CARLISLE STREET	25	42814	13611	17642
Non-Residential	Warehouse	2 910 000	53	CARLISLE STREET	26	42815	13611	17642
Non-Residential	Warehouse	2 550 000	53	CARLISLE STREET	27	42816	13611	17642
Non-Residential	Warehouse	2 860 000	53	CARLISLE STREET	28	42817	13611	17642
Non-Residential	Warehouse	2 360 000	53	CARLISLE STREET	30	42819	13611	17642
Non-Residential	Warehouse	2 890 000	53	CARLISLE STREET	31	42820	13611	17642
Non-Residential	Light Indust.	14 225 000	58	CARLISLE STREET			13666	17730
Non-Residential	Light Indust.	25 400 000	60	CARLISLE STREET			13751	17966
Non-Residential	Workshop	26 250 000	67	CARLISLE STREET			13707	17845
Non-Residential	Light Indust.	6 095 000	85	CARLISLE STREET			421982	159964
Non-Residential	Warehouse	1 270 000	87	CARLISLE STREET	1	45239	13627	17676
Non-Residential	Warehouse	680 000	87	CARLISLE STREET	2	45240	13627	17676
Non-Residential	Warehouse	1 025 000	87	CARLISLE STREET	3	45241	13627	17676

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Warehouse	1 400 000	87	CARLISLE STREET	4	45242	13627	17676
Non-Residential	Warehouse	4 145 000	87	CARLISLE STREET	5	45235	13627	17676
Non-Residential	Warehouse	1 900 000	87	CARLISLE STREET	6	45236	13627	17676
Non-Residential	Office	3 570 000	87	CARLISLE STREET	7	45237	13627	17676
Non-Residential	Warehouse	850 000	87	CARLISLE STREET	8	45238	13627	17676
Non-Residential	Heavy Indust.	62 395 000	93	CARLISLE STREET			13723	17893
Non-Residential	Light Indust.	12 130 000	19A	CARLISLE STREET			13429	17051
Non-Residential	Light Indust.	18 060 000	24A	CARLISLE STREET			13758	17978
Non-Residential	Retail	14 280 000	18	CUMBERLAND ROAD			13588	17578
Non-Residential	Light Indust.	11 540 000	4	DORSETSHIRE STREET			13444	17099
Non-Residential	Light Indust.	8 000 000	7	DORSETSHIRE STREET			80499	116024
Non-Residential	Light Indust.	6 690 000	10	DORSETSHIRE STREET			13672	17738
Non-Residential	Light Indust.	4 610 000	11	DORSETSHIRE STREET			13459	17122
Non-Residential	Light Indust.	4 500 000	12	DORSETSHIRE STREET			13448	17107
Non-Residential	Light Indust.	5 500 000	13	DORSETSHIRE STREET			13456	17119
Non-Residential	Light Indust.	9 095 000	14	DORSETSHIRE STREET			13451	17110
Non-Residential	Workshop	12 340 000	16	DORSETSHIRE STREET			1037988	172798
Non-Residential	Light Indust.	6 965 000	19	DORSETSHIRE STREET			13654	17715
Non-Residential	Light Indust.	9 130 000	20	DORSETSHIRE STREET			13645	17705
Non-Residential	Workshop	7 350 000	1	GRAY STREET			212485	111269
Non-Residential	Light Indust.	5 330 000	3	GRAY STREET			13738	17948
Non-Residential	Light Indust.	7 060 000	5	GRAY STREET			13739	17949
Non-Residential	Open Storage	19 680 000	15	GRAY STREET			13742	17952
Non-Residential	Light Indust.	6 000 000	23	GRAY STREET			13746	17956
Non-Residential	Light Indust.	8 470 000	25	GRAY STREET			104648	142679
Non-Residential	Light Indust.	14 690 000	29	GRAY STREET			13733	17915
Non-Residential	Workshop	4 035 000	35	GRAY STREET			13736	17918
Non-Residential	Workshop	2 435 000	39	GRAY STREET	1	42302	13747	17959
Non-Residential	Workshop	1 780 000	39	GRAY STREET	2	42303	13747	17959
Non-Residential	Workshop	1 965 000	39	GRAY STREET	3	42304	13747	17959
Non-Residential	Workshop	1 950 000	39	GRAY STREET	4	42305	13747	17959

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Workshop	1 780 000	39	GRAY STREET	5	42306	13747	17959
Non-Residential	Light Indust.	35 200 000	18	HERMES STREET			13669	17734
Non-Residential	Warehouse	29 540 000	19	HERMES STREET			13760	17984
Non-Residential	Light Indust.	22 875 000	25	HERMES STREET			13718	17880
Non-Residential	Light Indust.	31 740 000	3	INDUSTRY ROAD			13607	17639
Non-Residential	Light Indust.	6 490 000	26	INDUSTRY ROAD			13542	17420
Non-Residential	Light Indust.	9 830 000	30	INDUSTRY ROAD			13546	17424
Non-Residential	Light Indust.	11 420 000	32	INDUSTRY ROAD			13547	17425
Non-Residential	Light Indust.	16 885 000	39	INDUSTRY ROAD			13660	17722
Non-Residential	Light Indust.	5 000 000	40	INDUSTRY ROAD			13549	17433
Non-Residential	Light Indust.	20 665 000	1A	INDUSTRY ROAD			13592	17583
Non-Residential	Light Indust.	8 810 000	41	INDUSTRY STREET			13646	17706
Non-Residential	Warehouse	14 920 000	1	LOUIS GLASSMAN ROAD			13700	17818
Non-Residential	Warehouse	19 500 000	2	LOUIS GLASSMAN ROAD			13728	17900
Non-Residential	Light Indust.	5 310 000	5	LOUIS GLASSMAN ROAD			13699	17817
Non-Residential	Light Indust.	12 935 000	8	LOWESTOFT STREET			13595	17599
Non-Residential	Light Indust.	7 280 000	9	LOWESTOFT STREET			13657	17718
Non-Residential	Light Indust.	7 970 000	14	LOWESTOFT STREET			13623	17672
Non-Residential	Light Indust.	4 000 000	17	LOWESTOFT STREET			13572	17537
Non-Residential	Light Indust.	17 630 000	20	LOWESTOFT STREET			13628	17677
Non-Residential	Light Indust.	3 220 000	28	LOWESTOFT STREET			13568	17506
Non-Residential	Light Indust.	5 240 000	30	LOWESTOFT STREET			13569	17507
Non-Residential	Light Indust.	14 870 000	42	LOWESTOFT STREET			13702	17825
Non-Residential	Warehouse	45 240 000	7	LYNX ROAD			17433190	174348
Non-Residential	Light Indust.	44 670 000	9	LYNX ROAD			18073141	174474
Non-Residential	Light Indust.	144 920 000	7	MARINE DRIVE			109296	149437
Non-Residential	Light Indust.	6 350 000	38	MARINE DRIVE			13540	17411
Non-Residential	Offices	7 850 000	50	MARINE DRIVE			13536	17405
Non-Residential	Open Storage	16 960 000	7A	MARINE DRIVE			421605	161487
Non-Residential	Light Indust.	20 500 000	8	MARINE DRIVE SERVICE ROAD			13410	16979
Non-Residential	Light Indust.	12 800 000	10	MARINE DRIVE SERVICE ROAD			13406	16975

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	4 840 000	12	MARINE DRIVE SERVICE ROAD			13405	16974
Non-Residential	Serv St&Other	10 700 000	16	MARINE DRIVE SERVICE ROAD			13584	17572
Non-Residential	Light Indust.	26 420 000	20	MARINE DRIVE SERVICE ROAD			13626	17675
Non-Residential	Shop	19 900 000	26	MARINE DRIVE SERVICE ROAD		193587	13593	17586
Non-Residential	Shop	10 820 000	26	MARINE DRIVE SERVICE ROAD		193588	13593	17586
Non-Residential	Retail	40 130 000	28	MARINE DRIVE SERVICE ROAD			13401	16919
Non-Residential	Light Indust.	16 300 000	30	MARINE DRIVE SERVICE ROAD			13754	17971
Non-Residential	Cold Storage	30 500 000	34	MARINE DRIVE SERVICE ROAD			13664	17726
Non-Residential	Light Indust.	9 500 000	36	MARINE DRIVE SERVICE ROAD			13377	16868
Non-Residential	Retail	9 365 000	40	MARINE DRIVE SERVICE ROAD			13539	17410
Non-Residential	Light Indust.	8 965 000	46	MARINE DRIVE SERVICE ROAD			89876	126467
Non-Residential	Offices&Retail	23 030 000	48	MARINE DRIVE SERVICE ROAD			13538	17408
Non-Residential	Workshop	32 595 000	52	MARINE DRIVE SERVICE ROAD			75706	109207
Non-Residential	Pub Open Space	1 000	54	MARINE DRIVE SERVICE ROAD			13561	17464
Non-Residential	Light Indust.	7 050 000	58	MARINE DRIVE SERVICE ROAD			13716	17876
Non-Residential	Light Indust.	5 000 000	60	MARINE DRIVE SERVICE ROAD			13533	17395
Non-Residential	Light Indust.	4 210 000	62	MARINE DRIVE SERVICE ROAD			13532	17394
Non-Residential	Light Indust.	5 000 000	64	MARINE DRIVE SERVICE ROAD			13531	17391
Non-Residential	Light Indust.	7 360 000	66	MARINE DRIVE SERVICE ROAD			13676	17749
Non-Residential	Light Indust.	8 820 000	70	MARINE DRIVE SERVICE ROAD			13688	17767
Non-Residential	Light Indust.	55 000 000	72	MARINE DRIVE SERVICE ROAD			13691	17784
Non-Residential	Light Indust.	6 880 000	74	MARINE DRIVE SERVICE ROAD			13529	17382
Non-Residential	Light Indust.	6 000 000	76	MARINE DRIVE SERVICE ROAD			13528	17379
Non-Residential	Light Indust.	7 500 000	78	MARINE DRIVE SERVICE ROAD			13527	17378
Non-Residential	Light Indust.	6 000 000	80	MARINE DRIVE SERVICE ROAD			13526	17375
Non-Residential	Light Indust.	5 400 000	82	MARINE DRIVE SERVICE ROAD			13525	17374
Non-Residential	Light Indust.	5 660 000	84	MARINE DRIVE SERVICE ROAD			13524	17371
Non-Residential	Light Indust.	10 960 000	86	MARINE DRIVE SERVICE ROAD			13523	17370
Non-Residential	Light Indust.	18 450 000	90	MARINE DRIVE SERVICE ROAD			13608	17640
Non-Residential	Light Indust.	6 000 000	92	MARINE DRIVE SERVICE ROAD			13521	17363
Non-Residential	Light Indust.	14 000 000	94	MARINE DRIVE SERVICE ROAD			13518	17360

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Warehouse	17 150 000	98	MARINE DRIVE SERVICE ROAD			79623	114834
Non-Residential	Light Indust.	15 175 000	122	MARINE DRIVE SERVICE ROAD			13711	17852
Non-Residential	Light Indust.	13 100 000	124	MARINE DRIVE SERVICE ROAD			13710	17851
Non-Residential	Light Indust.	21 700 000	126	MARINE DRIVE SERVICE ROAD			13709	17850
Non-Residential	Serv St&Other	7 990 000	34A	MARINE DRIVE SERVICE ROAD			13613	17645
Non-Residential	Workshop	9 500 000	2	MILNER STREET	1	134330	251288	6158
Non-Residential	Workshop	1 550 000	2	MILNER STREET	2	134331	251288	6158
Non-Residential	Workshop	2 200 000	2	MILNER STREET	3	134332	251288	6158
Non-Residential	Workshop	2 800 000	2	MILNER STREET	4	134333	251288	6158
Non-Residential	Office	950 000	2	MILNER STREET	5	134334	251288	6158
Non-Residential	Workshop	200 000	2	MILNER STREET	6	134335	251288	6158
Non-Residential	Warehouse	9 500 000	4	MILNER STREET			251292	6159
Non-Residential	Light Indust.	18 785 000	5	MILNER STREET			251322	6207
Non-Residential	Light Indust.	15 400 000	6	MILNER STREET			251291	10585
Non-Residential	Warehouse	118 445 000	11	MILNER STREET			1013705	35538
Non-Residential	Retail	10 500 000	12	MILNER STREET			251298	6163
Non-Residential	Offices	36 250 000	14	MILNER STREET			251297	26496
Non-Residential	Light Indust.	8 950 000	18	MILNER STREET			251290	6166
Non-Residential	Warehouse	12 655 000	20	MILNER STREET			251279	6167
Non-Residential	Light Indust.	10 400 000	23	MILNER STREET			251280	19169
Non-Residential	Offices&Retail	16 825 000	24	MILNER STREET			251276	6169
Non-Residential	Light Indust.	6 990 000	25	MILNER STREET			251315	6192
Non-Residential	Light Indust.	9 275 000	26	MILNER STREET			251305	6170
Non-Residential	Light Indust.	8 730 000	27	MILNER STREET			251314	6191
Non-Residential	Warehouse	7 000 000	28	MILNER STREET			251306	6171
Non-Residential	Light Indust.	10 170 000	30	MILNER STREET			251307	6172
Non-Residential	Light Indust.	11 850 000	31	MILNER STREET			251277	11274
Non-Residential	Light Indust.	8 335 000	32	MILNER STREET			251308	6173
Non-Residential	Light Indust.	7 580 000	33	MILNER STREET			251313	6188
Non-Residential	Light Indust.	7 000 000	34	MILNER STREET			251309	6174
Non-Residential	Warehouse	15 050 000	36	MILNER STREET			251293	6175

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Warehouse	6 000 000	37	MILNER STREET			251312	6187
Non-Residential	Light Indust.	8 285 000	38	MILNER STREET			251278	6176
Non-Residential	Light Indust.	9 240 000	39	MILNER STREET			251296	26287
Non-Residential	Warehouse	8 000 000	40	MILNER STREET			251310	6177
Non-Residential	Light Indust.	9 000 000	42	MILNER STREET			251311	6178
Non-Residential	Light Indust.	12 990 000	44	MILNER STREET			251299	6179
Non-Residential	Light Indust.	13 820 000	46	MILNER STREET			251300	6180
Non-Residential	Warehouse	7 000 000	48	MILNER STREET			251301	6181
Non-Residential	Light Indust.	19 260 000	50	MILNER STREET			251303	12044
Non-Residential	Light Indust.	8 830 000	54	MILNER STREET			251302	10919
Non-Residential	Light Indust.	11 730 000	2	NATAL STREET			13750	17965
Non-Residential	Light Indust.	14 910 000	3	NATAL STREET			13469	17194
Non-Residential	Light Indust.	9 075 000	5	NATAL STREET			13612	17643
Non-Residential	Light Indust.	6 370 000	8	NATAL STREET			13500	17236
Non-Residential	Light Indust.	6 450 000	9	NATAL STREET			1062831	17994
Non-Residential	Light Indust.	7 000 000	12	NATAL STREET			13620	17666
Non-Residential	Light Indust.	10 050 000	13	NATAL STREET			13476	17205
Non-Residential	Light Indust.	4 280 000	16	NATAL STREET			13496	17229
Non-Residential	Light Indust.	6 400 000	17	NATAL STREET			13479	17207
Non-Residential	Light Indust.	9 610 000	18	NATAL STREET			13495	17228
Non-Residential	Light Indust.	6 950 000	19	NATAL STREET			13480	17208
Non-Residential	Light Indust.	4 580 000	20	NATAL STREET			13493	17225
Non-Residential	Light Indust.	14 800 000	21	NATAL STREET			13481	17209
Non-Residential	Light Indust.	8 460 000	22	NATAL STREET			205262	17664
Non-Residential	Light Indust.	6 765 000	23	NATAL STREET			13482	17210
Non-Residential	Light Indust.	4 000 000	25	NATAL STREET			13483	17211
Non-Residential	Light Indust.	8 630 000	26	NATAL STREET			13489	17220
Non-Residential	Light Indust.	11 690 000	32	NATAL STREET			13487	17217
Non-Residential	Warehouse	85 410 000	6	NEPTUNE STREET			76293	109912
Non-Residential	Light Indust.	16 800 000	19	NEPTUNE STREET			74845	107891
Non-Residential	Light Indust.	13 475 000	21	NEPTUNE STREET			13667	17731

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	5 985 000	23	NEPTUNE STREET			13463	17139
Non-Residential	Light Indust.	9 110 000	25	NEPTUNE STREET			13462	17138
Non-Residential	Light Indust.	13 615 000	31	NEPTUNE STREET			13656	17717
Non-Residential	Light Indust.	8 675 000	34	NEPTUNE STREET			78981	114004
Non-Residential	Factory	1 900 000	35	NEPTUNE STREET	1		13460	17133
Non-Residential	Factory	1 870 000	35	NEPTUNE STREET	2		13460	17133
Non-Residential	Factory	1 870 000	35	NEPTUNE STREET	3		13460	17133
Non-Residential	Factory	1 910 000	35	NEPTUNE STREET	4		13460	17133
Non-Residential	Factory	1 890 000	35	NEPTUNE STREET	5		13460	17133
Non-Residential	Factory	1 910 000	35	NEPTUNE STREET	6		13460	17133
Non-Residential	Light Indust.	7 100 000	36	NEPTUNE STREET			13458	17121
Non-Residential	Light Indust.	5 050 000	38	NEPTUNE STREET			13457	17120
Non-Residential	Light Indust.	9 261 000	39	NEPTUNE STREET			13629	17678
Non-Residential	Light Indust.	9 720 000	40	NEPTUNE STREET			13455	17117
Non-Residential	Warehouse	10 275 000	41	NEPTUNE STREET			13647	17707
Non-Residential	Light Indust.	7 780 000	44	NEPTUNE STREET			13643	17703
Non-Residential	Light Indust.	34 280 000	45	NEPTUNE STREET			13698	17813
Non-Residential	Light Indust.	35 833 000	48	NEPTUNE STREET			13644	17704
Non-Residential	Light Indust.	5 092 000	54	NEPTUNE STREET			13567	17492
Non-Residential	Light Indust.	15 760 000	55	NEPTUNE STREET			13703	17826
Non-Residential	Light Indust.	6 525 000	56	NEPTUNE STREET			13651	17712
Non-Residential	Light Indust.	50 600 000	60	NEPTUNE STREET			13606	17638
Non-Residential	Warehouse	41 750 000	46	NEREIDE STREET			109295	149436
Non-Residential	Workshop	21 560 000	6	PAARDEN EILAND ROAD			1035890	173335
Non-Residential	Light Indust.	14 830 000	10	PAARDEN EILAND ROAD			13668	17733
Non-Residential	Light Indust.	23 430 000	12	PAARDEN EILAND ROAD			13670	17736
Non-Residential	Light Indust.	6 040 000	21	PAARDEN EILAND ROAD			13510	17252
Non-Residential	Light Indust.	16 430 000	31	PAARDEN EILAND ROAD			412227	159390
Non-Residential	Light Indust.	13 985 000	35	PAARDEN EILAND ROAD			13621	17668
Non-Residential	Light Indust.	10 990 000	37	PAARDEN EILAND ROAD			13674	17740
Non-Residential	Workshop	57 470 000	44	PAARDEN EILAND ROAD			13731	17906

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	8 860 000	48	PAARDEN EILAND ROAD			13614	17649
Non-Residential	Light Indust.	12 085 000	49	PAARDEN EILAND ROAD			76359	110071
Non-Residential	Light Indust.	13 500 000	51	PAARDEN EILAND ROAD			13693	17795
Non-Residential	Light Indust.	19 565 000	52	PAARDEN EILAND ROAD			106737	145444
Non-Residential	Light Indust.	5 000 000	53	PAARDEN EILAND ROAD			13550	17434
Non-Residential	Serv Industrial	-	55	PAARDEN EILAND ROAD			205269	17745
Non-Residential	Serv Industrial	56 435 000	67	PAARDEN EILAND ROAD			76454	110219
Non-Residential	Industrial Park	29 075 000	26A	PAARDEN EILAND ROAD			13663	17725
Non-Residential	Light Indust.	7 875 000	39A	PAARDEN EILAND ROAD			13544	17422
Non-Residential	Light Indust.	7 930 000	5	PERFECTA ROAD			13730	17904
Non-Residential	Light Indust.	7 595 000	7	PERFECTA ROAD			13435	17077
Non-Residential	Light Indust.	11 820 000	10	PERFECTA ROAD			435458	163521
Non-Residential	Light Indust.	17 920 000	10	PERFECTA ROAD			434029	163522
Non-Residential	Light Indust.	4 510 000	11	PERFECTA ROAD			13677	17750
Non-Residential	Light Indust.	4 530 000	15	PERFECTA ROAD			13678	17751
Non-Residential	Light Indust.	8 440 000	6	POWERFUL STREET			13604	17636
Non-Residential	Light Indust.	8 060 000	1	PRESIDENT KRUGER STREET			13560	17462
Non-Residential	Light Indust.	5 430 000	3	PUMA STREET			13642	17702
Non-Residential	Light Indust.	4 000 000	1	REFINERY ROAD			13411	16980
Non-Residential	Open Storage	4 000 000	3	REFINERY ROAD			13408	16977
Non-Residential	Light Indust.	16 560 000	5	REFINERY ROAD			13407	16976
Non-Residential	Light Indust.	6 740 000	5	SECTION STREET			13378	16871
Non-Residential	Light Indust.	12 825 000	7	SECTION STREET			13379	16872
Non-Residential	Industrial Park	24 000 000	8	SECTION STREET			13602	17611
Non-Residential	Light Indust.	3 000 000	12	SECTION STREET			13388	16885
Non-Residential	Vac Ind Land	3 700 000	18	SECTION STREET			228334	155371
Non-Residential	Industrial Park	27 100 000	19	SECTION STREET			13597	17601
Non-Residential	Light Indust.	13 370 000	22	SECTION STREET			80479	116002
Non-Residential	Light Indust.	14 465 000	24	SECTION STREET			13468	17170
Non-Residential	Light Indust.	10 590 000	25	SECTION STREET			13625	17674
Non-Residential	Light Indust.	4 350 000	32	SECTION STREET			13501	17241

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	16 925 000	33	SECTION STREET			205240	17235
Non-Residential	Light Indust.	3 800 000	35	SECTION STREET			13499	17234
Non-Residential	Light Indust.	3 800 000	37	SECTION STREET			13498	17231
Non-Residential	Light Indust.	4 000 000	38	SECTION STREET			13504	17244
Non-Residential	Light Indust.	4 650 000	40	SECTION STREET			13505	17245
Non-Residential	Light Indust.	4 095 000	41	SECTION STREET			13497	17230
Non-Residential	Light Indust.	9 550 000	42	SECTION STREET			13507	17248
Non-Residential	Light Indust.	8 195 000	45	SECTION STREET			205263	17665
Non-Residential	Light Indust.	7 465 000	48	SECTION STREET			13575	17552
Non-Residential	Light Indust.	5 800 000	49	SECTION STREET			13491	17222
Non-Residential	Light Indust.	4 000 000	51	SECTION STREET			13488	17219
Non-Residential	Retail	9 200 000	52	SECTION STREET			13634	17685
Non-Residential	Light Indust.	14 250 000	53	SECTION STREET			13633	17683
Non-Residential	Serv St&Other	6 500 000	54	SECTION STREET			13722	17892
Non-Residential	Workshop	17 805 000	55	SECTION STREET			1021667	173084
Non-Residential	Light Indust.	11 600 000	56	SECTION STREET			13705	17834
Non-Residential	Serv Industrial	6 075 000	58	SECTION STREET			13635	17689
Non-Residential	Light Indust.	5 910 000	60	SECTION STREET			13636	17690
Non-Residential	Light Indust.	5 200 000	64	SECTION STREET			13637	17691
Non-Residential	Light Indust.	3 350 000	66	SECTION STREET			13638	17692
Non-Residential	Light Indust.	4 500 000	10	SHROPSHIRE STREET			13389	16899
Non-Residential	Light Indust.	12 545 000	18	SHROPSHIRE STREET			13598	17602
Non-Residential	Light Indust.	6 895 000	24	SHROPSHIRE STREET			13381	16878
Non-Residential	Light Indust.	5 400 000	28	SHROPSHIRE STREET			13382	16879
Non-Residential	Light Indust.	4 810 000	32	SHROPSHIRE STREET			13385	16882
Non-Residential	Light Indust.	4 500 000	2	TRANSVAAL STREET			13571	17527
Non-Residential	Light Indust.	4 730 000	3	TRANSVAAL STREET			13503	17243
Non-Residential	Light Indust.	11 355 000	4	TRANSVAAL STREET			13686	17761
Non-Residential	Light Indust.	5 220 000	5	TRANSVAAL STREET			13506	17246
Non-Residential	Light Indust.	6 985 000	6	TRANSVAAL STREET			13502	17242
Non-Residential	Light Indust.	7 180 000	6	TRANSVAAL STREET			13687	17762

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Light Indust.	7 650 000	7	TRANSVAAL STREET			13719	17884
Non-Residential	Light Indust.	12 900 000	11	TRANSVAAL STREET			13630	17679
Non-Residential	Light Indust.	5 150 000	14	TRANSVAAL STREET			13573	17542
Non-Residential	Warehouse	11 390 000	16	TRANSVAAL STREET			13655	17716
Non-Residential	Light Indust.	14 010 000	17	TRANSVAAL STREET			13704	17833
Non-Residential	Light Indust.	19 590 000	20	TRANSVAAL STREET			13665	17729
Non-Residential	Light Indust.	5 000 000	23	TRANSVAAL STREET			13641	17698
Non-Residential	Light Indust.	17 450 000	24	TRANSVAAL STREET			13648	17708
Non-Residential	Light Indust.	4 450 000	25	TRANSVAAL STREET			13640	17697
Non-Residential	Light Indust.	7 350 000	27	TRANSVAAL STREET			13639	17696
Non-Residential	Light Indust.	21 223 000	12	VERBENA STREET			76559	110347
Non-Residential	Light Indust.	24 500 000	9	VRYSTAAT ROAD			13675	17748
Non-Residential	Light Indust.	10 160 000	14	VRYSTAAT ROAD			13580	17558
Non-Residential	Cold Storage	68 350 000	20	VRYSTAAT ROAD			213964	155067
Non-Residential	Light Indust.	6 192 000	6	WALLFLOWER STREET			13438	17082
Non-Residential	Light Indust.	4 050 000	10	WALLFLOWER STREET			13436	17078
Non-Residential	Light Indust.	5 040 000	11	WALLFLOWER STREET			13681	17754
Non-Residential	Warehouse	2 030 000	12	WALLFLOWER STREET	1	45311	418043	159971
Non-Residential	Warehouse	3 990 000	12	WALLFLOWER STREET	3	135800	418043	159971
Non-Residential	Factory	1 900 000	12	WALLFLOWER STREET	4	135801	418043	159971
Non-Residential	Warehouse	2 020 000	12	WALLFLOWER STREET	5	135802	418043	159971
Non-Residential	Light Indust.	13 970 000	16	WALLFLOWER STREET			13556	17453
Non-Residential	Light Indust.	14 295 000	17	WALLFLOWER STREET			444353	165410
Non-Residential	Light Indust.	19 310 000	1	WESSEX ROAD			13697	17812
Non-Residential	Light Indust.	13 480 000	3	WESSEX ROAD			438157	164080
Non-Residential	Light Indust.	-	5	WESSEX ROAD			13752	17967
Non-Residential	Light Indust.	27 800 000	8	WESSEX ROAD			13762	17991
Non-Residential	Light Indust.	9 230 000	10	WESSEX ROAD			13695	17802