

**BUSINESS PLAN FOR THE MANAGEMENT
OF THE**



**SALT RIVER BUSINESS IMPROVEMENT DISTRICT
(SRBID)**

REVISION 5 – JULY 2013

**Compiled in accordance with the By-Law for establishment of
Special Rating Areas, promulgated in the Provincial Gazette 7015/2012**

Compiled by Gene Lohrentz of Geocentric Information Systems



Urban Management Consultant to the proposed Salt River Business Improvement District

This report was prepared for the Steering Committee of the proposed Salt River Business Improvement District Special Rating Area by Gene Lohrentz of Geocentric Information Systems.

Disclaimer

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This proposal covers the period 1 July 2014 to 30 June 2019 as set out in three parts, namely:

Part 1: Motivation

Part 2: Budget

Part 3: Implementation Plan

PROPOSED SALT RIVER BUSINESS IMPROVEMENT DISTRICT SPECIAL RATING AREA Information:

Name of SRA:	Salt River Business Improvement District (SRBID)
Contact Person:	Mr Wessel Botes
Contact Telephone No:	072 377 1275
Commencement Date:	1 st July 2014
Municipality:	City of Cape Town

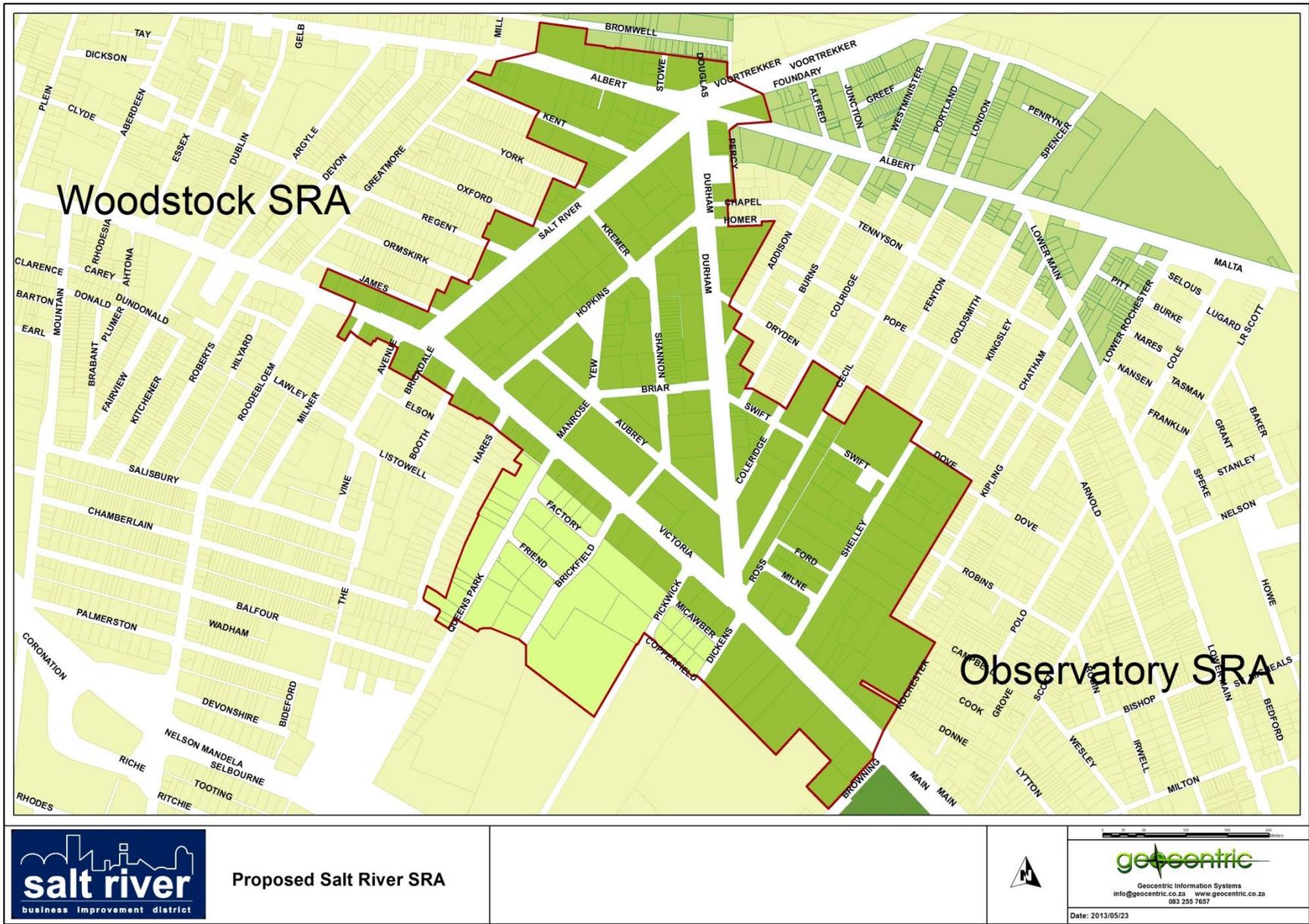
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Boundaries of the PROPOSED SRBID Area (Also to Map 1 below)

The proposed boundaries for the **SRBID** are outlined below (Commercial Properties Only):

- Northern Boundary –** From the intersection of Bromwell Street and Voortrekker Road along Albert Road up to Mill Street to include all properties bordering on Albert Road.
- Eastern Boundary –** From the intersection of Rochester Road and Victoria Road northwards to Campbell Street. The border then follows the eastern boundaries of properties 16081, 16080, 16079, 16078, 16075 and 16069 up to Dove Street. The boundary then follows Shelley Road, Dryden Street and Colridge Road up to Swift Street, the Burn Street and Addison Street to include all properties bordering on Durham Street. The boundary then follows Durham Street up to Salt River Circle to include all properties bordering on Durham Street.
- Southern Boundary –** From the intersection of Milner Road and Victoria Road eastwards up to Queens Park Avenue and along Queen Park Avenue up to the intersection with Chamberlain Street. The boundary then follows the southern boundaries of properties 13777, 13778 and 14109 up to Pickwick Road to Copperfield Road to Dickens Road and then along Victoria Road to include all properties bordering on Victoria Road up to the intersection with Browning Road and Rochester Road.
- Western Boundary –** From Albert Road along Greatmore Road to Kent Street and along Kent Street to Salt River Road. Along Salt River Road to include all properties bordering on Salt River Road up to Victoria Road and along Victoria Road up to Milner Road to include all properties bordering on Victoria Road.
-



Map 1 Boundary of the proposed SRBID SRA (Commercial Properties Only)

Executive Summary

Salt River is a well-established residential and business district known for its specific character. The area supports a unique business mix including some light industries, specifically in the textile and clothing sector. Over a number of years the area has experienced some levels of urban degradation. Some business owners attribute the business district's decline with increased homelessness in the area and the area has become a target of some property related crime. Property owners of adjacent communities in Mowbray, Observatory, Woodstock and Maitland have already invested in the future of their areas by establishing their own Special Rating Areas commonly known as city improvement districts. A certain level of displacement of the above mentioned negative factors from these areas to Salt River has contributed to the problems in the area. However, with the redevelopment of a number of properties in adjacent areas, especially Woodstock, property owners in Salt River has made prominent investments in upgrading many of their buildings thereby supporting the urban regeneration of the area.

The steering committee has identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and the further increase of crime in the area. The formation of an SRA in the area will enable the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town. The property owners from the area will pay an additional rate to fund additional municipal services for that specific area as set out in this business plan for the SRBID. The additional municipal services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

The SRA additional rates is collected by the City from property owners in the area and paid over to the SRBID, a Non Profit Company (NPC). The budget will be dedicated to the specific area only. The additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed business node including a shared sense of communal pride, safety and social responsibility.

Vision, Mission and Goals of the Proposed Salt River Business Improvement District

The vision of the SRBID is to establish and maintain a safe, clean, well-managed CBD area that attracts and retains business investment and attractive retail opportunities. It is the mission of the SRBID to create an inviting and safe business district attractive and safe for visitors and shoppers alike.

The Proposed Salt River Business Improvement District has the following goals:

- The sustained and effective management of the SRBID area.
- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract investment to the area.
- Support the promotion of the SRBID Business area as a safe and clean environment by promoting greening, energy efficiency, recycling and risk/disaster management.
- Support and promote social responsibility in the area

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BACKGROUND AND INTRODUCTION

Salt River is a well-established residential and business district known for its specific character. The area supports a unique business mix including some light industries, specifically in the textile and clothing sector. Over a number of years the area has experienced some levels of urban degradation. Some business owners attribute the business district's decline with increased homelessness in the area and the area has become a target of some property related crime. Property owners of adjacent communities in Mowbray, Observatory, Woodstock and Maitland have already invested in the future of their areas by establishing their own Special Rating Areas commonly known as city improvement districts. A certain level of displacement of the above mentioned negative factors from these areas to Salt River has contributed to the problems in the area. However, with the redevelopment of a number of properties in adjacent areas, especially Woodstock, property owners in Salt River have made prominent investments in upgrading many of their buildings thereby supporting the urban regeneration of the area.

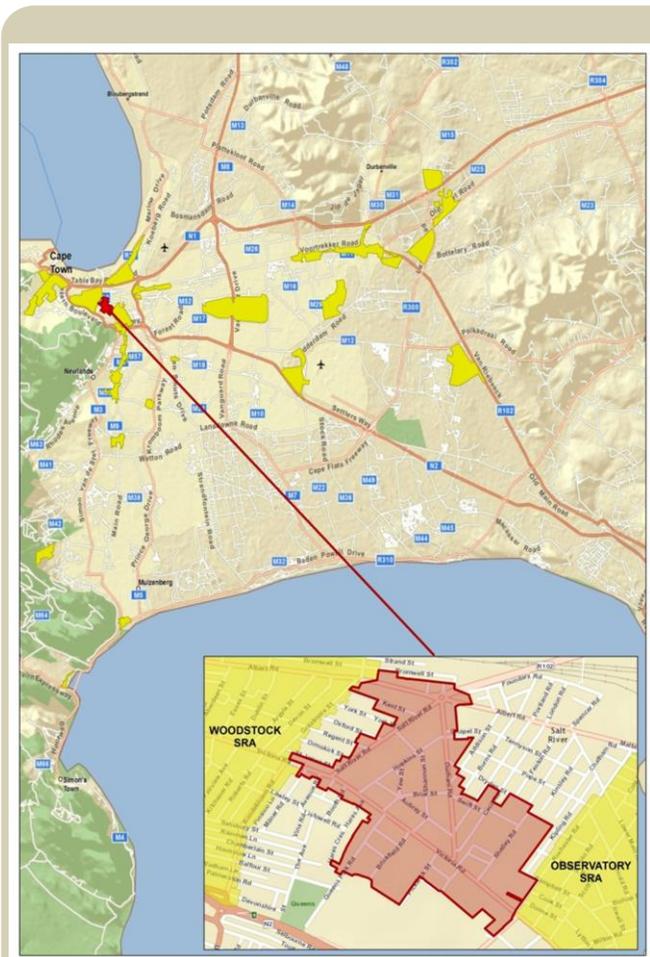


Figure 1 Locality map showing the position of Salt River relative to the rest of the metropole, other SRAs and the major roads.

Observatory, Woodstock and Maitland have already invested in the future of their areas by establishing their own Special Rating Areas commonly known as city improvement districts. A certain level of displacement of the above mentioned negative factors from these areas to Salt River has contributed to the problems in the area. However, with the redevelopment of a number of properties in adjacent areas, especially Woodstock, property owners in Salt River have made prominent investments in upgrading many of their buildings thereby supporting the urban regeneration of the area.

The steering committee has identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and the further increase of crime in the area. The formation of an SRA in the area will enable the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town. The property owners from the area will pay an additional rate to fund additional municipal services for that specific area as set out in this business plan for the SRA. The additional municipal services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

The SRA additional rates is collected by the City from property owners in the area and paid over to the SRBID, a Non Profit Company (NPC). The budget will be dedicated to the specific area only. The additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed business node including a shared sense of communal pride, safety and social responsibility.

The implementation of a properly managed SRA most often results in:

- *A safer public environment to the benefit of all residents, visitors, businesses and property owners.*
- *Proactive and co-ordinated communication and direct consultation with the City's service directorates regarding service delivery to the Salt River area.*
- *An equitable distribution of the cost to all property owners for providing supplementary and additional services in the area in proportion to the municipal valuation of the property.*
- *The protection and tangible growth in property values and capital investments which encourages economic development in the area.*



Proposed Salt River SRA



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Map 2 (Commercial Properties Only)

Part 1: Urban Analysis - The Need for an SRA

Urban Challenges in the Salt River Area

As part of the process to develop the business plan the SRBID Steering Committee commissioned a perception survey amongst business and property owners of the proposed SRBID area. The survey focussed on five general urban issues namely:

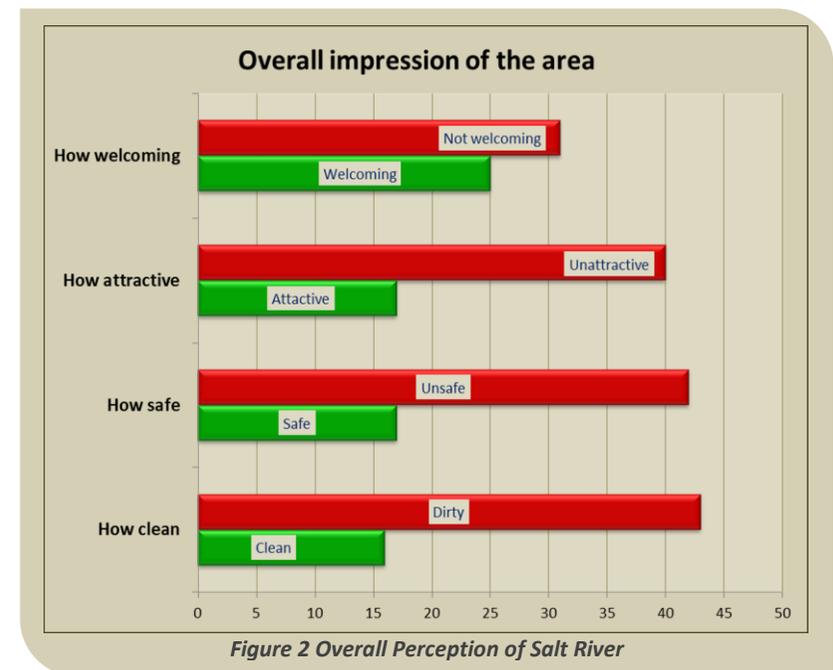
- Safety and security
- Litter and cleanliness
- Lighting & marking of streets and pavements
- Public environment
- Social environment

Participants were also asked to rank the importance of the above listed issues at the end of the survey questionnaire. The survey questionnaire also provided the opportunity to express general comments and concerns in writing. The results of the perception survey along with additional research, newspaper reports and information available to the SRBID Steering Committee was used to develop an overall analysis of the urban challenges of the Salt River CBD area.

Safety and Security

The latest crime statistics for the entire Salt River area which includes Woodstock is shown in Table 1. These figures illustrate the fact that in general the Salt River area mostly experience crime which could occur or originate from the public domain including theft, robbery, business burglaries and drug related crime. Table 1 illustrates the official crime statistics for the Salt River area based on data from the South African Police Service. It is important to note that this may not be a true representation of Salt River since it only constitutes a smaller portion of the entire Salt River and Woodstock area yet the statistics are indicative of the trends and criminal activities in the area. It must also be noted that these crime statistics represent reported crime and may not reflect crimes where cases are not reported to the SAPS. It is evident that crime levels increased significantly in some instances and decreased on others.

Crime statistics however do not reflect the perception of the people living, working and transiting through the area. In general, crimes such as shoplifting, property related crime, commercial crime and theft out of motor vehicles have a negative impact on business sentiments. These are typically crimes that directly and negatively influence the attraction to and perception of safety in the area and significantly detract from the business opportunities in the area. Businesses and especially commercial property owners therefore experience a decline in business opportunities. Survey participants were asked to provide an overall impression of Salt River and most respondents indicated that they perceive the area as less welcoming, unattractive, dirty and unsafe (See Figure 2).



Crime Category	Apr 2010 to March 2011	Apr 2011 to March 2012	Increase	Increase %
Murder	8	2	↓	-6
Total Sexual Crimes	44	37	↓	-19%
Attempted murder	7	4	↓	-3
Assault with the intent to inflict grievous bodily harm	80	72	↓	-8
Common assault	172	147	↓	-17%
Common robbery	215	195	↓	-10%
Robbery with aggravating circumstances	172	206	↑	34
Arson	2	1	↓	-1
Malicious damage to property	167	152	↓	-15
Burglary at non-residential premises	175	168	↓	-7
Burglary at residential premises	410	313	↓	-97
Theft of motor vehicle and motorcycle	299	239	↓	-60
Theft out of or from motor vehicle	1160	1089	↓	-71
Illegal possession of firearms and ammunition	10	14	↑	4
Drug-related crime	767	892	↑	125
Driving under the influence of alcohol or drugs	186	164	↓	-22
All theft not mentioned elsewhere	1385	1400	↑	15
Commercial crime	162	168	↑	6
Shoplifting	123	162	↑	39
Carjacking	4	5	↑	1
Robbery at residential premises	5	12	↑	7
Robbery at non-residential premises	9	14	↑	5
Culpable homicide	11	9	↓	-2
Public violence	2	0	↓	-2
Crimes in injuria	34	13	↓	-21
Neglect and ill-treatment of children	5	2	↓	-3
Kidnapping	4	4	↔	0

Table 1 Crime statistics for the Salt River and Woodstock Area

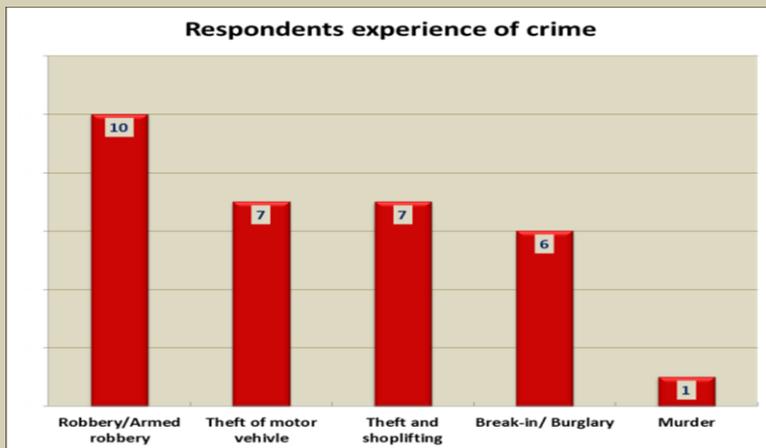


Figure 3 Experience of the type of crime in Salt River

Survey participants were provided with a list of typical criminal activities and were asked to identify the types of crime that occur most frequently in their area and were provided with a list of typical criminal activities.

Figure 3 illustrates the various criminal activities highlighted in the survey and the frequency that each activity was listed by the participants. Although these figures cannot be regarded as accurate crime statistics or empirical evidence of crime, it illustrates that theft from property, especially businesses, theft from cars or vehicle related crime and theft in general occurs most often in the area and support the statistics listed in Table 1.

Participants further indicated that crimes take place at various hours of the day but mostly during the day when shoppers and visitors frequent the area. Day-time crime makes up 44% of the perceived times that crimes occur in Salt River as is illustrated in Figure 4.

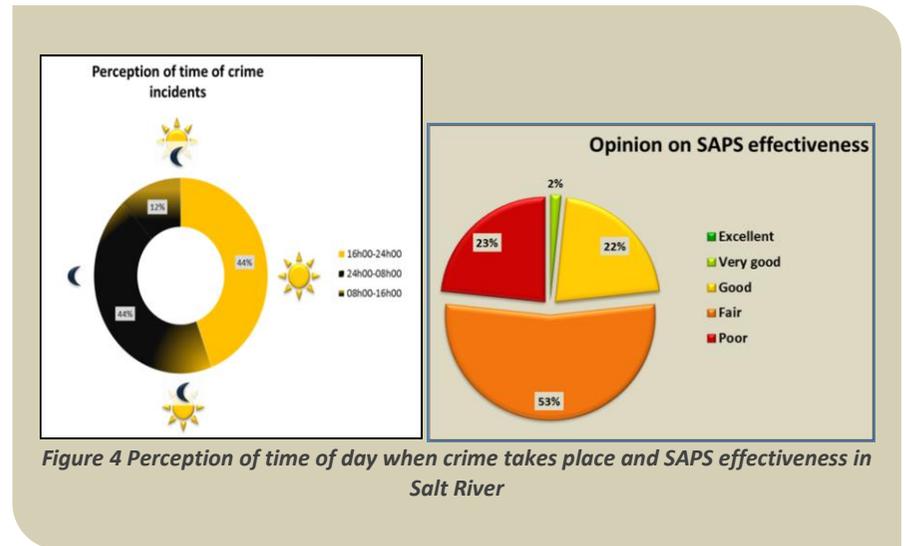


Figure 4 Perception of time of day when crime takes place and SAPS effectiveness in Salt River

The survey also tested respondent's opinion on the effectiveness of current policing efforts. Only 24% agreed that current efforts are effective ranging between good to excellent while 76% believe that it is not very effective.

A comprehensive safety and security plan has been developed to address the safety and security issues of the area.

Litter, cleanliness the public environment

The opinion of people regarding litter and cleanliness can be very subjective and difficult to measure. Responses received during the perception survey should be regarded as observations although it can be argued that the responses are based on people’s desire for their area compared to the current situation. Figures 5 and 6 show a summary of the opinions regarding litter and cleanliness. Litter in the public areas seems to occur with high frequently in the area. 87% of the survey respondents indicated that litter on pavements and in public places are a problem it seems to be problematic in specific areas (See examples in Figure 7). The responses to the issue of refuse collection are very positive from commercial properties where it would seem to be collected regularly. Participants indicated the following places as areas associated with litter and general poor cleaning.

- Salt River Road
- Lower Main Road
- Victoria Road
- Main Road
- Salt River Circle
- Aubrey Street
- Alfred Street
- Durham Avenue
- Cecil Street
- Milner Street
- Addison Street
- Fenton Road
- BP Station
- Salt River Station
- Regent Road
- James Street
- Swift Street
- Hopkins Street

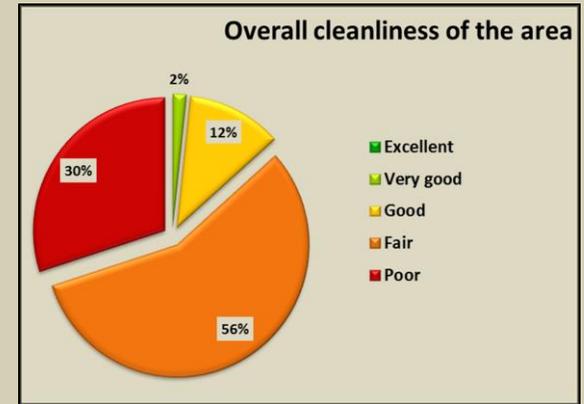


Figure 5 Overall opinion of cleanliness of the area

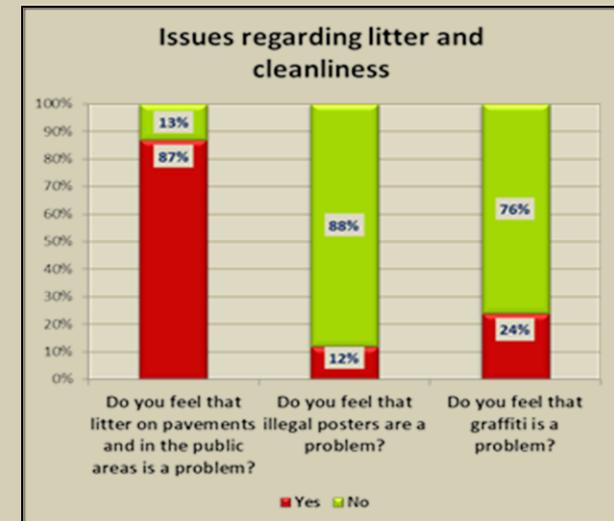


Figure 6 Opinion on litter and cleanliness



Figure 7 Litter in the public areas

Two public area cleaning issues were surveyed specifically. These issues related to illegal dumping and the need for waste recycling initiatives in the area. To gain opinion on the first issue, respondents were asked to indicate whether illegal dumping is a problem in the area. Respondents were asked where the illegal dumping takes place and also given the opportunity to indicate what type of waste is most often associated with the illegal dumping practices (See Figure 8). 55% of respondents indicated that illegal dumping is a problem. General household waste and builders rubble is the most common types of waste illegally dumped. The photographic survey found ample evidence of illegal dumping as shown in Figures 11 and 12.



Figure 11 Evidence of illegal dumping – in this case vehicle glass



Figure 12 Evidence of illegal dumping – in this case house hold waste and builder's rubble

The need for waste recycling clearly exists in the Salt River area. 77.5% of all participants indicated that there is a need for recycling in the area. Figure 10 illustrates the required types of recycling that respondents indicated as important and the frequency that it was listed. A major generator of waste relates to uncontrolled bin picking which generates additional litter in the streets and public areas. 43% of all participants indicated this as a problem (See Figures 13 and 14).



Figure 13 Bin picking generates litter



Figure 14 Bin picking generates litter

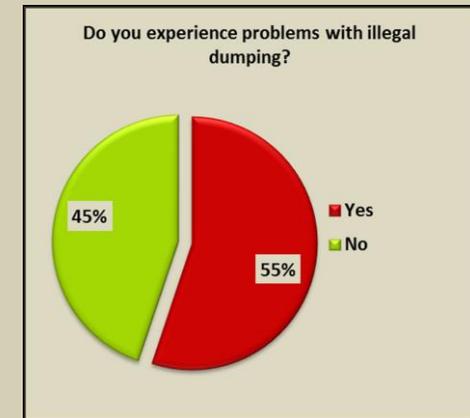


Figure 8 Opinion on types of illegal dumping



Figure 9 Illegal dumping of builders rubble

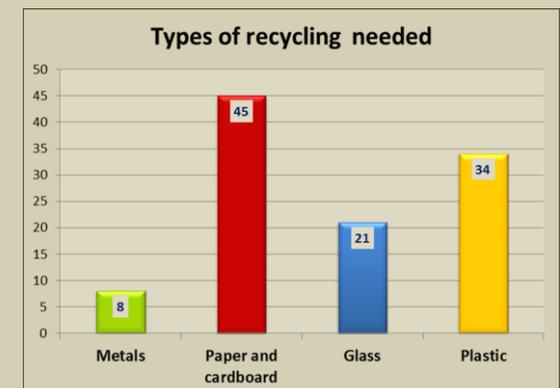


Figure 10 Types of recycling listed

In summary the perception survey revealed the following results regarding litter and cleanliness in the area:

- Overall, most of the public streets and places are unmaintained and are regarded as unclean.
- 30% of the participants regard the general state of cleanliness as poor and only 14 % regarded it as good.
- Waste management is a problem and litter is evident in most of the public areas and streets.
- 55% of the participants indicated that there is indeed a problem with illegal dumping.
- 43% noted that bin picking is a problem which generates litter in the public areas.
- Although very few people notes graffiti as a problem many instances of graffiti was found in the area.
- 77.5% of the participants indicated a need for recycling.

In order to address the issues of litter and cleaning of the public environment a comprehensive cleaning plan to supplement the existing municipal services is proposed in the SRBID area as set out in the Implementation Plan.

Area lighting and traffic

The third section of the survey sought the opinion of participants regarding the lighting of streets and pavements and the standards of traffic signs and road markings. 65% of the participants regarded the standard of street signage and markings as good to excellent while 35% regarded it as of a fair to poor standard (See Figure 15). Figures 16 and 17 illustrate the status of signage in Salt River. Bent, disorientated and faded signage illustrates the opinion of some of the survey participants. Sixty-two percent (62%) of the participants regarded the street lighting as sufficient.

Urban Management

Further to the issues of lighting, signage and cleaning in the public environment, urban management problems are present in some areas of the proposed SRBID area. In terms of the basic elements of the public environment most people (62%) in the area regarded the status of the public environment as fair to poor.

In terms of the use of pavements and walkways in the public area 48% of participants are not satisfied with the maintenance of the pavements in the area. The photographic survey captured numerous locations where the pavement infrastructure has been damaged including missing manhole covers (See Figures 18 and 19).

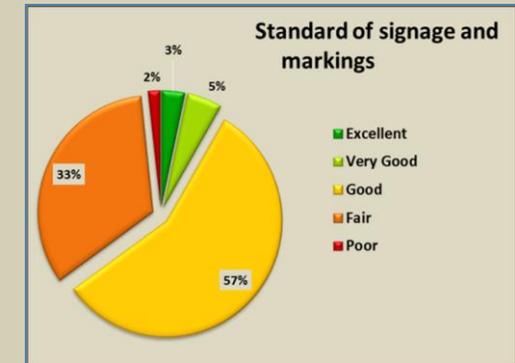


Figure 15 Standard of signage and markings



Figure 16 Poor quality of street and information signs



Figure 17 Damaged street signage



Figure 18 Unmaintained sidewalk surfaces



Figure 19 Broken manhole covers on sidewalks

In general, some portions of the public environment can be described as “in distress” with some elements suffering from neglect and general deterioration. These elements include street furniture such as public signage and items such as public phones, and litter bins. Figure 20 illustrates these issues picked up during the photographic survey. It is clear that the requirement for this area is to improve and then maintain higher standards of service and maintenance. The incidents of poor urban management and problems in the public area need to be addressed before such problems become more wide-spread.



Figure 20 Incidents of urban management neglect

In order to address these urban management issues in the public environment a comprehensive management plan in association with the existing City of Cape Town Service Departments is proposed in the SRBID area as set out in the Implementation Plan.

The social environment

Most areas experience a level of homelessness with vagrants using the opportunities to beg for food and money. Homeless people often utilise public areas such as parks and alleyways for shelter and congregate on areas of potential income such as parking areas, traffic signals and shopping malls. 76% of survey participants perceive homelessness as a problem in Salt River. Participants were asked to identify the issues associated with homeless people in the area. The most frequently identified issues in the area in order of priority is begging, sleeping in the area, bin picking, alcohol and drug abuse and theft as shown in Figure 21.

43% of respondents indicated that bin picking is a problem in Salt River. Bin picking creates various problems in any urban area as it supports vagrant communities through recycling of small amounts of material from bins. This in turn leads to anti-social behaviour including littering, aggressive begging and opportunistic criminal activity such as theft. General anti-social behaviour has also been mentioned by survey respondents who have singled out drinking in public, begging in the area and urinating in public as three particular related issues. Figures 22 to 23 illustrate these perceptions and support the opinion of the respondents. Table 2 lists the locations frequented by homeless people.

Locations	
Victoria Road	Browning Road
Main Road	C/O Kent & Salt River Road
Lower Main Road	Copperfield Road - off Dickens Road
Roodebloem Road	Salt River Field
Salt River Road	Hopkins Street
Durham Avenue	Milner Road
Albert Road	Nedbank
FNB	Pickwick Road
Lower Salt River	Kent Road
Lower Woodstock	Aubrey Road

Table 2 Locations frequented by homeless people

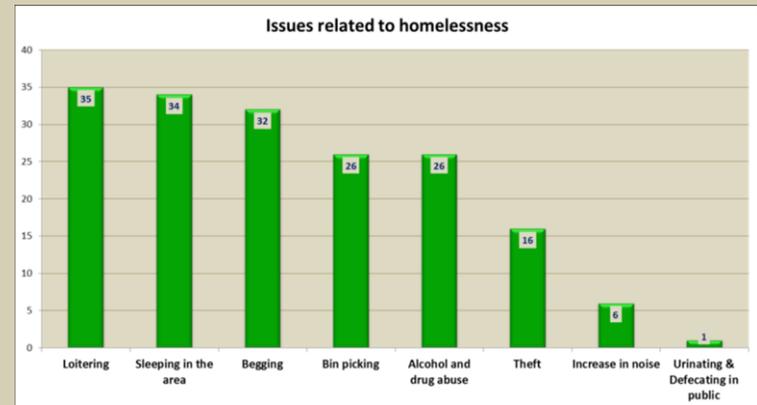


Figure 21 Issues related to homelessness and the social environment



Figure 22 Issues related to homelessness and the social environment



Figure 23 Issues related to homelessness and the social environment

Marketing of the Salt River area

35% of the survey participants indicated that the Salt River area has deteriorated over the last 5 years. This perception needs to be changed to improve the image of the area. 80% of respondents indicated that would be useful to have events in order to build a community spirit in Salt River. Participants indicated the type of events they would prefer and support. Figure 24 illustrates the type of events and the number of participants that selected each type of event.

Comprehensive marketing and branding of the SRBID area can only follow on the successful execution of the Implementation Plan to develop a management strategy for the area. Initial marketing will focus on these successes where after further plans can be developed.

Priorities for the Salt River area

The perception survey concluded with an opportunity for participants to rank each of the seven general themes of the survey in terms of its importance (See Table 3). As shown in Table 3, 90% of the respondents that responded ranked safety and security as the most important issue. Litter and cleanliness was selected as the second highest priority in Salt River. Social issues such as vagrancy and begging were ranked as a third priority.

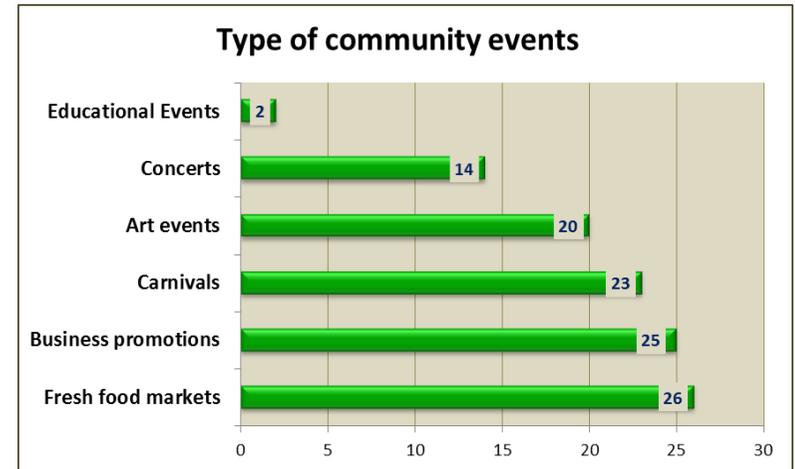


Figure 24 Types of community events selected by respondents

Table 3 Ranking of priorities for Salt River

Service delivery category	Most important	2nd most important	3rd most important
Safety and security (including lighting)	90% selected		
Litter and cleanliness		62% selected	
Road and street signage			
Maintenance of public spaces			
Social issues such as vagrancy and begging			28% selected
Health and environmental safety			
Marketing of the area			

Part 2: Special Rating Areas

What is a Special Rating Area (SRA)?

In principle the SRA will enable the establishment of a statutory body (a Non Profit Company) managed by a board elected by its members, and operated by a management team appointed by the board as per the SRA By-law of the City of Cape Town. An SRA refers to a clearly defined geographical area where property owners from the area pay an additional rate to fund additional municipal services to improve and upgrade that specific area as set out in the business plan for the SRA.

The additional municipal services typically include the provision of additional public safety, public area cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area. The SRA additional rates (which attract VAT) will be collected by the City of Cape Town from property owners in the area and paid over to the SRA Non Profit Company (NPC). The budget will be dedicated to the specific area only. The SRA additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional municipal services allows individual property owners to benefit from a well-managed neighbourhood including a shared sense of communal pride, safety and social responsibility.

An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

Formation and operation of a Special Rating Area

The procedure for establishing and managing a SRA is described below.

- The geographic boundaries of the improvement district (SRA) have to be established.
- All property owners within the defined area should be consulted and exposed to the proposed intervention.
- A perception survey measures the perception of people in the area and highlights specific needs and shortcomings
- A comprehensive business plan must be developed to address the needs of the area
- A consent and objection period has to occur and a pre-determined majority (50% plus 1) of the properties must vote in favour of the SRA in order to apply for the establishment of an SRA.
- Additionally, the full council has the final approval of the SRA.
- Every property owner needs to be informed about the establishment of the SRA
- Once a SRA is approved, all of the property owners within the SRA have to pay the additional rate.
- Once legally constituted, the local authority will collect the additional rate from all property owners within the demarcated area.

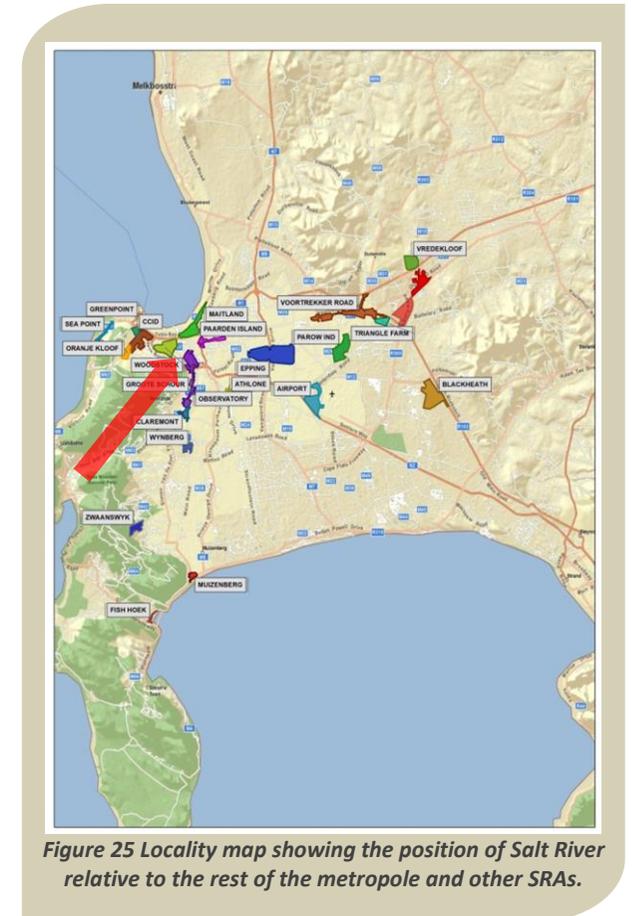


Figure 25 Locality map showing the position of Salt River relative to the rest of the metropole and other SRAs.

- The local authority collects the additional rates from the property owners within the boundary of the SRA and pays the SRA (NPC) monthly one twelfth of its approved budget less 3% which is retained as a provision for bad debt.
- Each SRA has its own board of directors, elected by the members of the SRA. A Board of Directors consists of property owners within the SRA and a political representative from the City of Cape Town appointed to the Board by the City of Cape Town.
- A Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved SRA business plan will oversee the implementation thereof.
- The board can appoint service providers and staff to manage the day-to-day operations within the SRA.
- The supplementary services provided by the SRA should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven.
- The local authority must maintain its current level of service and must continue providing similar services when the SRA is in operation. This is to ensure that the SRA services remain supplementary and are not a replacement for local authority baseline services.
- The SRA is established for an initial period of five years. Annual and term renewals are required.
- An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

Typical services offered within a Special Rating Area

Services offered within a SRA do not replace the services of the City of Cape Town but rather complement and supplement those services. Typically SRAs provide the following services:

Each SRA has its own board of directors, elected by the members of the SRA. A Board of Directors consists of property owners within the SRA and a political representative from the City of Cape Town appointed to the Board by the City of Cape Town.

A Non-Profit Company (NPC), which is responsible for the management of the SRA, within the framework of the approved SRA business plan will oversee the implementation thereof.

The board can appoint service providers and staff to manage the day-to-day operations within the SRA.

The supplementary services provided by the SRA should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven.

Improved public safety

SRAs provide supplementary public safety services to enhance services from the national and local policing services. With the assistance of Neighbourhood Safety Ambassadors (also known as Neighbourhood Safety officers) and private security companies SRAs effectively provide visible policing in conjunction with metro police, SAPS and

What are the benefits of SRAs?

The SRA approach is holistic

All issues that may be negatively impacting on the area are investigated and dealt with on an integrated basis by the property owners and stakeholders within the area.

Enhancement of the environment and strengthening of investor confidence

Enhancing the safety, cleanliness and economic vitality of different urban nodes which include: residential, commercial, retail and/or industrial - strengthens the competitiveness and attractiveness of the area.

The SRA supports investment

The perception of crime, grime and general environmental disorder in most urban areas has a negative impact on residents, family life and the willingness of people to visit the area and thus sustain economic growth and development.

An SRA creates a positive identity for the area

The establishment of a SRA provides a new and positive identity from which to launch a concerted effort to maintain and enhance the asset base in the area thus attracting continued investment and development.

The SRA offers private sector management and accountability

Once the SRA is set-up, a management body is established in the form of a Non-Profit Company. This company appoints a manager through which the SRA is managed. Annual reports and budgets are developed by the SRA management team which provides a full set of monthly management accounts overseen by the board. This ensures that the SRA is directly accountable to those in the community who pay the additional rate. In addition, the Inter Service Liaison Department of the City of Cape Town provides an oversight role to ensure appropriate execution of the business plan and management of the public funds.

existing community policing forums.

Cleaning and maintenance

SRAs provide cleaning and maintenance services over and above those provided by local government. This could include frequent pavement and street sweeping, daily trash and litter removal, weeding of pavements, removal of illegal posters/pamphlets in the area and graffiti from buildings and public amenities.

Urban monitoring

Urban monitoring aims to regularise the quality and management of the environment producing management information that contributes to increasing the urban management know-how and capacity in a given area. This is achieved through a system of breakdown and incident identification, recording, reporting, tracking and resolution carried out by the management team.

Place Marketing and branding

The identity or the “DNA” of a place is what distinguishes it from another, providing people with a richly layered sense of that place and what connects them to it, giving them a stake and a sense of ownership within. The identity of a place equals its distinctiveness, and distinctiveness only occurs when the features and character of that place have been used creatively to develop and promote it. Whatever they are, these individual qualities can quite literally transform the economy of an area and the way it is promoted. Identity, and the way it is used to market a place brings opportunities for community development, with property owners and stakeholders participating in projects that not only develop that locality but the network of relationships within it.

Parking and transportation

SRAs work closely with the City of Cape Town, Taxi Associations and Metrorail to agree and implement effective parking and transportation solutions.

Social services and Informal Trading Management

SRAs form alliances and partnerships with local NGOs and institutions and help to address common social issues within the immediate and surrounding area. It is common for SRAs to work with the City of Cape Town to implement local by-laws and policies including informal trade management.

What are the benefits of SRAs?

The effectiveness of the SRA is constantly measurable

Through the utilization of tools such as the urban monitoring system, urban environments are managed and monitored at street level on a regular and on-going basis. Statistical information, reports and graphs are generated and enable the SRA board and stakeholders to measure the success trends and developments over a period of time.

SRAs monitor any new developments or interventions that impact on the area

As the custodian of the area, the SRA is aware of developments in the area and is in a position to make collective comment to the authorities on land use change in order to guide the decision process.

SRAs form effective working relationships with appropriate bodies or associations

These relationships could include the local authority, tourism associations, and community policing forums, to name a few.

The SRA is able to put forward ideas for change to the local authority

Due to its close relationship with the local authority, the SRA is able to petition for new initiatives which will further improve the area, for example, traffic surveys.

Part 3: Business & Implementation Plan for the Salt River Business Improvement District (SRBID)

Vision, Mission and Goals of the SRBID

The vision of the SRBID is to maintain the Salt River Business District as a well-managed and safe urban environment.

The mission of the SRBID is to sustain Salt River as a safe, clean and attractive business district as part of the greater Salt River community through enhanced management.

The SRBID has the following goals:

- The sustained and effective management of the SRBID area.
- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract investment to the area.
- Support the promotion of the SRBID Business area as a safe and clean environment by promoting greening, energy efficiency, recycling and risk/disaster management.
- Support and promote social responsibility in the area

Operations of the SRBID

Once the City of Cape Town has approved the establishment of the SRBID its operations will commence. It is envisaged that this will occur from the 1st of August 2014.

The Implementation Plan is based on the results of the perception survey compiled in May 2013 with due recognition of the specific management issues, safety, cleaning, urban management and social needs of the area. In addition the Business and Implementation Plans incorporate service delivery standards to be provided by the City of Cape Town directorates and specific projects and capital investments for the duration of the Business Plan lifecycle. Table 4 illustrates the top 3 needs selected and ranked by the perception survey participants as priorities for the activities of the SRBID.



Figure 26 Various property upgrade projects are taking place throughout Salt River. The SRA aims to support this urban regeneration process and improve levels of public safety and the maintenance of the public environment

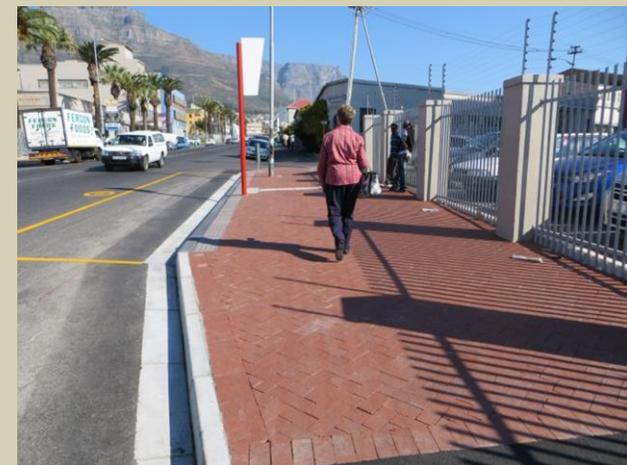


Figure 27 Various public spaces in the area have undergone upgrade through initiatives such as the MyCiTi project.

Table 4 Ranking of priorities for the SRBID

Service delivery category	Most important	2nd most important	3rd most important
Safety and security (including lighting)	90% selected		
Litter and cleanliness		62% selected	
Road and street signage			
Maintenance of public spaces			
Social issues such as vagrancy and begging			28% selected
Health and environmental safety			
Marketing of the area			

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

- The management of the SRBID operations,
- The provision of extensive safety and security measures
- The cleaning, greening and maintenance of the public spaces in the area
- In co-operation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the SRBID.
- Through constructive partnerships with all the role-players in the Salt River area a recycling initiative will be implemented to improve the sustainability of the industries and potentially create employment opportunities and social upliftment in the area.
- Marketing and promotional efforts will be undertaken to promote the SRBID area as a well-managed and functioning industrial node.

The specific actions to achieve the above operations are set out below. In addition a detailed implementation schedule is provided in Appendix A.

Current City of Cape Town service levels

Once the management team has accepted the responsibility to manage the Salt River Business Improvement District the SRA management will facilitate communication and consultation with the various City of Cape Town line departments responsible for service delivery in the SRBID area.

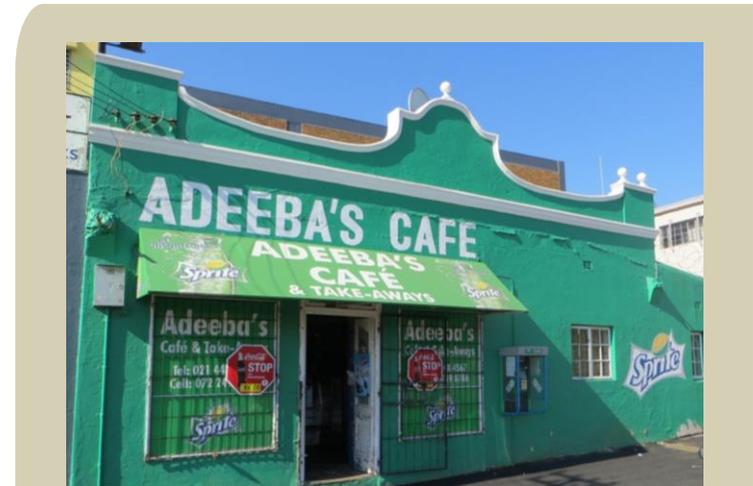


Figure 28 The Salt River area is home to characterful businesses and buildings. The sustained management of the area will support the continuation of these businesses into the future.



Figure 29 Various buildings illustrate murals and public art providing a unique experience for visitors to linger and enjoy the area

Public Safety

In order to improve safety and security the SRBID will develop a comprehensive and integrated public safety plan for the area in conjunction with the appointed service provider. These actions will include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

The SRA initiative and the inherent security situation of the area require the deployment of patrol officers and patrol vehicles to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is for day-time operations between 07:00 and 17:30 when most businesses are operational in the area. This will be supported by a night-time vehicle patrol element. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the SRBID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and patrol vehicles who will provide a reassuring presence on streets 7 days a week.

Public Safety Officers

The public safety officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and providing an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify criminal activity and form an extension of the SAPS and the local authority law enforcement. A smaller group of well-trained public safety officer have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as crime prevention and reporting, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure. Figure 27 shows a group of patrol officers during training.

It is proposed that **6** public patrol officers be deployed in the Salt River SRA, Monday to Friday and **6** patrol officers on weekends between 07:00 and 17:30. An additional patrol officer will man the mobile command post 5 days a week. They will be supported by **2** patrol vehicles. One patrol vehicle will be on a 24/7 basis and the second vehicle will be on a Monday to Friday, daytime basis. In addition, the Department of Community Safety of the Western Cape Provincial Government will be approached for a donation of a mobile command post which the Department supplies to SRAs in Cape Town. This command post will serve as a public contact point within the SRBID and a reporting point for the patrol officers. In addition this deployment will be supported by a comprehensive radio and communications network linked to a supporting control room to be supplied by the service provider. This will provide additional safety measures and an increase in visible security presence. Figure 31 shows the patrol officers in high visibility uniforms and a mobile command post and public contact centre. Figures 32 to 34 shows patrol officers engaging with the public and proposed high visibility patrol vehicles for the SRBID.



Figure 30 Public Safety Patrol Officers undergo extensive training to become knowledgeable on issues such as crime prevention

The public safety plan includes

- 1 x public safety coordinator (contract manager)
- 6 x public safety patrol officers patrolling the area on foot, 7 days a week during the day-time and 6 public safety patrol officers patrolling the area on foot on weekends.
- 1 x public safety patrol officer manning 1 x mobile command post (the command post will only be deployed if sponsorship is received from DOCS)
- 1 x patrol vehicles patrolling the area on a 24/7 basis
- 1 x patrol vehicles patrolling the area on weekdays during the day
- Radio communications network

Assistance from the City of Cape Town

The SRBID will further enhance its safety and security initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilising the services of the one dedicated Law Enforcement officer from the City of Cape Town that will be dedicated to the Salt River CBD area as well as the Neighbourhood Safety Officer deployed by the Metro Police in the area. These services are made available to SRAs by the City of Cape Town and provide officers that will:

- Enforce compliance with By-Laws and Policies
- Have powers of arrest
- Issue appropriate fines for the transgression of City By-laws
- Enhance safety and security in the SRBID



Figure 31 Public Safety Patrol Officers are highly visible and patrol on foot. The mobile command post is used for reporting and serve as a public contact point with the SRBID

CCTV Surveillance Project

The proposed budget and business plan also incorporates the development of a CCTV surveillance programme whereby capital expenditure for the implementation of strategically placed surveillance cameras is envisaged over the next 5 years. The cameras will assist in acting as a deterrent and will assist in the monitoring of areas that are difficult to or less frequently patrolled by foot patrollers and patrol vehicles.

Operational security forum

In order to facilitate an integrated approach the SRBID will initiate and implement a safety and security forum in association with the appointed security service provider. These actions will include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

This forum will encourage the involvement of members of the SRBID, property owners, tenants, businesses and representatives of the above mention organisations. Operational and response protocols will have to be governed and decided upon at an operational forum convened to oversee safety and security initiatives within the area. This forum will serve to share pertinent crime information as well trends or emerging threats. The forum should ideally be attended by the following stakeholder groups:

- The preferred private security service provider – employed by the Improvement District
- The cleansing supervisor of the Improvement District
- The local SAPS Commander
- Metropolitan Police Services
- Law Enforcement Services
- Traffic Services
- A representative of the Community Policing Forum
- Representatives of other private security companies operating within the area.

Perimeter security and security applications

Existing property owners and businesses should be encouraged to improve existing security applications. This includes initiatives to encourage property owners and businesses to enforce their perimeters, add electrified fencing and deploy powerful flood lights.



Figure 32 Public Safety officer engage with people on street



Figure 33 Engagement with homeless people and the issues of shopping trolleys



Figure 34 Highly visible patrol vehicles

Area Cleaning and Urban management

Most established Special Rating Areas that have appropriate budgets available have deployed the services of a dedicated public cleaning service to provide the “top-up” or additional cleaning services required in their areas. Through the development of pro-active programmes to create work opportunities for homeless people, (most notably through NGOs) have presented the opportunity to direct the work programmes to include cleaning and maintenance services to SRAs. These partnerships between SRAs and NGOs create a more cost effective approach to the provision of a “top-up” service to the municipal cleaning services.

It is therefore suggested that area cleaning and urban management initiatives will focus on specific areas at a time and will coordinate efforts with existing services provided by the City of Cape Town. In addition it is proposed that a semi-skilled team of well-equipped workers provided through a social work programme are deployed in the SRBID area to provide cleaning- and urban management services. This plan depends on close cooperation with NGO’s and the City of Cape Town’s social intervention strategy through which a small number of individuals (most probably former homeless individuals) can be identified to be re-integrated into society through gainful employment in the urban management team.

To establish the most effective cleaning plan the strategy will support existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.

The plan will be executed by establishing a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

Urban infrastructure will be improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town’s departments to address infrastructure defects. This will be done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.
- After a base level of repair and reinstatement has been achieved the SRBID team will implement local actions to correct minor issues.

In addition, the urban management team will assist with

- Graffiti removal from non-municipal infrastructure where possible
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure
- Painting of road markings and correction of road signs
- Greening, tree pruning and landscaping
- Kerb, bollard and paving reinstatements
- Storm water drain cleaning where required

The cleaning contingent will deploy the team in various areas and rotate through the SRBID. Figure 35 illustrate the typical make-up of the urban maintenance team who will perform multiple tasks including area cleaning and urban maintenance. Team members can be recruited from homeless people seeking gainful employment and training can be facilitated to improve their skills and potential utilisation. The cleaning and urban maintenance team includes:

- 4 x urban management workers in one 5 hour shift per day. The shifts will be run Monday to Friday
- 1 x urban management supervisor (may be the CID manager)

The following equipment will be required:

- General cleaning equipment such as spades, picks, etc.
- General maintenance tools such as scrapers, paint brushes, spanners etc.
- Materials such as paint, cement, cold asphalt and cleaning materials such as plastic bags which will be acquired as needed and within budgetary limitations.



Figure 35 the combination of social upliftment through job creation and the development of an urban maintenance team have had positive results in other SRAs

Recycling Initiative

The City of Cape Town's Solid Waste Department have embarked on various recycling projects incorporating waste drop-off facilities completely dedicated to recycling and/or the appointment of waste recycling companies that support the collection and recycling of waste from businesses. The SRBID will embark on processes to develop and facilitate similar facilities and initiatives for the Salt River CBD area in support of the need for recycling programs.

Social responsibility

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The SRBID will coordinate social intervention actions with the various NGO's and social improvement organisations in the area to assist in the develop of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Once the Social Intervention Plan has been finalised the SRBID management will assist to facilitate and

monitor the strategy and implement social rehabilitation. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

The skills development and employment opportunity programme offered by the urban management process will assist in this task. In addition an information and communication strategy will be developed to inform the businesses and property owners of the area on issues of homelessness and unemployment and the intervention alternatives that exist or are planned. These initiatives will integrate with existing programmes of organisation already active in the community.

Marketing

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

- Establishing and maintaining an informative website.
- Distributing SRBID flyers and/or newsletters reflecting the initiatives and successes of the SRBID.
- Promoting the SRBID amongst the local businesses and industries.
- Promote community pride through the initiatives of the SRBID in making the area cleaner and safer.

Property Owner Supported Projects

Property owners with the financial means to contribute beyond their SRA levy for the SRBID will be encouraged to support various additional initiatives such as:

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

All additional funding to be approved at an AGM and included into the next year’s Implementation Plan and Budget.

5-Year Budget of the SRBID

The 5-year budget for the implementation and operations of the SRBID is set out in Appendix B. It reflects the identified needs of the SRBID operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all commercial properties in the area and this attracts VAT. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any SRBID additional rates.