

**BUSINESS PLAN FOR THE
JONKERSHOEK
Special Rating Area**



REVISION 2 – JULY 2014

**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 Mostertsdrift - Uniepark- Karindal - Rozendal - Simonswyk & Jonkershoek Farms Special Rating Area

This report was prepared for the Steering Committee of the proposed Jonkershoek Special Rating Area by Gene Lohrentz of Geocentric Information Systems.

Disclaimer

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This proposal covers the period 1 July 2015 to 30 June 2020 as set out in three parts, namely:

Part 1: Motivation

Part 2: Budget

Part 3: Implementation Plan

PROPOSED JONKERSHOEK SPECIAL RATING AREA Information:

Name of SRA: JONKERSHOEK Special Rating Area
Contact Person: Mr Mias van der Westhuyzen
Contact Telephone No: 082 920 5841
Commencement Date: 1st July 2015
Municipality: Stellenbosch

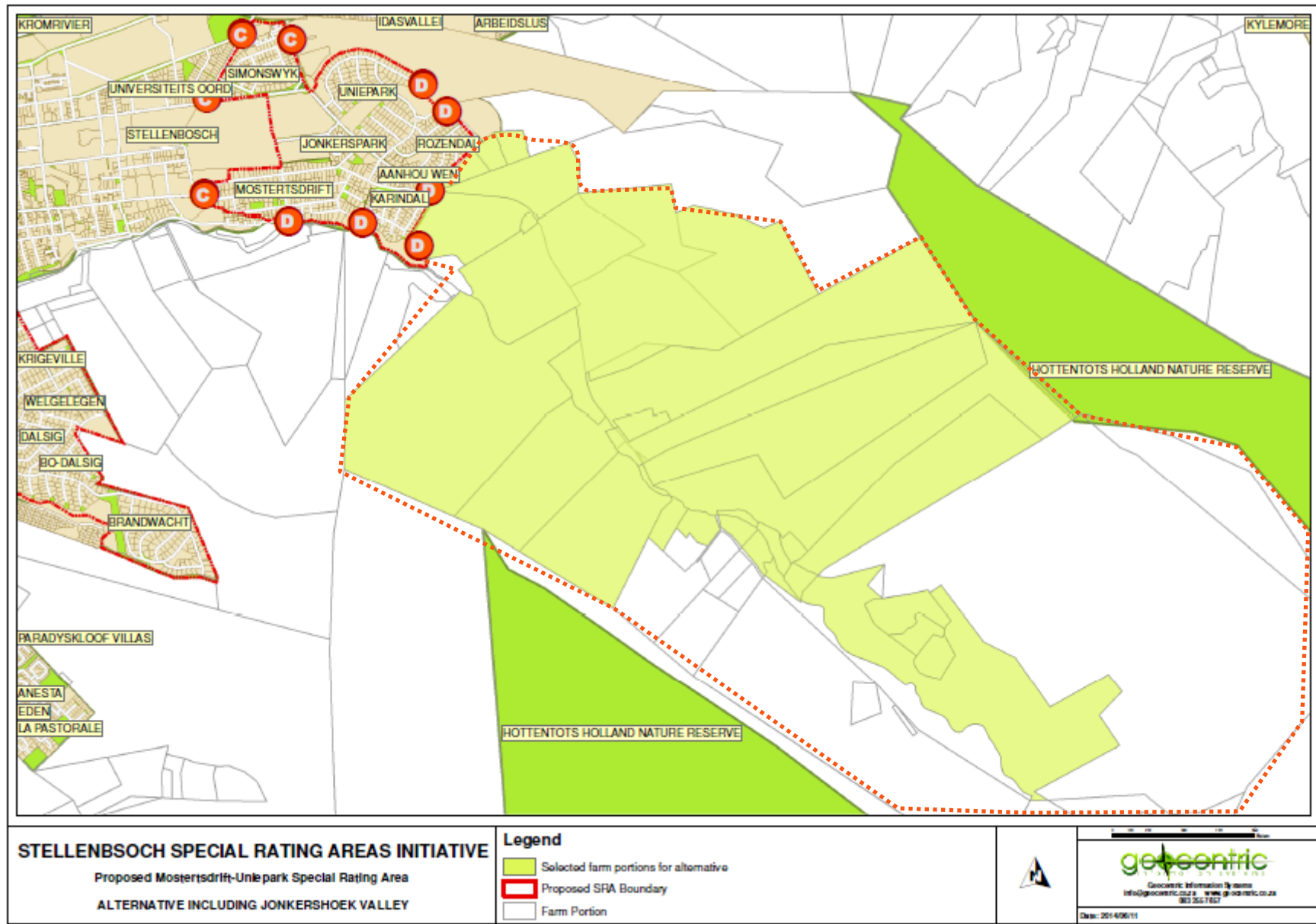
Principal Contacts

NAME	E-MAIL ADDRESS
Mias van der Westhuyzen	mias@payat.co.za
Pieter Venter	pjventer606@me.com

Boundaries of the PROPOSED JONKERSHOEK Area (Also to Map 1 & 2 below)



The proposed boundaries are outlined below:

- Northern Boundary –** From the intersection of Merriman Avenue and Cluver Road along Cluver Road then following the northern boundary of erven 5412 and 5386 and 14392 then along Simonsbeg Street and the northern boundary of erven bordering Union Avenue and Rozendal Avenue up to Omega Street.
- Eastern Boundary –** From the intersection of Rozendal Avenue and Omega Street along the watershed boundary of all agricultural properties in the Jonkershoek Valley to include all residential and agricultural erven to the west until the boundary intersects with the Eerste River at the Karindal neighbourhood.
- Southern Boundary –** Along the Eerste River westward up to where the boundary intersects with Van Riebeeck Street.
- Western Boundary –** From the intersection of Van Riebeeck Street and Jonkershoek Road to Jannasch Street and northwards up to the intersection with Merriman Street and along Merriman Street up to the intersection with Cluver Street.
-



Map 1 Boundary of the proposed Jonkershoek Special Rating Area including the agricultural area



<p>STELLENBOSCH SPECIAL RATING AREAS INITIATIVE Mostertsdrift - Uniepark - Karindal - Rozendal - Simonswyk Special Rating Area</p>	<p>Legend  Proposed SRA Boundary</p>	<p> Geocentric Information Systems info@geocentric.co.za www.geocentric.co.za 083 256 7667 Date: 2014/05/26</p>
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Map 2 Boundary of the residential component of the proposed Jonkershoek Special Rating Area

Executive Summary

Founded in 1679 by Simon van der Stel, then appointed Governor of the Cape, Stellenbosch has grown to be recognised today for its wine and it is also renowned for its academic institutions. Today the University of Stellenbosch has approximately 20 000 students, and the surrounding communities and agricultural industries interact with the town and its business and academic institutions on a daily basis. While the central business district and industrial nodes offer support to industry the residential neighbourhoods offer a unique lifestyle opportunity for residents linked to spectacular mountain and rural scenery, access to nature on their doorstep and supported by all the modern amenities that this town can offer.

Unfortunately the area has also become the target of criminal elements wishing to exploit the area and its residents. Most residents are aware of crime, concerned about crime or have been directly affected by crime in the area. Property owners adjacent to nature reserves, green belts and rivers have been hit by criminals accessing neighbourhoods from these areas and even the student community have experienced its fair share of criminal activity.

In 2012 the Stellenbosch Municipality approved the Special Rating Area By-law for the town thereby setting the platform for property owners to establish such areas in Stellenbosch. Certain suburbs in cooperation with Stellenbosch Watch 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 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 Stellenbosch Municipality. 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 Municipality from property owners in the area and paid over to 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 and safe neighbourhood including a shared sense of communal pride, safety and social responsibility.

Vision, and Goals of the SRA

The vision of the SRA is to establish and maintain a safe, clean, and attractive residential area.

The SRA has the following goals:

- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and Stellenbosch Municipality 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.
- Support the promotion of the area as a safe and clean environment by promoting greening, energy efficiency and recycling.
- Support and promote social responsibility in the area
- The sustained and effective management of the area.

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BACKGROUND AND INTRODUCTION

Founded in 1679 by Simon van der Stel, then appointed Governor of the Cape, Stellenbosch has grown to be recognised today for its wine and it is also renowned for its academic institutions. Today the University of Stellenbosch has approximately 20 000 students, and the surrounding communities and agricultural industries interact with the town and its business and academic institutions on a daily basis. While the central business district and industrial nodes offer support to industry the residential neighbourhoods offer a unique lifestyle opportunity for residents linked to spectacular mountain and rural scenery, access to nature on their doorstep and supported by all the modern amenities that this town can offer.

Unfortunately the area has also become the target of criminal elements wishing to exploit the area and its residents. Most residents are aware of crime, concerned about crime or have been directly affected by crime in the area. Property owners adjacent to nature reserves, green belts and rivers have been hit by criminals accessing neighbourhoods from these areas and even the student community have experienced its fair share of criminal activity.

Together the residential communities of a number of Stellenbosch residential suburbs established Stellenbosch Watch with the intention to increase cooperation between neighbourhood watches and to ensure a coordinated fight against crime in Stellenbosch through improved communication between the Stellenbosch Watch, the South African Police Service (SAPS) and other law enforcement agencies.

In 2012 the Stellenbosch Municipality approved the Special Rating Area By-law for the town thereby setting the platform for property owners to establish such areas in Stellenbosch. Certain suburbs in cooperation with Stellenbosch Watch 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 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 Stellenbosch Municipality. 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.

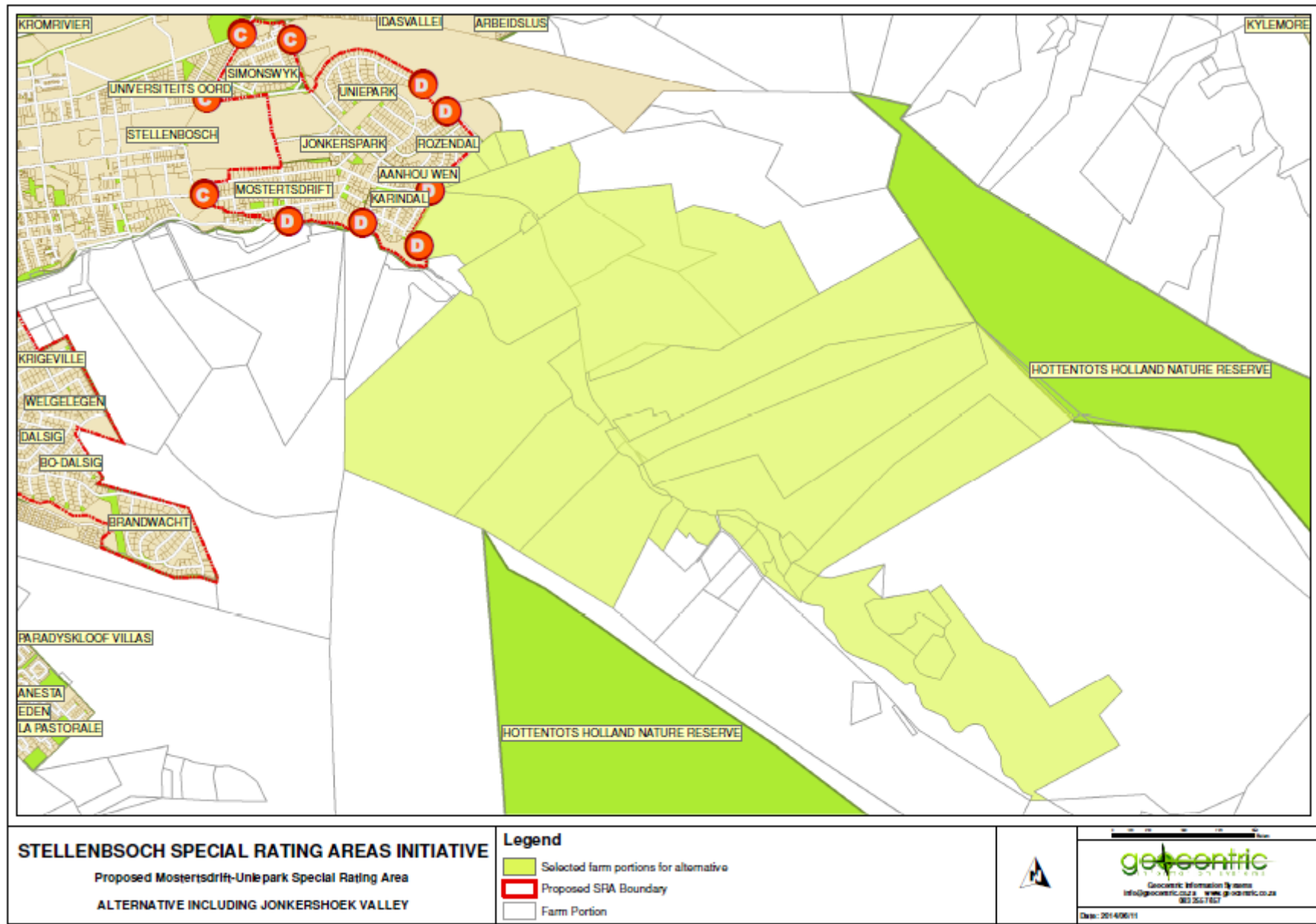
The SRA additional rates is collected by the Municipality from property owners in the area and paid over to a Non Profit Company (NPC). The budget will be dedicated to the specific area only. The additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed and safe neighbourhood 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.*



Figure 1 Locality map showing the position of the proposed SRA relative to the greater Stellenbosch area.



Map 3 Boundary of the proposed Jonkershoek Special Rating Area

Part 1: Urban Analysis - The need for an SRA

Urban Challenges Mostertsdrift - Uniepark- Karindal - Rozendal - Simonswyk Area

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

- Safety and security
- Litter and cleanliness
- Lighting & marking of streets and pavements
- Maintenance of the 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 Steering Committee was used to develop an overall analysis of the urban challenges of the area.

Safety and Security

The latest crime statistics for the entire Stellenbosch area is shown in Table 1. These figures illustrate the fact that in the area experience crime high incidents of which could occur or originate from the public domain including assault, theft, theft from motor vehicles robbery and house and business burglaries. Table 1 illustrates the official crime statistics for Stellenbosch based on data from the South African Police Service. It is important to note that this may not be a true representation of Mostertsdrift - Uniepark- Karindal - Rozendal - Simonswyk area since it only constitutes a small portion of the entire Stellenbosch 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. Overall reported crime shows an upward trend in Stellenbosch and property related crime such as residential burglaries and theft from motor vehicles shown significant increase (See Figure 2).

Crime statistics however do not reflect the perception of the people living, working and transiting through the area. In general, crimes such as property related crime, house robberies and theft out of motor vehicles have a negative impact on the sense of safety in a neighbourhood. These are typically crimes that directly and negatively influence the attraction to and perception of safety in the area and significantly detract from the desirability of the area. Survey participants were asked to

Crime Category	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012	April 2012 to March 2013	Per Month based on 2012-13
CONTACT CRIME (CRIMES AGAINST THE PERSON)								
Murder	17	25	21	34	30	24	25	2
Total Sexual Crimes	65	82	75	112	111	114	113	9
Attempted murder	12	14	18	20	27	29	35	3
Assault with the intent to inflict grievous bodily harm	296	274	273	261	261	249	292	24
Common assault	269	291	280	286	250	280	307	26
Common robbery	55	71	96	117	199	189	228	19
Robbery with aggravating circumstances	77	121	146	146	201	223	328	27
CONTACT-RELATED CRIMES								
Arson	3	1	7	2	8	14	12	1
Malicious damage to property	511	541	556	450	290	246	311	26
PROPERTY-RELATED CRIMES								
Burglary at non-residential premises	193	239	239	296	405	374	414	35
Burglary at residential premises	648	952	894	945	1057	1098	1278	107
Theft of motor vehicle and motorcycle	219	244	272	223	243	242	324	27
Theft out of or from motor vehicle	1 342	1 158	1 086	1 296	1933	1516	1698	142
Stock-theft	27	21	25	14	10	12	12	1
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION								
Illegal possession of firearms and ammunition	10	13	17	18	13	14	13	1
Drug-related crime	180	225	298	361	327	332	254	21
Driving under the influence of alcohol or drugs	55	77	121	208	147	132	83	7
OTHER SERIOUS CRIMES								
All theft not mentioned elsewhere	2 092	1 822	2 008	1 758	1959	1917	1921	160
Commercial crime	141	173	198	225	306	318	288	24
Shoplifting	264	203	295	282	283	281	255	21
SUBCATEGORIES OF AGGRAVATED ROBBERY FORMING PART OF AGGRAVATED ROBBERY ABOVE								
Carjacking	1	4	6	3	3	8	7	1

Table 1 Crime statistics for the entire Stellenbosch Area

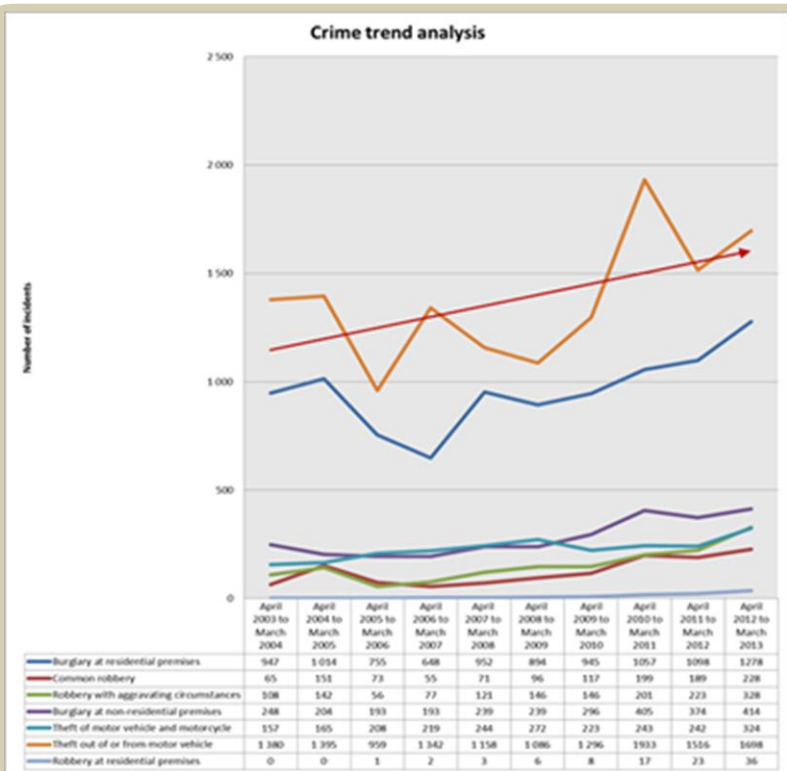


Figure 2 Crime trend analysis

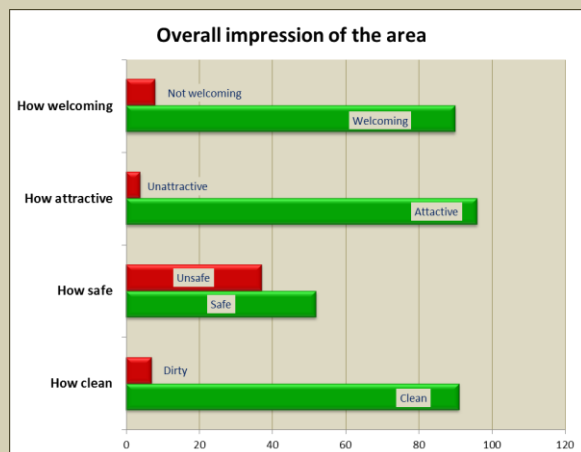


Figure 3 Overall impression of this part of Stellenbosch

provide an overall impression of their neighbourhood of Stellenbosch. Most respondents indicated that they perceive the area as welcoming, attractive and clean yet more respondents indicated the area as unsafe illustrating the perception that crime has an influence on their perception of the area (See Figure 3).

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 4 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 burglaries at properties, especially businesses, robberies and armed robberies and theft in general occurs most often in the area and support the statistics listed in Table 1.

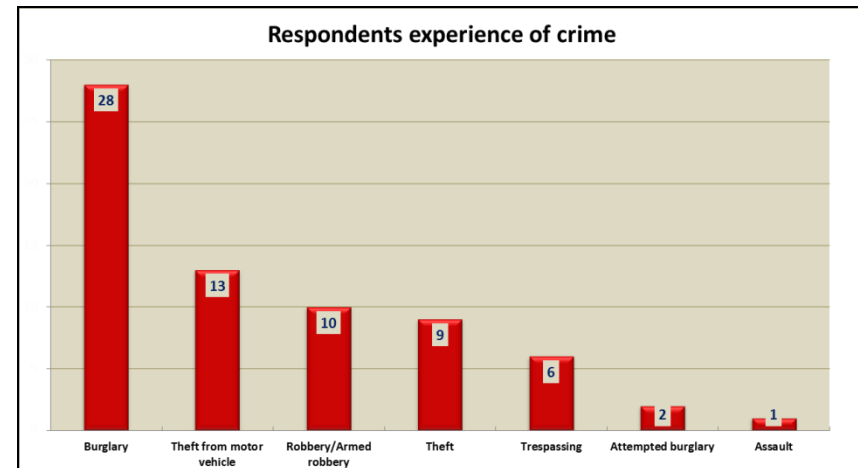


Figure 4 Experience of crime

27% of the respondents indicated that the crimes took place between 16:00 and 24:00, and 44% indicated between 24:00 and 08:00 illustrating a tendency for crimes to be committed during early evening or at night. 34% of the participants also indicated crimes during the day between 08:00 and 16:00.

Beyond their personal experiences participants 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. Participants were also given the opportunity to specify any activity not listed. Figure 5 illustrates the various criminal activities highlighted in the questionnaire 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, theft from motor vehicles, shoplifting and snatching of belongings occurs most often in the area.

Table 2 lists the locations that residents in the area noted as the places where crime takes place.

Table 2 Locations of criminal activity

Location	Frequency
Out of homes and cars	24
All over the area	15
Houses which appear to be unoccupied or unprotected	7
Public Parks / Green Areas	3
Cul-de-sac at end of Union Avenue	2
Houses close to the river	2
In the bushes next to Union Avenue	2
Rozendal Avenue	2
In the streets	2
Close to Helshoogte Road	2
Where students live	1
Merriman Street	1
Kommandeur Street	1
Eersterivier	1
Province Avenue	1
Omega Street	1
The plantation above Auberge Rozendal	1

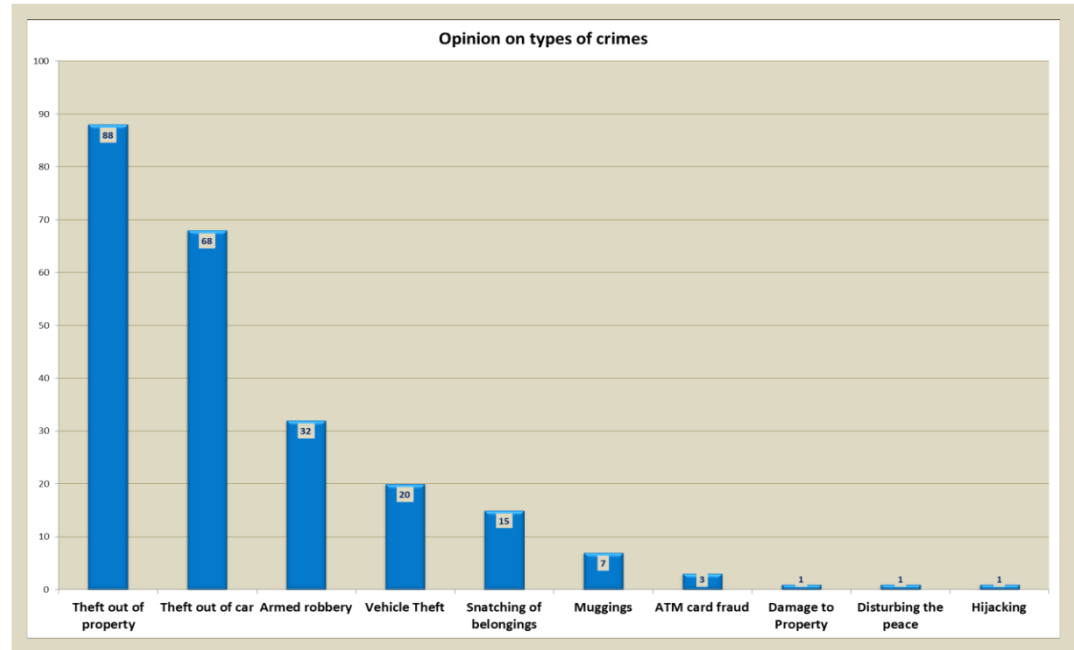


Figure 5 Number of times that participants listed typical criminal activities

The survey also tested respondent’s opinion on the effectiveness of current policing efforts and also asked respondents to provide a reason for their rating. As illustrated in Figure 6 nearly 70% regarded the security situation in as fair to poor and note the lack of SAPS visibility most frequently as a reason for the ineffectiveness of the SAPS. A comprehensive safety and security plan has been developed to address the safety and security issues of the area.

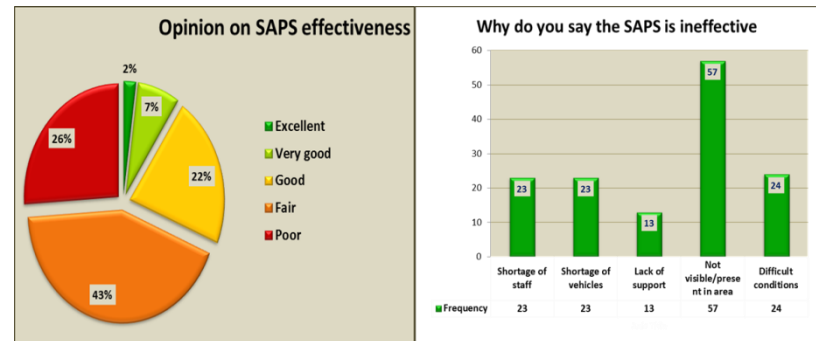


Figure 6 Opinion on SAPS effectiveness

Litter and cleanliness of 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 7 and 8 show a summary of the opinions regarding litter and cleanliness. Litter in the public areas seems to be rare and is absent in most areas. Most participants regard the general state of cleanliness as very good (38%) to excellent (9%) while another 39% regarded it as good. Only isolated incidents of litter are found in the area (See examples in Figure 9). The responses to the issue of refuse collection are very positive from properties where it would seem to be collected regularly.



Figure 9 Litter in the public areas

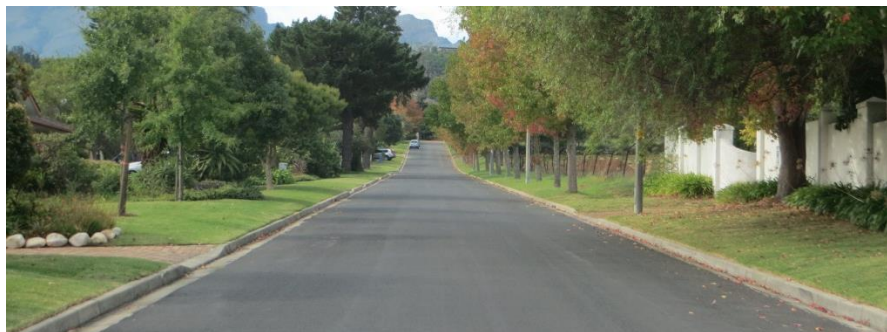
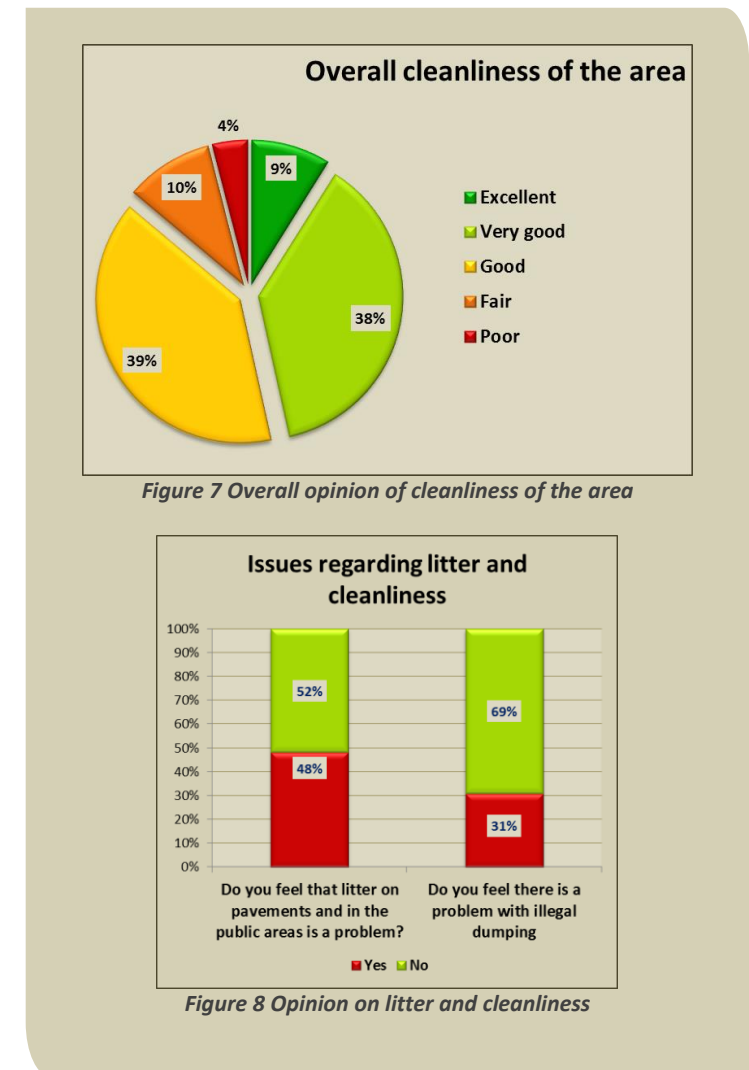


Figure 10 Streets are generally very clean.



Two public area cleaning issues were surveyed specifically. These issues related to illegal dumping and bin picking 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. 31% 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 isolated evidence of illegal dumping as shown in Figures 13 and 14.



Figure 13 Evidence of illegal dumping – in this building rubble



Figure 14 More illegal dumping

Waste recycling clearly exists in the area. 91% of all participants indicated that they participate in the local recycling initiative. Figure 11 illustrates the types of recycling that respondents indicated as important and the frequency that it was listed. In addition, the photographic survey also found the availability of public recycling bins in the area as shown in Figure 12.

Bin picking is mostly associated with the presence of homeless and unemployed people that frequent the area, especially on refuse collection days, to find food and recyclable materials from refuse bins. Sadly, this practice also results in additional littering when bin pickers sort the waste on sidewalks leaving the area littered and dirty. Significant numbers of homeless people and bin pickers frequent the Stellenbosch residential areas, especially on waste collection days. 47% of the respondents indicated that they experience problems associated with bin picking.

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

- Overall, most of the public streets and places can be regarded as clean.
- 86% of the participants regard the general state of cleanliness as good to excellent.
- 31% of the participants indicated that there is indeed a problem with illegal dumping.
- 47% noted that bin picking is a problem which generates litter in the public areas.
- Although very few people notes graffiti as a problem a number of instances of graffiti was found in the area.
- 91% of the participants indicated a support recycling.

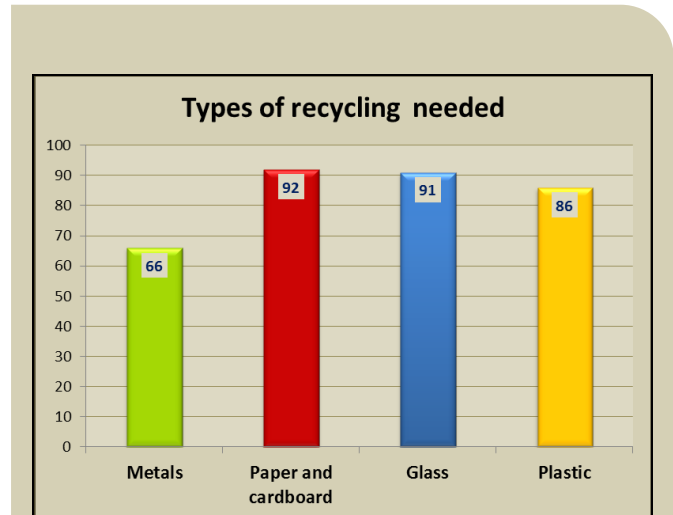


Figure 11 Types of recycling listed



Figure 12 Public recycling point

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. 74% of the participants regarded the standard of street signage and markings as good to excellent (See Figure 15). Only isolated incidents of poor signage and markings were found in the area as shown in Figures 16 and 17. Eighty-five percent (85%) of the participants regarded the street lighting as sufficient.

Urban Management

Further to the issues of lighting, signage and cleaning in the public environment, some urban management problems are present in some of the public spaces in the area. In terms of the basic elements of the public environment most people (73%) in the area regarded the status of the public environment as good to very good.

Street furniture such as litter bins and benches are in a state of disrepair and some public open spaces have long grass and trees and shrubs that need pruning and maintenance (See Figures 18 and 19). It is clear that sidewalks are mostly maintained by the property owners themselves and the general impression of the area is of a green attractive and well-maintained residential neighbourhood.



Figure 18 Unmaintained street furniture



Figure 19 Unmaintained street furniture

The business plan for the area should reflect some support to deliver additional services to improve and maintain these public open spaces and the related street furniture which will enhance the attractiveness of the area further.



Figure 15 Standard of signage and markings



Figure 16 faded traffic sign



Figure 17 The street name on the kerbstone is completely obscured

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. 50% of survey participants perceive homelessness as a problem in this part of Stellenbosch. 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, bin picking, theft and alcohol and drug abuse as shown in Figure 20.

31% of respondents indicated that bin picking is a problem in the area. 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. Figures 22 illustrate some of these perceptions showing homeless people living close to the river.

Priorities for the Mostertsdrift - Uniepark- Karindal - Rozendal - Simonswyk area

30% of the respondents of survey indicated that the area has deteriorated. 20% indicated that it has improved. The perception survey concluded with an opportunity for participants to rank each of the general themes of the survey in terms of its importance (See Table 3). As shown in Table 3, 93% of the respondents that responded ranked safety and security as the most important issue. The cleanliness of public areas was selected as the second highest priority area.

Table 3 Ranking of priorities for the area

Service delivery category	Most important	2nd most important	3rd most important
Safety and security (including lighting)	93% selected		
Public area cleanliness		30% selected	
Good roads, sidewalks and cycle paths			32% selected
Maintenance of public spaces			
Social issues such as vagrancy and begging			

The business plan for the SRA aims to reflect these priorities and distribute resources accordingly to address the highlighted issues of the residents in the area.

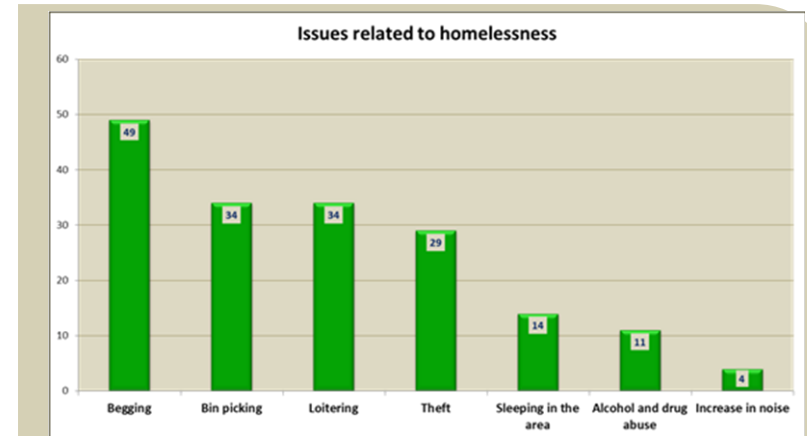


Figure 20 Issues related to homelessness and the social environment



Figure 21 Issues related to homelessness and the social environment

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 Stellenbosch Municipality. 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 Stellenbosch Municipality 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 Stellenbosch Municipality.

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 in the case of commercial areas and 60% plus 1 in the case of residential areas) 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.

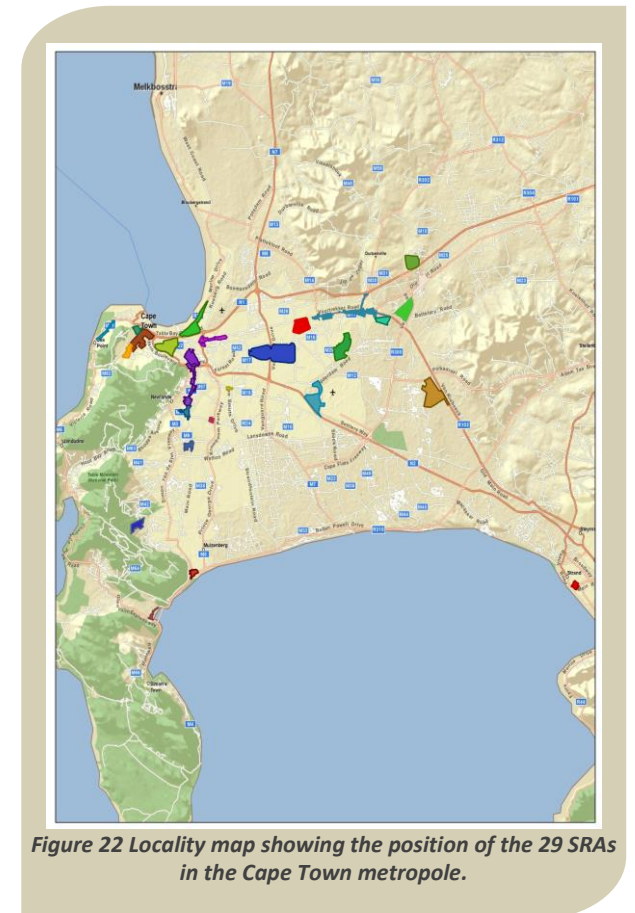


Figure 22 Locality map showing the position of the 29 SRAs in the Cape Town metropole.

- 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 Stellenbosch Municipality appointed to the Board by the municipality.
- 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 Stellenbosch Municipality.

Typical services offered within a Special Rating Area

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

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 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.

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 Stellenbosch Municipality provides an oversight role to ensure appropriate execution of the business plan and management of the public funds.

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.

Social services

SRAs form alliances and partnerships with local NGOs and institutions and help to address common social issues within the immediate and surrounding area.

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 Jonkershoek SRA area

Vision, and Goals of the SRA

The vision of the SRA is to establish and maintain a safe, clean, and attractive residential area.

The SRA has the following goals:

- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and Stellenbosch Municipality 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.
- Support the promotion of the area as a safe and clean environment by promoting greening, energy efficiency and recycling.
- Support and promote social responsibility in the area
- The sustained and effective management of the area.

Operations of the SRA

Once the Stellenbosch Municipality has approved the establishment of the SRA its operations will commence. It is envisaged that this will occur from the 1st of August 2015.

The Implementation Plan is based on the results of the perception survey compiled in April 2014 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 Stellenbosch Municipality directorates and specific projects and capital investments for the duration of the Business Plan lifecycle. Table 5 illustrates the top 3 needs selected and ranked by the perception survey participants as priorities for the activities of the SRA.

Table 4 Ranking of priorities for the SRA

Service delivery category	Most important	2nd most important	3rd most important
Safety and security (including lighting)	93% selected		
Public area cleanliness		30% selected	
Good roads, sidewalks and cycle paths			32% selected
Maintenance of public spaces			
Social issues such as vagrancy and begging			



Figure 23 The urban environment is not in serious distress. The neighbourhood is well maintained and served with good infrastructure.



Figure 24 The parks are generally well maintained. In some cases benches and litter bins need repair.

In order to address these needs the SRA will be directed to address five main focus areas namely:

- The management of the SRA 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 Stellenbosch Municipality departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the area,
- Through constructive partnerships with all the role-players in the area a process of job creation will be developed for the urban cleaning and maintenance service and potentially create employment opportunities and social upliftment in the area.

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

Current Stellenbosch Municipality service levels

Once the management team has accepted the responsibility to manage the SRA the SRA management will facilitate communication and consultation with the various Stellenbosch Municipality line departments responsible for service delivery in the area.

Public Safety

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

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- Stellenbosch Municipality 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 a balanced approach by utilising different resources for day-time and night-time operations including the use of CCTV cameras.

Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the Stellenbosch Municipality the following public safety and security plan is proposed for the area. 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 or patrol the area by bicycle. 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 social issues, criminal activity and behaviour. If required patrol officers also provide walking escorts to people entering their homes late or elderly and vulnerable people feeling insecure. Figure 27 shows a group of patrol officers during training.

It is proposed that 3 public patrol officers be deployed in the SRA, Monday to Sunday between 06:00 and 18:00. They will be supported by a patrol vehicle. The patrol vehicle will be on a 24/7 manned by an armed response officer. 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 25 shows the patrol officers in high visibility uniforms as deployed in SRAs in the Cape Metropole (Maitland City Improvement District). Figures 26 to 29 shows patrol officers engaging with the public and proposed high visibility patrol vehicles for the SRA similar to the current Stellenbosch Watch vehicles.



Figure 25 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)
- 2 x public safety patrol officers patrolling the area on foot or on bicycle, 7 days a week during the day-time.
- 3 x patrol vehicles patrolling the area on a 24/7 basis manned by an armed response officer
- Radio communications network
- CCTV camera network to comprise of 8 cameras and monitoring the area

Assistance from the Stellenbosch Municipality

The SRA will further enhance its safety and security initiative through close cooperation with the Safety and Security Directorate of the Stellenbosch Municipality to link in with their initiative to support a safer public environment. This effort will be focused on securing the services of Law Enforcement officer from the Stellenbosch Municipality to the area on a regular basis to support the following actions:

- 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 SRA

CCTV Surveillance Project

The proposed budget and business plan also incorporates the development of a CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras is planned outside the scope of this business plan but where the expansion and maintenance of the camera network 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. The initial camera network is shown in Map 3 below.



Figure 26 Public Safety Patrol Officers are highly visible and patrol on foot.



Figure 27 Engagement with homeless people and the issues of shopping trolleys



Figure 28 Highly visible patrol vehicles



Figure 29 Public Safety Patrol Officer in bicycle



Map 3 Proposed position of initial camera network

Operational security forum

In order to facilitate an integrated approach the SRA 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
- Stellenbosch Municipality Safety and Security Directorate
- Community organisations
- Other stakeholders

This forum will encourage the involvement of members of the SRA, property owners 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 SRA
- The manager of the SRA
- 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 will be encouraged to improve existing security applications. This includes initiatives to encourage property owners to enforce their perimeters and deploy measure such as adequate lights.

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. 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 in all the public areas when required.

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 Stellenbosch Municipality 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 SRA Manager.
- After a base level of repair and reinstatement has been achieved the SRA 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
- The maintenance of the public spaces – specifically the parks in Thibault Street, Jonkershoek Way, Water Road and Heresingel.

The cleaning contingent will deploy the team in various areas and rotate through the SRA. Figure 30 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:

- 3 x urban management workers per day. The shifts will be run Monday to Friday The following equipment will be required:
- General cleaning equipment such as spades, picks, and general grass cutting tools such as a lawn mower and brush cutter
- General maintenance tools such as scrapers, paint brushes, spanners and materials such as paint, cement, cold asphalt and cleaning materials such as plastic bags.



Figure 30 the combination of social upliftment through job creation and the development of an urban maintenance team have had positive results in other SRAs

Social responsibility

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The SRA 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 Stellenbosch Municipality, all relevant social welfare organisations and institutions.

Through the development of pro-active programmes to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their 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 when large area clean-ups or specific maintenance tasks are required. It is therefore suggested that in addition to the permanent maintenance team a social work programme is used to deployed previously homeless people from NGOs for specific clean-up projects in the area.

Public relations

The communications of the SRA will initially focus on communicating with the members and property owners of the SRA by:

- Establishing and maintaining an informative website.
- Distributing SRA newsletters reflecting the initiatives and successes of the SRA.
- Promote community pride through the initiatives of the SRA in making the area cleaner and safer.

Property Owner Supported Projects

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

- Donation of infrastructure for the deployment of CCTV cameras of properties in strategic locations.
- 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.
- Donation of supplies and equipment for the operations of the SRA 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 SRA

The 5-year budget for the implementation and operations of the SRA is set out in Appendix B. It reflects the identified needs of the operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all 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 SRA additional rates.