

# **BLACKHEATH CITY IMPROVEMENT DISTRICT NPC (BCID) BUSINESS PLAN**

**1 July 2021 – 30 June 2026**



## **APPLICATION FOR THE CONTINUATION OF SERVICE IN THE MANAGEMENT OF THE BLACKHEATH INDUSTRIAL AREA BY THE BLACKHEATH CITY IMPROVEMENT DISTRICT NPC (NPC Registration No: 2005/036286/08)**



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This business plan is available at [www.bcid.co.za](http://www.bcid.co.za)



# City Improvement District

## Blackheath

committed to making a difference

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## **MOTIVATION REPORT**

### **Introduction**

Since its inception on the 01<sup>st</sup> of July 2005 the Blackheath City Improvement District NPC (BCID) has had 3 renewal of terms and has continued to deliver an essential list of additional services to the services being delivered by the City of Cape Town (The City). These services are delivered directly to the property owners within the registered BCID boundary. These services are delivered as per the company's approved Business Plan.

It is envisaged that only commercial property owners will contribute. A CID is a community-driven venture, allowing the local community, property owners and local businesses to organise and fund improvements of specific areas within the City. Once established by the City, a non-profit company (the "CID Company"), carries out the improvements and upgrades proposed in its business plan, funded by an additional rate levied on rateable property located within the BCID. In the case of the BCID, it is envisaged that only commercial property owners will contribute to the improvements and upgrades, as there are no residential properties present within the BCID boundary.

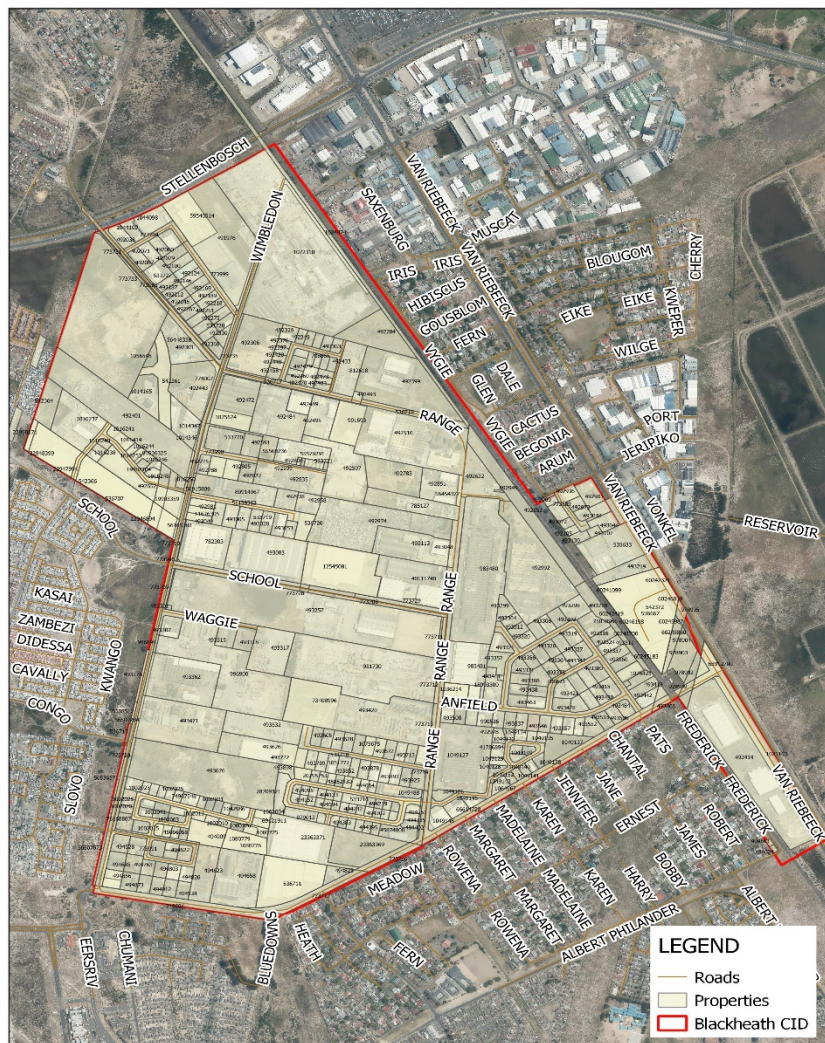
This application is being submitted by Brendan van der Merwe, on behalf of the Directors of the BCID NPC. The registered office address of the BCID is the Neulux Logistics Building, 21-23 Wimbledon Road, Blackheath Industria, 7580. The registered postal address is P.O. Box 12, Blackheath, 7581.

## BCID Geographical Boundary

The Western Boundary runs from the railway line in the North above Cape Concrete, along the Stellenbosch Arterial Road down toward Range Road where it cuts South toward Congo Road along the proposed Blue Downs Rail Link Corridor, then running along Congo Road to meet with Wimbledon Road and along in a Southerly direction along Wimbledon Road to Buttskop Road in the South.

The Northern Boundary runs along the railway line from the Stellenbosch Arterial Road to Station Road and meets the Eastern Boundary that runs along the Strand Road from Station Road until the Southern part of Brights Hardware in the South.

The Southern Boundary traverses the area from Brights Hardware in the South in a Northerly direction along the railway line to Buttskop Road where it runs along Buttskop Road all the way along to Wimbledon Road.



### **BCID Vision**

To transform the Blackheath Industrial Area into a sought after and preferred, attractive and secure, centrally located Industrial and Commercial business district and thereby enable business retention and expansion.

### **BCID Mission**

To provide enhanced area management and additional municipal services, including public safety, cleansing and marketing campaigns and assist the City with their focus on, the rehabilitation of and the upgrade to, municipal infrastructure within the Blackheath Industrial Area, whilst promoting social development.

### **BCID Core Values**

The Directors and Members of the BCID will embrace opportunities with integrity to improve the overall satisfaction of the Property Owners and Members of the BCID by strategic and ethical management of our resources and effective interaction and respectful engagement with our service partners.

The BCID is built on a set of core values. We live by these values which have shaped our success and the success of the Blackheath Industrial Area. Our reputation depends upon it. Our members can see the difference these values make in our business, and they can see the tangible results.

The Blackheath regeneration process has been built upon the strength and pillars of successful private-public partnerships at both operational and strategic levels.

We are transparent and accountable and this we achieve through the submission of annual reports to the local community, facilitation of local community participation in board meetings and members' meetings of the BCID company, and in the publication of relevant documentation online at [www.bcid.co.za](http://www.bcid.co.za).

## **BCID Operational Goals**

The BCID aims to promote Blackheath Industria as a sought after and preferred Industrial and Commercial Node by:

- Regular marketing and other positive press-based initiatives
- Endeavouring to offer a future for potential buyers and the development of new business
- Creating an environment that cares and values the safety and security of all workers and guests
- Establishing a clean, up-market Industrial Area that is tolerant, well-governed and has a process whereby issues can be addressed and resolved with local infrastructure owners
- Creating a competent working industrial node with a large skills base, growing capabilities with a competitive edge
- Supporting the local business community and their staff by assisting them with issues regarding their personal safety by:
  - Improving public safety.
  - Constant maintenance and cleansing.
  - Planned environmental development, including but not limited to beautifying and upgrading public areas and facilities; and
  - Promoting social and economic development in an environmentally sustainable manner.

## **Proposed Projects and Services**

The Blackheath Industrial Area requires the BCID entity to coordinate and manage the roll-out of the abovementioned objectives through its Implementation Plan.

The systematic and speedy transformation of the Blackheath Industrial Area that has been brought about by the Blackheath City Improvement District has surprised its members. The BCID has not only met, but by far outperformed its set targets over the last fifteen years and the Members of the Company are well in support of the proposed future endeavours of the organisation and the potential that this will bring to the Blackheath Industrial Area.

The accompanying 5-year Budget and Implementation Plan have been carefully designed in support of this function. We look forward to another phenomenally successful 5-year term.

The Implementation Plan sets out to define the Action Steps required under each of the Services that are provided by the BCID, it then stipulates who is responsible to achieve each of the listed action steps and further provides the Key Performance Indicators that are required to be reached under each item.

This provides for the measurable implementation of the Business Plan over the five-year period. The BCID then goes further to provide a year-on year Implementation Plan that is submitted to the City after each consecutive Annual General Meeting (AGM) along with a budget that is aligned to the Action Steps. Each year both the Budget and Implementation Plan are tabled at the AGM and agreed by the Members.

A mid-year review is undertaken by the Board in January of each year where the Board ensure that they identify any concerns regarding the Implementation of the Business Plan and then agree on remedial measures if required. A report and mid-year scorecard are submitted to the City to enable them to perform oversight and to assist with remedial actions if required.

The services provided by the BCID are broken down in the Implementation Plan:

- Company Management and Operations
- Public Safety / Law Enforcement
- Area Cleaning
- Urban Management Initiatives
- Social Intervention Initiatives
- Marketing Initiatives

The BCID projects and services will be directed to address six focus areas namely:

- The Management of the BCID Operations within the legal framework.
- The provision of public safety and security measures in the public areas.
- The cleaning, greening and maintenance of the public spaces in the area.
- In co-operation with City departments, action will be taken to address / monitor and manage urban public infrastructure issues and improve the urban areas.
- Through constructive partnerships with our partners we will support early childhood development initiatives within the social networks.
- Marketing and promotional efforts will be undertaken to promote the BCID as a well-managed and functioning business area.

### Planned roll-out of projects

Cleansing and Safety are priorities within a mixed-use node, as are infrastructure maintenance and development and then there are the essential relationships with the City departments and other service providers. The proposed total budget to be funded from additional rates for the period from 2021 – 2026 is R20,766,763.00 with a further provision of R250,000.00 from the Accumulated Surplus.

The accumulated surplus is made up of savings generated from refunds from the retention fund due to good collection rates, savings on projects and unspent budget items over the years since inception. The BCID carefully manages its spending and ensures a good collection rate that makes this possible.

**The Well-Run City.** The BCID has an implementation management plan in place to ensure the safeguarding of public funds that are earmarked for use within the BCID geographical boundaries for the benefit of the Blackheath Industrial Area and closely monitor and report back to its Members and the City on spending on a regular basis.

We have proposed to provide in excess of R3.9M to fund Cleansing Services over the next five years. Within this budget we have allowed for an amount of R668,000.00 to fund additional cleansing initiatives throughout the BCID. This amount funds the addressing of land and bush clearing as well as additional litter picking and the dealing with illegal dumping and other once off area cleaning initiatives.



This budget will fund our team of cleaners who work through the entire area Monday to Friday from 08:00 until 17:00, attending to the projects that require attention as per their works schedule and other identified priorities.

**The Opportunity City.** The BCID is working towards continued development and improvement of the urban environment through public safety initiatives that are all aimed at safeguarding and attracting new business and economic opportunities and thereby protecting and facilitating the creation of new employment opportunities.

Safety, as mentioned, is one of our core areas of concern and Public Safety initiatives will be centre to our spending over the five-year period between 2021-2026. The contract with our chosen Public Safety service provider, that will provide 24/7 Public Safety Patrols, will attract just over R2.2M. In addition to this we have set aside more than R1.261M to fund our dedicated City Law Enforcement Officials who serve to protect the public and enforce City Bylaws within the public space of the BCID.



Public Safety requires our chosen Public Safety Contract supplier to manage the placement of our CCTV equipped and manned Security Caravan at strategic, previously identified locations The Security Caravan in deployed from Monday to Friday from 08:00 until 17:00.

We have also allowed for a further R228,000.00 for our chosen service provider to monitor our CCTV Camera Network and approximately R155,000.00 to fund our Incident Tracking Software that is core to managing our data that is collected through the various BCID operational profiles.

Security CCTV overview cameras and License Plate Recognition cameras are monitored and patrolled on an ad-hoc, 24-hour basis by the control room. The Incident Desk Software supports this function and the service provider is responsible to capture all incidents as well as service delivery requests of whatever nature by mapping them to specific areas, allowing data to be collected regarding incidents and their specific locations.

Our CCTV networks will continue to be central to our Public Safety profile and to this end we have allowed for R563,709.00 to fund CCTV operations over the 5-year period and a further R590,495.00 to maintain and repair this network and our other related assets that support our daily operations. We have a maintenance contract with our carefully chosen CCTV installation service provider.

**The Safe City.** Through our various public safety initiatives and the related supporting services, the BCID undertakes to improve public safety within the urban areas within the BCID footprint and therefore directly supports a Safe City.

Value-add projects to top-up municipal services are equally essential, as are regular meetings with City representatives and the BCID makes managing this profile achievable. These projects aim to develop the environment by beautifying the public space by means of greening projects carried out in partnership with the municipality on an annual basis.



The BCID has planted and cared for in excess of 650 trees over a five-year period. Various public spaces have been upgraded and paved and street name signage was installed throughout the area. This added to the overall character of the area and requires regular maintenance due to theft and vandalism.

There are many future greening and tree planting projects planned in partnership with the City. Our contribution, in addition to that of the City, is to spend a further R530,000.00 on Greening and tree planting projects between 2021 and 2026. We have provided for in excess of R577,000.00 for Environmental Upgrading.

**The Efficient City.** The BCID partners with The City to ensure that projects are identified in line with the IDP and facilitates the planning and rollout of future projects by the various City Departments.

Capital Social development projects that are undertaken are undertaken in partnership with the City on City land and funded directly by the City and from donations in kind received from the members of the BCID and benefit only previously disadvantaged members of the neighbouring communities. The Sing for Africa Grade “R” School is a separate entity with its own constitution, bank account and management body and administration processes. So too is the Happy Feet Creche.



We shall engage in promoting social development through our partnership with the local Grade “R” school in the area where we support young learners with learning tools, PPE and other school safety equipment including CCTV and alarm systems and an alarm response to help secure them and their school land and buildings.

We have provided for R250,000.00 over the proposed five-year term to fund this essential service to the community of Happy Valley. In addition, we have allocated R32,557.00 over this period to donations in kind to assist local skills development projects done through our service providers. We have also provided for an amount in excess of R112,742.00 for Social Upliftment projects that support the safety condition of the assets that are used in the effort of providing education.

All proposed projects are provided in line with legislation and in consultation with the BCID Directors and Members of the Company at the Annual AGM, with the Sub-Council Management, Ward Committee and keeping the City of Cape Town's 5-Year Integrated Development Plan in mind.

**The Caring City.** The BCID supports the education of children in early childhood development. This profile was sorely omitted in the district plan and our efforts support parents with young children who need to work in the Industrial Area to know that their children are well cared for and fed during their time at work whilst being prepared for the school phase.

The BCID Manager will manage and oversee these functions and projects with the intention to provide support to the Social initiatives that we engage in.

By participating in various City and other local Government and Industry surveys and business expansion programmes we have attracted much new business and investment to the Blackheath Industrial area over the various terms in office and continue to partner with government and participate as much as possible in these focussed programs. The steady increase in the Blackheath rates base bears testimony to this ongoing commitment.

The services provided by the BCID are broken down in the Implementation Plan and are specifically identified to address the six focus areas provided for in a measurable way and the BCID Board and the City play an essential oversight role in this regard.

**The Efficient City.** The BCID ensures service delivery both from the local authority and all other service providers like Telkom and Eskom and other spheres of government and even private service providers by effectively communicating with them, ensuring faults are reported and repaired and highlighting future infrastructure needs.

By acting in the best interests of all persons entering the Blackheath Industrial Area and those associated to it, the BCID will operate only in the public areas within the BCID boundaries to benefit all members of the community without prejudice by:

- Creating a safe and clean environment in partnership with the City and local law enforcement agencies and contract Security companies to promote public safety.
- Marketing the area to attract the right mix of business and the further development of available tracts of vacant industrial land, whilst promoting developed properties and the general area to investors and potential tenants.
- Promoting and continuing to pursue greening projects within the area.
- Enhancing the provision of services by the local Authorities, including the rehabilitation, installation and upgrade of local infrastructure. Road safety and safety at the rail crossing continue to be prioritised.
- Promoting and prioritising pedestrian safety within the area to ensure the safe passage of staff to their workplace and other pedestrians and road users using routes to public transport within the area.
- Ensuring a holistic, democratic and dynamic approach to dealing with issues relative to the area, to the benefit of all concerned with the sustained and effective management of the BCID area.



There may be large future capital investments made by the City of Cape Town and other state entities. These major projects include, but are not limited to:

- The extension of Eerste River Way through the Wimbledon Road corridor
- The upgrade of the Buttskop Level Rail Crossing and restructuring of the local road network
- Further Non-Motorised Transport lanes
- The development of the future Blue Downs rail corridor
- A major tree planting project set to commence in 2020
- Upgrades to local Eskom Power infrastructure and the development of a local major power substation



There may be major private developments planned for the local area, as more businesses are investing in the Blackheath Industrial Area:

- The further major development of the Peninsula Beverage Site in School Road
- The major development of Erf 1001, 61 Range Road, Blackheath
- The major development of Erf 1196, Dynamo Road, Blackheath
- The potential development of Erf 1111, Wimbledon Road
- The potential development of Erf 1113, Buttskop Road
- Further development in Kwela Park, Range Road, Blackheath

This serves to name just a few of the potential new and more major contributors to the ever-growing rates base within the BCID area. The ongoing efforts of the BCID to create a safe and attractive Industrial Node will ideally attract further interest to the area and will ensure financial investment, whilst attracting new business interests.

Our contribution will be to underpin the above development by providing a professionally managed industrial area with Public Safety initiatives provided through our partnerships with the local law enforcement and private security enterprises.



### **The Financial Impact of the BCID model on the area**

*The budget for each year of the Business Plan:*

Year 1:	R 3,733,919.00
Year 2:	R 3,954,986.00
Year 3:	R 4,189,285.00
Year 4:	R 4,437,642.00
Year 5:	R 4,700,901.00

The annual budget increase is based on an average 6% escalation.

*Budget allocation by Main Budget Items:*

• Public Safety	26%
• Cleaning and Environment	27%
• Social	1%
• Provision for bad debts	3%
• Management and Daily Operations	33%
• General Expenditure	10%

The current year and past Non-Motorised Transport (NMT), verge upgrades and tree planting Projects that have been rolled out throughout the Blackheath Industrial Area by the City who are the delivering Authority have created a lasting legacy for the upliftment of the Blackheath Area and are the start of many a similar projects to follow over the proposed 5-year implementation period from 2021-2026.

### **How the Additional Rates are Calculated**

#### **Guidelines in terms of Additional Rates Calculations**

The BCID budget and additional property rates are approved by Council with the City's budget and is applicable over a financial year, which starts on 1 July.

Individual contributions for non-residential properties can be calculated as follows:

1. Municipal valuation x R 0.XXXXXXX = Annual contribution (VAT excl.) – Note: R 0.XXXXXXX represents the approved BCID additional property rate.
2. Annual contribution (VAT excl.) ÷ 12 = Average monthly contribution (VAT excl.)
3. Average monthly contribution (VAT excl.) x 1.15 = Average monthly contribution (VAT incl.)

e.g. R5,000,000 x R 0.002875 = R14,375.00 ÷ 12 = R1,197.92 x 1.15 = R1,377.60

#### **Criteria for exemptions under the Rates Policy**

- When the City grants a full or partial rebate as set out in the City's Rates Policy, the relevant property owner will be granted a 100% rebate in relation to the additional rate.

#### **The Proposed Management Structure of the BCID**

The BCID is incorporated as a Non-Profit Company in terms of the Companies Act. The BCID is managed under and complies fully with, the requirements of the Companies Act, the City's SRA By-Law and SRA Policy and has a formal Finance Agreement with the City of Cape Town. The Memorandum of Incorporation sets out the rights and responsibilities of the Directors by which the company is incorporated in the Act.

The BCID Board is made up of property owners that are elected at the AGM by the members and a City Councillor elected by the local Subcouncil attends meetings of the Board. Being a service organisation, the focus is on supplementing existing Municipal services. No funds from CID additional rates are spent outside of the BCID boundaries. All infrastructure upgrades and installations also benefit the neighbouring residential areas that consist of both formal and informal residential settlements.

**The BCID currently has the following Portfolios that are aligned to the IDP:**

CID Management & Operations – The Well-Run City  
 Public Safety / Law Enforcement Initiatives – The Safe City  
 Cleansing Initiatives and Environment – The Efficient City  
 Urban Management Initiatives – The Efficient City  
 Social Intervention Initiatives – The Caring City  
 Marketing Initiatives – The Opportunity City

In line with the City's Special Rating Areas Policy (SRA Policy), the BCID Directors annually prepare an overall budget for the year based on the specific needs of the area as set out in the Business Plan. The budget is funded by the property owners through an additional property rate levied on the municipal valuation of all properties within the BCID boundary. Additional property rates attract VAT @ 15%.

The additional property rate is calculated by the City annually during the City's budget process. The additional rate is expressed as a Cent-in-the-rand and is calculated by dividing the BCID budget total with the total municipal valuation of properties in the BCID.

The SRA Policy allows for a differentiation in tariffs for the different types of properties, however only a non-residential additional property rate is applicable in the BCID area.

The BCID is funded solely by additional property rates collected from property owners within the BCID boundaries. The City of Cape Town collects on behalf of an SRA an Additional Rate over and above the existing property rates; this additional rate is paid over to the CID that in turn operates according to the approved Business Plan, as approved by the members.

The additional rate is expressed as a Cent in the Rand calculation that is applied to the municipal valuation of the property and is payable by all the property owners within the designated boundary. Annual Financial Statements are available from the BCID office or from the BCID website at [www.bcid.co.za](http://www.bcid.co.za) .

Additional rates do not accrue to the City, although the City and the SRA share an invoice to save on collection costs. The additional rate appears as a separate item (Improvement District Levy) on the monthly municipal account of each property owner within the BCID geographical boundary. VAT on the additional rate can be recovered from the Receiver of Revenue.

### **The Current Directors of the BCID are:**

Mr Andre Smuts	Rocla	<a href="mailto:andre.smuts@isgroup.co.za">andre.smuts@isgroup.co.za</a>
Mr Graham Noonan	MacAdams Baking Systems	<a href="mailto:gnoonan@macadams.co.za">gnoonan@macadams.co.za</a>
Mr George Ferreira	TJ's Lekka Braai	<a href="mailto:george@tjslekkabraai.co.za">george@tjslekkabraai.co.za</a>
Mr Joshua van Zyl	Cape Industrial Property	<a href="mailto:josh@capeindustrialproperty.co.za">josh@capeindustrialproperty.co.za</a>
Mr Gysbert Kappers	DBL Decking	<a href="mailto:kappers@iafrica.com">kappers@iafrica.com</a>
Mr Christiaan Rust	Neulux Logistics	<a href="mailto:christiaan@abetanks.co.za">christiaan@abetanks.co.za</a>

Auditor	C2M Chartered Accountants Inc
Company Secretary	Tax Accounting and Statutory Services (Pty) Ltd

### **Permissible Amendments to the Business Plan**

There are currently no plans to investigate or explore significant changes to the strategy or operations of the BCID and therefore none are noted here. Should any significant changes be required, such changes will be subject to the approval of the Members of the BCID at an Annual or Special General Meeting.

The Blackheath Industrial Node is a developing area. Large tracks of Industrial Land are still available as investment properties for development, often being sub-divided and sold on as smaller tracks of individual industrial properties of about 1000 square meters each. These properties are also being developed, adding to the ever-growing rates base within the Blackheath Industrial Area.

This results in a continued growth in membership, property values and therefore contributing members, in turn making the Blackheath CID additional rate extremely affordable and remaining on a slow growth trajectory. To cope with increased demand and services, increased spending will be required as this trend continues over the next five years. The additional workload requires an assistant to the CID Manager to help with the increased admin function.

A large growth in registered properties took place between 2007 and 2019. The number of properties has grown from 307 in 2007 to over 570 in 2019.

This continued development and the increased demand could result in strain on the BCID resources and the budget being reviewed again during the next financial period.

This valuation increase will make some allowance for the increase in required services due to the new properties being added, whilst the increased membership due to more properties / higher property values and therefore the required additional contributions will ensure that a nominal increase, approximately equivalent to or below CPIX will be passed to members year on year. The proposal is 6% year on year.

This will be precluded by a 7.2% increase for the 2021-2026 Financial Year that is necessitated by a requirement for the Capital Replacement Fund post the implementation of CCTV cameras in and around the BCID area. It is likely that the proposed budget may have to continue to be amended on an annual basis going forward, depending on the abovementioned growth and the additional requirements and demands that this local growth will put on the operational ability of the BCID.

## **ANNEXURES**

### **Annexure “A”: List of Rateable Properties**

### **Annexure “B”: Implementation Plan**

### **Annexure “C”: Term Budget**

## **LIST OF RATEABLE PROPERTIES WITHIN THE BCID**

<b>Use Description</b>	<b>Total Val</b>	<b>St No</b>	<b>Street</b>	<b>Unit No</b>	<b>Sect ID</b>	<b>LIS Key</b>	<b>ERF No</b>
Subdivisions	0	2A	BUTTSKOP ROAD		0	1021107	416
Vac Land Oth Z	20000	2B	FREDERICK STREET		0	978910	416
Retail	64000000	73	VAN RIEBEECK ROAD		0	493414	416
Vac Land Oth Z	500000	69C	VAN RIEBEECK ROAD		0	542373	416
	1000	71B	VAN RIEBEECK ROAD		0	536667	416
Subdivisions	0	32A	DYNAMO WAY		0	22947994	454
Light Indust.	0	27	METAL ROAD		0	533721	454
Light Indust.	11891000	60A	SUNBIRD EAST DRIVE		0	536707	454
Vac Ind Land	6500000	9	UTILIS STREET		0	494009	454
Small Holdings	0	58	WIMBLEDON ROAD		0	542366	454
Light Indust.	4235000	2	HELENE AVENUE		0	492458	792
Vac Ind Land	1090000	4	HELENE AVENUE		0	492440	793
Workshop	1447163	6	HELENE AVENUE		0	492420	794
Retail	2677000	2	BAREWOOD CLOSE		0	492969	795
Light Indust.	1177000	8	HELENE AVENUE		0	492397	795
Light Indust.	2028000	10	HELENE AVENUE		0	492376	796
Offices	4267000	6	STATION STREET		0	492901	796
Light Indust.	4033000	12	HELENE AVENUE		0	492329	797
Light Indust.	1225000	14	HELENE AVENUE		0	492341	798
Serv Industrial	1635000	16	HELENE AVENUE		0	492349	799
Serv Industrial	28119000	61	VAN RIEBEECK ROAD		0	535633	799

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Vac Ind Land	2000000	18	HELENE AVENUE		0	708666	800
Light Indust.	6576000	63	VAN RIEBEECK ROAD		0	493219	800
Vac Land Oth Z	250000	69A	VAN RIEBEECK ROAD		0	978904	801
Light Indust.	2068000	9	HELENE AVENUE		0	492405	803
Vac Land Oth Z	320000	69A	VAN RIEBEECK ROAD		0	978903	803
Light Indust.	2020000	11	HELENE AVENUE		0	492416	804
Vac Ind Land	1300000	13	HELENE AVENUE		0	492424	805
Vac Land Oth Z	200000	4F	BUTTSKOP ROAD		0	978902	806
Heavy Indust.	766000	15	HELENE AVENUE		0	492428	806
Vac Ind Land	1300000	8	NICOLE AVENUE		0	492433	807
Light Indust.	2968000	6	NICOLE AVENUE		0	492461	808
Vac Land Oth Z	50000	2E	BUTTSKOP ROAD		0	978901	809
Light Indust.	2968000	4	NICOLE AVENUE		0	492473	809
Light Indust.	3253000	2	NICOLE AVENUE		0	492483	810
Vac Land Oth Z	200000	69C	VAN RIEBEECK ROAD		0	16082222	810
Light Indust.	5717000	26	RANGE ROAD		0	492453	811
Industrial Park	3991000	4B	STATION STREET		0	773889	811
Industrial Park	0	1	BAREWOOD CLOSE		0	492936	812
Light Indust.	3495000	1	HELENE AVENUE		0	492470	812
Light Indust.	3884000	3	BAREWOOD CLOSE		0	492972	813
Light Indust.	2506000	3	HELENE AVENUE		0	492460	813
Light Indust.	1766000	5	BAREWOOD CLOSE		0	493018	814
Workshop	1058000	7	BAREWOOD CLOSE	1	148154	492991	815
Workshop	376000	7	BAREWOOD CLOSE	2	148155	492991	815

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Workshop	716000	7	BAREWOOD CLOSE	3	148156	492991	815
Workshop	744000	7	BAREWOOD CLOSE	4	148157	492991	815
Workshop	738000	9	BAREWOOD CLOSE	1	141240	493044	816
Workshop	805000	9	BAREWOOD CLOSE	2	141241	493044	816
Workshop	189000	9	BAREWOOD CLOSE	3	141242	493044	816
Workshop	1290000	9	BAREWOOD CLOSE	4	141243	493044	816
Workshop	0	9	BAREWOOD CLOSE	5	141244	493044	816
Workshop	366000	9	BAREWOOD CLOSE	6	141245	493044	816
Workshop	372000	9	BAREWOOD CLOSE	7	141246	493044	816
Workshop	709000	11	BAREWOOD CLOSE		0	493107	817
Vac Ind Land	2800000	49	TRAFFORD ROAD		0	493442	817
Light Indust.	1932000	10	BAREWOOD CLOSE		0	493130	818
Workshop	3873000	47	TRAFFORD ROAD		0	493413	818
Light Indust.	2440000	8	BAREWOOD CLOSE		0	493105	819
Light Indust.	3569000	45	TRAFFORD ROAD		0	493399	819
Workshop	1875000	6	BAREWOOD CLOSE		0	493072	820
Electricity Substation	695000	43	TRAFFORD ROAD		0	493424	820
Warehouse	276000	4	BAREWOOD CLOSE	1	193848	492998	821
Warehouse	264000	4	BAREWOOD CLOSE	2	193849	492998	821
Warehouse	534000	4	BAREWOOD CLOSE	3	193850	492998	821
Factory	723000	4	BAREWOOD CLOSE	4	193851	492998	821
Warehouse	720000	4	BAREWOOD CLOSE	5	193852	492998	821
Office	69000	4	BAREWOOD CLOSE	6	193853	492998	821
Workshop	99000	4	BAREWOOD CLOSE	7	193854	492998	821

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Serv Industrial	5565000	41	TRAFFORD ROAD		0	708673	822
Light Indust.	5938000	37	TRAFFORD ROAD		0	493360	823
Subdivisions	0	1A	BUTTSKOP ROAD		0	63912700	824
Light Indust.	943000	35	TRAFFORD ROAD		0	493337	824
Light Indust.	3830000	33	TRAFFORD ROAD		0	493324	825
Light Indust.	5907000	31	TRAFFORD ROAD		0	493316	826
Subdivisions	0	65	VAN RIEBEECK ROAD		0	60240871	827
Subdivisions	0	65	VAN RIEBEECK ROAD		0	60240871	827
Subdivisions	0	2	PRINS CRESCENT		0	60242321	828
Subdivisions	0	1	PRINS CRESCENT		0	60246019	829
Light Indust.	11652000	25	TRAFFORD ROAD		0	493298	829
Subdivisions	0	3	PRINS CRESCENT		0	60246146	830
Heavy Indust.	2185000	21	TRAFFORD ROAD		0	493302	830
Subdivisions	0	5	PRINS CRESCENT		0	60245987	831
Light Indust.	2606000	19	TRAFFORD ROAD		0	493306	831
Subdivisions	0	7	PRINS CRESCENT		0	60245860	832
Light Indust.	5457000	17	TRAFFORD ROAD		0	493310	832
Subdivisions	0	9	PRINS CRESCENT		0	60245183	833
Light Indust.	7078000	15	TRAFFORD ROAD		0	493320	833
Subdivisions	0	12	PRINS CRESCENT		0	60242700	834
Vac Ind Land	8850000	4	ROKER CLOSE		0	493312	834
Subdivisions	0	10	PRINS CRESCENT		0	60242657	835
Light Indust.	5570000	6	ROKER CLOSE		0	493304	835
Subdivisions	0	8	PRINS CRESCENT		0	60242610	836

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	4138000	8	ROKER CLOSE		0	493299	836
Subdivisions	0	6	PRINS CRESCENT		0	60242419	837
Vac Ind Land	5600000	20	TRAFFORD ROAD		0	493319	837
Subdivisions	0	4	PRINS CRESCENT		0	60241099	838
Serv Industrial	4224000	24	TRAFFORD ROAD		0	493327	838
Light Indust.	4292000	11	GOODERSON ROAD		0	493347	839
Subdivisions	0	65A	VAN RIEBEECK ROAD		0	60246198	839
Light Indust.	2658000	9	GOODERSON ROAD		0	493364	840
Light Indust.	2330000	7	GOODERSON ROAD		0	493378	841
Light Indust.	2900000	5	GOODERSON ROAD		0	493388	842
Workshop	5887000	3	GOODERSON ROAD		0	493438	843
Light Indust.	5172000	12	ANFIELD ROAD		0	493472	844
Light Indust.	4442000	14	ANFIELD ROAD		0	493463	845
Heavy Indust.	7506000	4	TRAFFORD ROAD		0	493431	846
Light Indust.	1463000	6	TRAFFORD ROAD		0	493404	847
Light Indust.	4971000	10	TRAFFORD ROAD		0	493371	848
Light Indust.	2725000	12	TRAFFORD ROAD		0	493356	849
Workshop	4663000	14	TRAFFORD ROAD		0	493341	850
Light Indust.	5734000	16	TRAFFORD ROAD		0	493326	851
Light Indust.	2770000	18	TRAFFORD ROAD		0	493323	852
Vac Ind Land	5000000	12	GOODERSON ROAD		0	493380	853
Warehouse	8674000	2	ANFIELD ROAD		0	493415	854
Light Indust.	3311000	4	ANFIELD ROAD		0	493430	855
Light Indust.	1563000	6	ANFIELD ROAD		0	493448	856

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	4318000	8	ANFIELD ROAD		0	493464	857
Workshop	5414000	10	ANFIELD ROAD		0	493478	858
Light Indust.	6966000	4	GOODERSON ROAD		0	493421	859
Workshop	5656000	8	GOODERSON ROAD		0	493403	860
Warehouse	5410000	10	GOODERSON ROAD		0	493393	861
Light Indust.	1331000	1	ANFIELD ROAD		0	493484	862
Light Indust.	3365000	3	ANFIELD ROAD		0	493506	863
Light Indust.	2804000	5	ANFIELD ROAD		0	493533	864
Light Indust.	3611000	7	ANFIELD ROAD		0	493552	865
Vac Ind Land	2800000	9	ANFIELD ROAD		0	493561	866
Light Indust.	2137000	11	ANFIELD ROAD		0	493562	867
Light Indust.	1950000	13	ANFIELD ROAD		0	493557	868
Light Indust.	6154000	15	ANFIELD ROAD		0	493551	869
Light Indust.	7128000	17	ANFIELD ROAD		0	493546	870
Light Indust.	4184000	19	ANFIELD ROAD		0	493543	871
Workshop	5023000	21	ANFIELD ROAD		0	493537	872
Workshop	6106000	23	ANFIELD ROAD		0	493531	873
Light Indust.	6562000	29	ANFIELD ROAD		0	493518	876
Vac Ind Land	2800000	31	ANFIELD ROAD		0	493514	877
Workshop	4679000	33	ANFIELD ROAD		0	493508	878
Light Indust.	7322000	24	ANFIELD ROAD		0	493428	879
Light Indust.	7676000	22	ANFIELD ROAD		0	493433	880
Light Indust.	7676000	20	ANFIELD ROAD		0	493437	881
Transformer	435000	5	TRAFFORD ROAD		0	493411	885

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	7921000	9	TRAFFORD ROAD		0	493357	886
Light Indust.	7152000	1	ROKER CLOSE		0	493321	887
Light Indust.	4926000	5	HELENE AVENUE		0	492429	893
	1000	77B	WIMBLEDON ROAD		0	1024974	899
Light Indust.	4554000	20	HELENE AVENUE		0	492363	910
Light Indust.	4796000	22	HELENE AVENUE		0	492372	911
Heavy Indust.	71829000	75	WIMBLEDON ROAD		0	1072310	921
Light Indust.	110500000	3	STATION STREET		0	983480	928
Office	2760000	25	ANFIELD ROAD	1	7520941	990536	929
Warehouse	3105000	25	ANFIELD ROAD	2	7520942	990536	929
Warehouse	30975000	18	ANFIELD ROAD		0	983481	930
Subdivisions	0	22	ANFIELD ROAD		0	1036214	931
Light Indust.	21683000	25	DYNAMO WAY		0	1016237	934
Retail	3950000	32	DYNAMO WAY		0	1016238	935
Vac Ind Land	1200000	30	DYNAMO WAY		0	1016239	936
Vac Ind Land	1200000	28	DYNAMO WAY		0	1016240	937
Vac Ind Land	1200000	24	ARTISAN WAY		0	1016241	938
Vac Ind Land	1200000	22	ARTISAN WAY		0	1016242	939
Light Indust.	3526000	20	ARTISAN WAY		0	1016243	940
Vac Ind Land	1200000	18	ARTISAN WAY		0	1016244	941
Vac Ind Land	1200000	16	ARTISAN WAY		0	1016245	942
Vac Ind Land	1300000	14	ARTISAN WAY		0	1016246	943
Vac Ind Land	1000000	12	ARTISAN WAY		0	1016247	944
Light Indust.	3426000	8	ARTISAN WAY		0	1016248	945

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Retail	2300000	10	ARTISAN WAY		0	1016249	946
Vac Ind Land	1000000	64A	WIMBLEDON ROAD		0	1016250	947
Vac Ind Land	1000000	2	ARTISAN WAY		0	1016251	948
Subdivisions	0	20	ARTISAN WAY		0	1016414	956
Vac Ind Land	1700000	1	KWELA STREET		0	1049126	957
Warehouse	44772000	5	RANGE ROAD		0	1049127	958
Light Indust.	2522000	7	KWELA STREET		0	1049128	959
Vac Ind Land	1200000	42	KWELA STREET		0	1049129	960
Vac Ind Land	2000000	36	KWELA STREET		0	1049132	963
Open Storage	1104000	34	KWELA STREET		0	1049133	964
Vac Ind Land	1300000	32	KWELA STREET		0	1049134	965
Light Indust.	3639000	30	KWELA STREET		0	1049135	966
Light Indust.	0	28	KWELA STREET		0	1049136	967
Vac Ind Land	5000000	24	KWELA STREET		0	1049137	968
Workshop	4600000	22	KWELA STREET		0	1049138	969
Workshop	2990000	20	KWELA STREET		0	1049139	970
Vac Ind Land	1200000	18	KWELA STREET		0	1049140	971
Vac Ind Land	1200000	16	KWELA STREET		0	1049141	972
Vac Ind Land	1200000	14	KWELA STREET		0	1049142	973
Warehouse	3899000	8	KWELA STREET		0	1049145	976
Industrial Park	11300000	2	KWELA STREET		0	1049148	979
Vac Ind Land	1200000	13	KWELA STREET		0	1049149	980
Workshop	4450000	11	KWELA STREET		0	1049150	981
Vac Ind Land	1200000	9	KWELA STREET		0	1049151	982

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Private Road/Open space	1000	1C	KWELA STREET		0	1049152	983
Vac Ind Land	2850000	12	KWELA STREET		0	1064967	985
Industrial Park	5766000	16	ANFIELD ROAD		0	15993300	987
Workshop	6511000	40	KWELA STREET		0	41786894	988
Pub Open Space	1000	51B	RANGE ROAD		0	533726	1000
Light Indust.	4186000	31	ELECTRON ROAD		0	492038	1003
Offices	3180000	29	ELECTRON ROAD		0	1044100	1004
Workshop	16801000	25	ELECTRON ROAD		0	1044098	1005
Light Indust.	6942000	22	ELECTRON ROAD		0	492046	1007
Vac Ind Land	2500000	24	ELECTRON ROAD		0	492060	1008
Workshop	3432000	26	ELECTRON ROAD		0	492071	1009
Light Indust.	4886000	28	ELECTRON ROAD		0	492087	1010
Warehouse	27000000	88	WIMBLEDON ROAD		0	491976	1011
Vac Ind Land	2500000	20	ELECTRON ROAD		0	492079	1013
Light Indust.	4084000	18	ELECTRON ROAD		0	492100	1014
Light Indust.	5234000	16	ELECTRON ROAD		0	492124	1015
Light Indust.	4168000	14	ELECTRON ROAD		0	492146	1016
Light Indust.	3609000	12	ELECTRON ROAD		0	492169	1017
Light Indust.	2381000	10	ELECTRON ROAD		0	492189	1018
Light Indust.	2338000	8	ELECTRON ROAD		0	492218	1019
Light Indust.	3644000	6	ELECTRON ROAD		0	492251	1020
Light Indust.	4160000	4	WIMBLEDON ROAD		0	492275	1021
Light Indust.	4267000	2	WIMBLEDON ROAD		0	533728	1022
Light Indust.	3516000	84	WIMBLEDON ROAD		0	492330	1023

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	3141000	40	RANGE ROAD		0	492368	1024
Light Indust.	3117000	42	RANGE ROAD		0	492332	1025
Light Indust.	2464000	44	RANGE ROAD		0	492313	1026
Light Indust.	3072000	46	RANGE ROAD		0	492293	1027
Light Indust.	2708000	48	RANGE ROAD		0	492267	1028
Light Indust.	2348000	50	RANGE ROAD		0	492245	1029
Vac Ind Land	2200000	52	RANGE ROAD		0	492212	1030
Light Indust.	2420000	54	RANGE ROAD		0	492187	1031
Light Indust.	2163000	56	RANGE ROAD		0	492166	1032
Workshop	8969000	58	RANGE ROAD		0	533727	1033
Subdivisions	0	56A	RANGE ROAD		0	21962483	1038
Subdivisions	0	61A	RANGE ROAD		0	773733	1039
Subdivisions	0	51A	RANGE ROAD		0	56448338	1040
Light Indust.	7950000	59	RANGE ROAD		0	492301	1041
Light Indust.	7628000	72	WIMBLEDON ROAD		0	492443	1043
Workshop	18404000	70	WIMBLEDON ROAD		0	1014347	1044
Light Indust.	5012204	70B	WIMBLEDON ROAD		0	1014165	1045
Subdivisions	0	70D	WIMBLEDON ROAD		0	1040600	1046
Subdivisions	0	70C	WIMBLEDON ROAD		0	1014346	1048
Vac Ind Land	3000000	13	NICOLE AVENUE		0	492284	1050
Light Indust.	7116000	20	RANGE ROAD		0	812618	1051
Light Indust.	1248000	18	RANGE ROAD		0	492493	1054
Light Indust.	22200000	16	RANGE ROAD		0	492399	1055
Light Indust.	56389000	39	RANGE ROAD		0	492510	1057

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	5702000	49	RANGE ROAD		0	492495	1059
Light Indust.	12759000	51	RANGE ROAD		0	492489	1060
Industrial Park	22655000	53	RANGE ROAD		0	492484	1061
Light Indust.	8500000	20	METAL ROAD		0	492597	1062
Light Indust.	2813000	37	RANGE ROAD		0	492783	1063
Light Indust.	15304000	35	RANGE ROAD		0	492851	1064
Light Indust.	11682000	33	RANGE ROAD		0	785127	1066
Light Indust.	17600000	31	RANGE ROAD		0	492974	1068
Light Indust.	36772000	29	RANGE ROAD		0	493113	1069
Light Indust.	32126000	27	RANGE ROAD		0	40111748	1070
Warehouse	58879000	4	SCHOOL STREET		0	12545081	1072
Subdivisions	0	1A	WIMBLEDON ROAD		0	18080745	1075
Subdivisions	0	23A	RANGE ROAD		0	773711	1077
Light Indust.	22742000	19	RANGE ROAD		0	951730	1078
Subdivisions	0	13A	RANGE ROAD		0	773713	1080
Warehouse	45400000	15	RANGE ROAD		0	493420	1081
Light Indust.	4300000	25	RAND ROAD		0	493532	1082
Vac Ind Land	2800000	22	RAND ROAD		0	493597	1084
Workshop	5479000	20	RAND ROAD		0	493605	1085
Workshop	0	18	RAND ROAD		0	493614	1086
Vac Ind Land	2800000	16	RAND ROAD		0	493628	1087
Vac Ind Land	2800000	14	RAND ROAD		0	493643	1088
Light Indust.	0	8	RAND ROAD		0	493694	1090
Light Indust.	442000	6	RAND ROAD		0	493713	1091

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	4369000	4	RAND ROAD		0	493730	1092
Light Indust.	5510000	2	RAND ROAD		0	493754	1093
Subdivisions	0	5A	RANGE ROAD		0	773714	1094
Subdivisions	0	1A	RANGE ROAD		0	773721	1096
Light Indust.	5233000	1	RAND ROAD		0	493939	1097
Light Indust.	4073000	3	RAND ROAD		0	493925	1098
Workshop	3645000	5	RAND ROAD		0	493908	1099
Light Indust.	7187000	7	RAND ROAD		0	493893	1100
Light Indust.	6916000	9	RAND ROAD		0	493878	1101
Light Indust.	5102000	11	RAND ROAD		0	493862	1102
Light Indust.	5290000	13	RAND ROAD		0	493852	1103
Light Indust.	5511000	15	RAND ROAD		0	1051772	1104
Vac Ind Land	4800000	17	RAND ROAD		0	493826	1105
Light Indust.	4364000	19	RAND ROAD		0	493804	1106
Light Indust.	6676000	21	RAND ROAD		0	493789	1107
Warehouse	25548000	27	RAND ROAD		0	493626	1110
Vac Ind Land	16000000	15	WIMBLEDON ROAD		0	493676	1111
Warehouse	69200000	34	BUTTSKOP ROAD		0	23363371	1112
Vac Ind Land	10800000	38	BUTTSKOP ROAD		0	23363369	1113
Serv St&Other	15800000	32	BUTTSKOP ROAD		0	494823	1115
Light Indust.	70916000	24	BUTTSKOP ROAD		0	536711	1121
Subdivisions	0	19	UTILIS STREET		0	1080779	1128
Light Indust.	24600000	18	BUTTSKOP ROAD		0	494658	1129
Subdivisions	0	9	UTILIS STREET		0	1080777	1130

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	12988000	14	BUTTSKOP ROAD		0	494623	1131
Workshop	4324000	5	HEATH CIRCLE		0	494622	1132
Light Indust.	1659000	6	HEATH STREET		0	494602	1133
Light Indust.	3789000	3	HEATH CIRCLE		0	494677	1134
Light Indust.	4268000	1	HEATH CIRCLE		0	494583	1135
Light Indust.	1453000	8	HEATH CIRCLE		0	494763	1136
Light Indust.	2000000	10	HEATH CIRCLE		0	494789	1137
Light Indust.	5514000	12	HEATH CIRCLE		0	494803	1138
Workshop	4747000	14	HEATH CIRCLE		0	494826	1139
Light Indust.	6214000	12	BUTTSKOP ROAD		0	494934	1140
Light Indust.	2627000	10	BUTTSKOP ROAD		0	494919	1141
Light Indust.	5573000	8	BUTTSKOP ROAD		0	494912	1142
Light Indust.	5455000	6	BUTTSKOP ROAD		0	494896	1143
Light Indust.	5021000	4	BUTTSKOP ROAD		0	494873	1144
Subdivisions	0	1	WIMBLEDON ROAD		0	18080206	1145
Workshop	807000	3	WIMBLEDON ROAD	1	7503657	494685	1146
Workshop	823000	3	WIMBLEDON ROAD	2	7503658	494685	1146
Workshop	811000	3	WIMBLEDON ROAD	3	7503659	494685	1146
Workshop	1345000	3	WIMBLEDON ROAD	4	7503660	494685	1146
Workshop	1096000	3	WIMBLEDON ROAD	5	7503671	494685	1146
Light Indust.	1703000	6	HEATH CIRCLE		0	494717	1147
Light Indust.	5314000	4	HEATH STREET		0	533717	1148
Light Indust.	4145000	5	WIMBLEDON ROAD		0	494528	1149
Subdivisions	0	12A	WIMBLEDON ROAD		0	56507673	1151

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Subdivsions	0	24A	WIMBLEDON ROAD		0	56536571	1155
Subdivsions	0	19A	WIMBLEDON ROAD		0	56509284	1159
Workshop	20690000	19	WIMBLEDON ROAD		0	493471	1160
Subdivsions	0	23A	WIMBLEDON CRESCENT		0	56511763	1162
Heavy Indust.	36800000	21	WIMBLEDON ROAD		0	493362	1163
	1000	27	WIMBLEDON ROAD		0	996899	1165
Heavy Indust.	19205000	10	WAGGIE ROAD		0	996900	1166
Light Indust.	9652000	2	WAGGIE ROAD		0	493307	1167
Light Indust.	7844000	14	WAGGIE ROAD		0	493315	1168
Light Indust.	4772000	18	WAGGIE ROAD		0	493318	1169
Light Indust.	9148000	22	WAGGIE ROAD		0	493317	1170
Sewer/Waterwrk	0	29	WAGGIE ROAD		0	493301	1172
Light Indust.	71100000	6	SCHOOL STREET		0	493083	1178
Light Indust.	42171000	10	SCHOOL STREET		0	782303	1179
Subdivsions	0	34	SCHOOL STREET		0	22950271	1187
Farms Mixed use	18645000	66	WIMBLEDON ROAD		0	492401	1192
Light Indust.	63726000	1	SCHOOL STREET		0	493257	1193
Warehouse	20232000	33	DYNAMO WAY		0	22948399	1194
Subdivsions	0	34	DYNAMO WAY		0	22947199	1196
Subdivsions	0	5	ARTISAN WAY		0	19902104	1197
Subdivsions	0	3	ARTISAN WAY		0	19902704	1198
Subdivsions	0	62A	WIMBLEDON ROAD		0	22946894	1199
Light Indust.	4510000	60	WIMBLEDON ROAD		0	56165383	1200
Light Indust.	4510000	60	WIMBLEDON ROAD		0	56165383	1200

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Subdivsions	0	60A	WIMBLEDON ROAD		0	56914121	1201
Subdivsions	0	1	ARTISAN WAY		0	19903359	1202
Industrial Park	24150000	1	ARTISAN WAY		0	492652	1203
Subdivsions	0	62B	WIMBLEDON ROAD		0	56914901	1204
Light Indust.	5914000	2	METAL ROAD		0	492775	1209
Subdivsions	0	6	METAL ROAD		0	56917268	1210
Light Indust.	2672000	14	METAL ROAD		0	492822	1211
Subdivsions	0	39	WIMBLEDON ROAD		0	11626305	1212
Light Indust.	9231000	16	METAL ROAD		0	492835	1213
Subdivsions	0	21A	METAL ROAD		0	50885047	1214
Light Indust.	1000000	35	METAL ROAD		0	492826	1215
Workshop	932000	33	METAL ROAD		0	492821	1216
Light Indust.	930000	31	METAL ROAD		0	492817	1217
Light Indust.	930000	29	METAL ROAD		0	492815	1218
Light Indust.	1066000	27	METAL ROAD		0	492808	1219
Light Indust.	1066000	25	METAL ROAD		0	492804	1220
Light Indust.	1686000	23	METAL ROAD		0	492800	1221
Light Indust.	1247000	21	METAL ROAD		0	492796	1222
Light Indust.	9288000	5	METAL ROAD		0	492591	1225
Light Indust.	15548000	1	METAL ROAD		0	533720	1226
Light Indust.	5764000	1	WIMBLEDON ROAD		0	494856	1228
Heavy Indust.	32367000	55	RANGE ROAD		0	492472	1229
Electricity Substation	16200000	32	RANGE ROAD		0	492306	1231
Vac Ind Land	4000000	1A	SYSEN STREET		0	533719	1232

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Vac Ind Land	7500000	9	SYSEN STREET		0	492938	1235
Light Indust.	2815000	11	SYSEN STREET		0	492958	1236
Vac Ind Land	2500000	18	SYSEN STREET		0	536720	1237
Workshop	4690000	16	SYSEN STREET		0	493086	1238
Light Indust.	5424000	14	SYSEN STREET		0	493053	1239
Vac Ind Land	4000000	12	SYSEN STREET		0	493039	1240
Vac Ind Land	4000000	10	SYSEN STREET		0	493028	1241
Vac Ind Land	4000000	8	SYSEN STREET		0	493019	1242
Workshop	2368000	6	SYSEN STREET		0	493005	1243
Light Indust.	3094000	4	SYSEN STREET		0	492997	1244
Open Storage	5200000	2	SYSEN STREET		0	492981	1245
Vac Ind Land	4500000	41	WIMBLEDON ROAD		0	493011	1246
Open Storage	1671000	39	WIMBLEDON ROAD		0	493049	1247
Subdivisions	0	2A	SYSEN STREET		0	51158362	1248
Vacant Res Township	6613000	7B	WIMBLEDON ROAD		0	1002003	1249
Vac Ind Land	1100000	29	UTILIS STREET		0	1002004	1250
Vac Ind Land	1100000	27	UTILIS STREET		0	1002005	1251
Vac Ind Land	1800000	25	UTILIS STREET		0	1002006	1252
Vac Bus Land	850000	23	UTILIS STREET		0	1002007	1253
Vac Ind Land	1300000	17	UTILIS STREET		0	1002008	1254
Vac Ind Land	1300000	15	UTILIS STREET		0	1002009	1255
Light Indust.	1300000	13	UTILIS STREET		0	1002010	1256
Light Indust.	750000	11	UTILIS STREET		0	1002011	1257
Vac Ind Land	1300000	7	UTILIS STREET		0	1002012	1258

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Vac Ind Land	1300000	5	UTILIS STREET		0	1002013	1259
Vac Ind Land	1000000	3	UTILIS STREET		0	1002014	1260
Workshop	2042000	1	UTILIS STREET		0	1002015	1261
Vac Ind Land	1300000	9	WARRIOR CRESCENT		0	1002020	1266
Vac Ind Land	1300000	11	WARRIOR CRESCENT		0	1002021	1267
Vac Ind Land	1000000	13	WARRIOR CRESCENT		0	1002022	1268
Light Indust.	3421000	15	WARRIOR CRESCENT		0	1002023	1269
Warehouse	3562000	17	WARRIOR CRESCENT		0	1002024	1270
Vac Bus Land	680000	19	WARRIOR CRESCENT		0	1002025	1271
Vac Bus Land	680000	21	WARRIOR CRESCENT		0	1002026	1272
Vac Ind Land	1200000	23	WARRIOR CRESCENT		0	1002027	1273
Vac Ind Land	1200000	25	WARRIOR CRESCENT		0	1002028	1274
Vac Ind Land	1000000	10	UTILIS STREET		0	1002031	1277
Warehouse	3900000	12	UTILIS STREET		0	1002032	1278
Warehouse	6300000	14	UTILIS STREET		0	1002033	1279
Open Storage	1100000	16	UTILIS STREET		0	1002034	1280
Warehouse	2701000	6	WARRIOR CRESCENT		0	1002037	1283
Vac Ind Land	1500000	8	WARRIOR CRESCENT		0	1002038	1284
Workshop	5085000	10	WARRIOR CRESCENT		0	1002039	1285
Vac Ind Land	1300000	6	UTILIS STREET		0	1002040	1286
Warehouse	4234000	4	UTILIS STREET		0	1002041	1287
Warehouse	3732000	4	WARRIOR CRESCENT		0	1002042	1288
Subdivisions	0	1A	HEATH STREET		0	48555143	1289
Vac Ind Land	1000	5B	RANGE ROAD		0	533716	1290

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	1809000	11	NEBULA CRESCENT		0	494038	1296
Workshop	1622000	13	NEBULA CRESCENT		0	494026	1297
Vac Ind Land	2500000	15	NEBULA CRESCENT		0	494014	1298
Industrial Park	5215000	17	NEBULA CRESCENT		0	494000	1299
Light Indust.	3640000	19	NEBULA CRESCENT		0	493988	1300
Warehouse	0	21	NEBULA CRESCENT		0	493974	1301
Warehouse	5674000	23	NEBULA CRESCENT		0	493961	1302
Vac Ind Land	2500000	25	NEBULA CRESCENT		0	493950	1303
Light Indust.	3194000	31	NEBULA CRESCENT		0	493898	1306
Workshop	4000000	49	NEBULA CRESCENT		0	494332	1315
Vac Ind Land	1200000	53	NEBULA CRESCENT		0	494362	1316
Warehouse	3000000	55	NEBULA CRESCENT		0	494372	1317
Light Indust.	3107000	57	NEBULA CRESCENT		0	494383	1318
Vac Ind Land	1200000	59	NEBULA CRESCENT		0	494395	1319
Light Indust.	3320000	61	NEBULA CRESCENT		0	494407	1320
Vac Ind Land	1200000	63	NEBULA CRESCENT		0	494421	1321
Workshop	3482000	71	NEBULA CRESCENT		0	494402	1324
Workshop	4436000	73	NEBULA CRESCENT		0	494335	1325
Workshop	4664000	75	NEBULA CRESCENT		0	494251	1326
Light Indust.	1757000	4	NEBULA CRESCENT		0	494230	1327
Warehouse	1950000	6	NEBULA CRESCENT		0	494219	1328
Light Indust.	1900000	8	NEBULA CRESCENT		0	494206	1329
Workshop	2111000	10	NEBULA CRESCENT		0	494188	1330
Light Indust.	1952000	18	NEBULA CRESCENT		0	494133	1334

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Light Indust.	1243000	20	NEBULA CRESCENT		0	494122	1335
Light Indust.	66000	22	NEBULA CRESCENT		0	494107	1336
Light Indust.	5310000	24	NEBULA CRESCENT		0	494095	1337
Light Indust.	2921000	26	NEBULA CRESCENT		0	494082	1338
Vac Ind Land	2000000	28	NEBULA CRESCENT		0	494073	1339
Light Indust.	4487000	30	NEBULA CRESCENT		0	494152	1340
Light Indust.	1827000	32	NEBULA CRESCENT		0	494166	1341
Industrial Park	5674000	34	NEBULA CRESCENT		0	494177	1342
Light Indust.	2811000	36	NEBULA CRESCENT		0	494194	1343
Light Indust.	3024000	38	NEBULA CRESCENT		0	494209	1344
Light Indust.	1985000	40	NEBULA CRESCENT		0	494224	1345
Light Indust.	1988000	42	NEBULA CRESCENT		0	494232	1346
Workshop	1955000	44	NEBULA CRESCENT		0	494243	1347
Vac Ind Land	1200000	46	NEBULA CRESCENT		0	494259	1348
Light Indust.	1959000	48	NEBULA CRESCENT		0	494276	1349
Workshop	1900000	50	NEBULA CRESCENT		0	494290	1350
Light Indust.	1900000	52	NEBULA CRESCENT		0	494302	1351
Light Indust.	1309000	54	NEBULA CRESCENT		0	494314	1352
Light Indust.	4875000	12	RAND ROAD		0	493656	1353
Light Indust.	7961000	10	RAND ROAD		0	493672	1354
Subdivisions	0	21	UTILIS STREET		0	1080778	1358
Subdivisions	0	19A	UTILIS STREET		0	1080776	1359
Light Indust.	5308000	6	METAL ROAD		0	492788	1360
Light Indust.	2289000	10	METAL ROAD		0	492805	1361

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Subdivsions	0	2A	NEBULA CRESCENT		0	45868361	1363
Warehouse	5596000	41	NEBULA CRESCENT		0	979013	1364
Warehouse	11406000	5	NEBULA CRESCENT		0	1049488	1365
Subdivsions	0	17	NEBULA CRESCENT		0	45852430	1366
Workshop	1500000	27	NEBULA CRESCENT		0	20295753	1367
Open Storage	4900000	67	NEBULA CRESCENT		0	45874000	1368
Light Indust.	7454000	12	NEBULA CRESCENT		0	27364803	1369
Workshop	10156000	39	NEBULA CRESCENT		0	28709321	1370
Subdivsions	0	1	UTILIS STREET		0	45066058	1371
Light Indust.	3392000	20	UTILIS STREET		0	1042986	1372
Subdivsions	0	23A	UTILIS STREET		0	1080775	1373
Warehouse	4156000	3	HEATH STREET		0	20883845	1374
Vac Ind Land	4000000	9	METAL ROAD		0	55568736	1377
Vac Ind Land	9700000	13	METAL ROAD		0	55570291	1378
Railway	0	8	STATION STREET		0	492949	1391
Workshop	1743000	10	STATION STREET	1	152758	492992	1393
Workshop	2722000	10	STATION STREET	2	152759	492992	1393
Workshop	2584000	10	STATION STREET	3	152760	492992	1393
Workshop	2448000	10	STATION STREET	4	152761	492992	1393
Workshop	5713000	10	STATION STREET	5	152762	492992	1393
Workshop	318000	10	STATION STREET	6	152763	492992	1393
Workshop	313000	10	STATION STREET	7	152764	492992	1393
Workshop	318000	10	STATION STREET	8	152765	492992	1393
Workshop	104000	10	STATION STREET	9	152766	492992	1393

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Workshop	1342000	10	STATION STREET	10	152767	492992	1393
Workshop	4830000	10	STATION STREET	11	152768	492992	1393
Workshop	320000	10	STATION STREET	12	152769	492992	1393
Workshop	713000	10	STATION STREET	13	152770	492992	1393
Workshop	424000	10	STATION STREET	14	152771	492992	1393
Workshop	481000	10	STATION STREET	15	152772	492992	1393
Workshop	472000	10	STATION STREET	16	152773	492992	1393
Workshop	490000	10	STATION STREET	17	152774	492992	1393
Workshop	563000	10	STATION STREET	18	152775	492992	1393
Workshop	563000	10	STATION STREET	19	152776	492992	1393
Workshop	563000	10	STATION STREET	20	152777	492992	1393
Workshop	496000	10	STATION STREET	21	152778	492992	1393
Workshop	563000	10	STATION STREET	22	152779	492992	1393
Workshop	568000	10	STATION STREET	23	152780	492992	1393
Workshop	563000	10	STATION STREET	24	152781	492992	1393
Workshop	1053000	10	STATION STREET	25	152782	492992	1393
Workshop	1136000	10	STATION STREET	26	152783	492992	1393
Workshop	554000	10	STATION STREET	27	152784	492992	1393
Workshop	559000	10	STATION STREET	28	152785	492992	1393
Workshop	554000	10	STATION STREET	29	152786	492992	1393
Workshop	559000	10	STATION STREET	30	152787	492992	1393
Workshop	554000	10	STATION STREET	31	152788	492992	1393
Workshop	488000	10	STATION STREET	32	152789	492992	1393
Workshop	554000	10	STATION STREET	33	152790	492992	1393

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Workshop	927000	10	STATION STREET	34	152791	492992	1393
Workshop	945000	10	STATION STREET	35	152792	492992	1393
Workshop	950000	10	STATION STREET	36	152793	492992	1393
Workshop	950000	10	STATION STREET	37	152794	492992	1393
Workshop	950000	10	STATION STREET	38	152795	492992	1393
Workshop	941000	10	STATION STREET	39	152796	492992	1393
Workshop	950000	10	STATION STREET	40	152797	492992	1393
Workshop	950000	10	STATION STREET	41	152798	492992	1393
Workshop	968000	10	STATION STREET	42	152799	492992	1393
Workshop	1036000	10	STATION STREET	43	152800	492992	1393
Workshop	686000	10	STATION STREET	44	152801	492992	1393
Workshop	686000	10	STATION STREET	45	152802	492992	1393
Workshop	686000	10	STATION STREET	46	152803	492992	1393
Workshop	1270000	10	STATION STREET	47	152804	492992	1393
Workshop	1266000	10	STATION STREET	48	152805	492992	1393
Workshop	686000	10	STATION STREET	49	152806	492992	1393
Workshop	686000	10	STATION STREET	50	152807	492992	1393
Workshop	686000	10	STATION STREET	51	152808	492992	1393
Workshop	1036000	10	STATION STREET	52	152809	492992	1393
Workshop	695000	10	STATION STREET	53	152810	492992	1393
Workshop	686000	10	STATION STREET	54	152811	492992	1393
Workshop	691000	10	STATION STREET	55	152812	492992	1393
Workshop	686000	10	STATION STREET	56	152813	492992	1393
Workshop	695000	10	STATION STREET	57	152814	492992	1393

Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Workshop	3492000	10	STATION STREET	58	152815	492992	1393
Workshop	518000	10	STATION STREET	59	152816	492992	1393
Workshop	509000	10	STATION STREET	60	152817	492992	1393
Workshop	504000	10	STATION STREET	61	152818	492992	1393
Workshop	495000	10	STATION STREET	62	152819	492992	1393
Workshop	504000	10	STATION STREET	63	152820	492992	1393
Workshop	567000	10	STATION STREET	64	152821	492992	1393
Workshop	513000	10	STATION STREET	65	152822	492992	1393
Workshop	1112000	10	STATION STREET	66	152823	492992	1393
Subdivisions	0	21	ELECTRON ROAD		0	59540514	1398
Subdivisions	0	1A	ELECTRON ROAD		0	59540562	1399
Workshop	5565000	4	KWELA STREET		0	66614728	1400
Workshop	12670000	27	TRAFFORD ROAD		0	75010955	1402
Subdivisions	0	27	UTILIS STREET		0	69121911	1403
Subdivisions	0	24	RAND ROAD		0	73408996	1404
Workshop	5642000	27	WARRIOR CRESCENT		0	74967548	1405
Vac Ind Land	2100000	5	WARRIOR CRESCENT		0	76168887	1406
Light Indust.	19565000	5	SYSEN STREET		0	80914967	1407
Railway	0	2A	SAMMY STREET		0	490905	25533

## Annexure "B"

## BLACKHEATH CITY IMPROVEMENT DISTRICT

## IMPLEMENTATION PLAN

1st July 2021 to 30th June 2026

PROGRAM 1 - MANAGEMENT & OPERATIONS				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Appointment of BCID staff	BCID Board and BCID Manager	As Required	Appointment of staff via competitive process.	BCID Manager and assistant positions
2. Fully operational BCID Management Office	BCID Manager	Ongoing	Functional and accessible BCID Office.	
3. Appointment of relevant service providers	BCID Board	Year 1 and Year 4 - 3-Year Contract	Appoint Service Providers via a competitive process.	BCID Directors obtain three quotes and decide on best option for the BCID.
4. BCID Board meetings	BCID Board and BCID Manager	As Required	8 Meetings per annum with feedback per portfolio.	BCID Manager hosts Board Meetings at BCID Office, holds copies of minutes and any resolutions on file.
5. Monthly Progressive Income and Expenditure Statement Report to CID Department.	BCID Manager	Monthly	Monthly Reports to CID Department by 15th of the following month.	BCID Manager compiles and submits in the first week of every month.
6. Audited Annual Financial Statements	BCID Manager / BCID Auditors / BCID Board	Annually	Annual Audit by qualified auditors to be submitted to the City by the 31st of August.	BCID Board sign off on AFS once compiled.
7. Communicate Arrears List	BCID Manager	Monthly	Monthly reports received from CID Department and reporting to BCID Board. Observe and report concerns to CID Department.	Standing item on BCID Board Meeting agenda. Board Members in Arrears cannot participate in meetings.
8. Annual General Meeting	BCID Board and BCID Manager	Annually	Annual feedback to Members at the Annual General Meeting in terms of legislative requirements.	Host successful AGM before 31 December.
9. Submit Management Report and Audited Annual Financial Statements to local Sub-council.	BCID Manager	Annually	Submit Audited Annual Financial Statements and Annual Reports to CID Unit and Sub-council within three months of AGM	Submit proof of submission to CID Department within 30 days of AGM.
10. Progress Reports to the BCID Board.	BCID Manager	8 Times per annum at Board Meetings	Reports to BCID Board Meetings.	Standing item on BCID Board Meeting agenda.
11. Establish and maintain Website.	BCID Manager	Monthly	Newsletters and News Flashes linked to website and other regular information updates.	
12. Comply with all Company Act requirements.	Company Secretary and BCID Manager	Ongoing	Ensure all relevant documents as required by By-Law and Policy are submitted to the CID Department and CIPC notified of changes.	Directors and Auditors changes submitted within 10 days of a change. Annual Returns within 30 business days after the anniversary dates of the WPC Registration.
13. Manage and monitor the C3 notification Process via Incident Desk.	BCID Manager	As Required	Register CCT C3 notification and then transfer to Incident Desk.	Monitor outstanding C3 notifications
14. Input to the Integrated Development Plan.	BCID Manager	Annually	Annual Submissions as per CCT budget public participation process when Council makes updates to the IDP	

PROGRAM 1 - MANAGEMENT & OPERATIONS				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
15. Input to the City Capital and Operational Budgets.	BCID Manager	Annually	Annual Submissions to Sub-council Manager.	
16. Interact with property owners and Members of the BCID.	BCID Manager	As Required	At least one official visit to each member in a 12 month period.	
17. Mediate issues with or between property owners.	BCID Manager	As Required	Ensure successful outcomes through mediation.	
18. Promote and develop NPC membership.	BCID Manager	Annually	Have an NPC Membership that represents the BCID Community and ensure that membership application requests are prominent on Web Page.	
19. Promote and develop BCID NPC Membership and maintain BCID Members List and Property Database.	BCID Manager / CCT CID Unit	Annually	Ongoing updates to membership List and Property database to ensure entities are represented.	Prominent notice on Website
20. Annual tax compliance status.	BCID Manager	Annually	Submit PIN to CCT Supply Chain Management Department.	
21. Vat reconciliation / tax returns.	BCID Manager / Company Secretary	Bi-Monthly and Annually	Monthly and Annual Tax Returns.	
22. Conduct regular Urban Management Surveys and create a Business Retention Strategy.	BCID Manager / CCT Economic Development	As Required	This is already in progress and partnerships are being solidified with various departments.	The survey is complete and recommendations rising from the survey will now be carried out.
23. Build working relationships with Sub-Council Management and relevant CCT officials and departments that deliver services in the BCID.	BCID Manager	Ongoing	Good relationships have already been established and need to be maintained by the BCID Manager.	
24. Compile the annual CID Implementation Plan and Budget and 5-Year renewal application.	BCID Manager	Annually and in Sep 2020	Renewals are done in year 5 and approval of Implementation Plan and Budget annually.	Annual approval at the BCID AGM Feedback meeting.
25. Mid-year Performance Review.	BCID Manager	Annually	Report to CID Department by end February after CID Board approval.	
26. Budget Review	BCID Manager	Annually	Report to CID Department by end February after CID Board approval.	
27. Evaluation of BCID Staff	BCID Board / Manager	Annually	Report to BCID Manager and Board by end November.	Annual presentation at the BCID AGM Feedback meeting.
28. All CID Directors to receive relevant CID Documents.		Annually	At the first Board Meeting after the AGM, supply all CID Directors with relevant CID documents.	
29. Allocation of Portfolios to CID Directors.		Annually	At the first Board Meeting after the AGM, assign Portfolios to CID Directors.	
30. Declaration of Interests.		8 Times per annum at Board Meetings	Ensure all Directors, Board Observers and Manager sign the Declaration of Interests at every Board Meeting.	

PROGRAM 2 - PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Identify the root causes of Public Safety in the BCID area in conjunction with the SAPS, Local Authority, Law Enforcement Officer (Rent-A-Cop) and existing Public Safety contractor using their experience as well as available Public Safety statistics.	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	SAPS refuse to submit written Public Safety statistics. Notes are taken at meetings.
2. Determine the Public Safety Threat Analysis of the BCID area in conjunction with the SAPS, Rent-A-Cop and other Law Enforcement Initiatives.	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter. Report back to BCID Board.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
3. Determine strategies by means of an integrated approach to ensure Public Safety / deter criminals.	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
4. In liaison with other Public Safety role players, Rent-A-Cop and the SAPS, identify current Public Safety and policing shortcomings and develop and implement effective Public Safety prevention	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
5. Develop a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	BCID Director and BCID Manager / Public Safety Contractor	Monthly	SLA with Public Safety Service Provider and feedback to the BCID Board Meeting and Monthly SAPS Sector Public Safety Meeting. Submit monthly report to the Board and Annually to the AGM.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda and BCID Board agenda.
6. Maintain a manned centrally located office(s) open to the members of the BCID to request Public Safety assistance or report information.	BCID Manager / Public Safety contractor	Monthly	Fully operational Public Safety Control Room and BCID mobile Public Safety caravan and submit monthly report to SAPS Sector Public Safety Meeting and BCID Board	Public Safety Contractor provides control room, places and monitors Public Safety trailer.
7. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable.	BCID Manager / Public Safety contractor	Ongoing	Contract Public Safety provider to ensure good Public Safety service levels on a daily basis.	
8. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff and Chrysalis Students to identify any Public Safety risks.	BCID Manager	Ongoing	All staff are trained to report issues via the control room. 2 x Chrysalis students on daily bicycle patrols to record any Public Safety Risks. Weekly report to BCID Manager and Monthly report to BCID Board.	Incident Desk assists with this initiative.
9. Assist the Law Enforcement Initiatives through participation by BCID in the local SAPS Sector 3, Sector Public Safety Forum.	BCID Manager / Public Safety Contractors	Monthly	Monthly SAPS Sector Public Safety meetings are held and minutes are recorded and reported to Members via a monthly Public Safety Newsletter.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
10. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis.	BCID Manager / Public Safety Contractors	Quarterly	SLA with Public Safety Service Provider and quarterly feedback to the BCID Board Meeting.	
11. Monthly Public Safety report produced from Incident Desk.	BCID Manager / Public Safety Contractors	Monthly	Public Safety Control Room records all incidents on Incident Desk with weekly reports to the BCID manager and monthly reports to the BCID Board.	
12. Maintain Incident Desk.	BCID Manager / Public Safety Contractors	As Required	Public Safety Contractors and BCID Admin assistant.	
13. On-site inspection of Public Safety Patrol officers.	BCID Manager / Public Safety Contractor	Ongoing	Public Safety supervisor and BCID Manager attend to this.	

<b>PROGRAM 2 - PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES</b>				
<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY per year</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
14. Weekly Public Safety Reports from Contract Public Safety Company and CCTV Monitoring company.	BCID Manager / Public Safety Contractor	Weekly	Recorded on Incident Desk.	
15. CCTV Area Roll out.	BCID Manager / CCTV Contractor	Ongoing	Annual budget and partnerships with private companies to roll out the network area-wide.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda. Refer to Program 4, point 7.
16. CCTV Monitoring Initiative.	BCID Manager / Public Safety Contractor	Ongoing	Daily and weekly reports on incident desk to populate monthly reports.	
17. Daily placement and manning of CCTV enabled Public Safety Caravan.	BCID Manager / Public Safety Contractor	Daily	To Improve public safety in crime hotspot areas.	
18. Daily placement and management of Law Enforcement Officer.	BCID Manager / Public Safety Contractors	Daily	To Improve public safety in crime hotspot areas.	
19. Application to be submitted by CID to secure Law Enforcement Officer.		Annually	Contract with the CCT signed by the Directors.	Contact Law Enforcement by February of every year to renew contract by April of every year.
20. Register CCTV Cameras with the CCT.		As and when required.	Cameras Registered with the CCT.	

PROGRAM 3 - CLEANSING INITIATIVES				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Successful daily running of the Cleansing Profile.	BCID Manager	Ongoing	Daily and weekly reports on file in office to populate monthly reports.	Supplier is contracted by the BCID Board on a three-year contract. Appoint / Re-appoint.
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a monthly basis.	BCID Manager	Monthly	Daily, weekly and month strategy to deal with litter. Reporting to the BCID Board and consultation with the CCT Solid Waste department.	Standing item on BCID Board Meeting agenda.
3. Co-ordinate the provision of additional litter bins and emptying of litter bins by service providers and the relevant City of Cape Town departments.	BCID Manager	Ongoing	In consultation with the CCT Solid Waste department.	
4. Cleansing each of the streets within the BCID Boundary at least once within every two month period.	BCID Manager	Ongoing - 6 times per annum	BCID Manager ensures the Cleansing Operation is stable.	
5. Identifying Health and safety / infrastructure issues within the area and reporting to Council with C3 notification reference no's and record on Incident Desk.	BCID Manager	Ongoing	BCID Assistant / Cleansing Team / Public Safety Contractor and Chrysalis Students to report issues via C3 Notifications and on Incident desk	A joint responsibility between all role players to ensure good and timeous reporting.
6. Monitor and combat Illegal Dumping.	BCID Manager	Ongoing	Report acts of illegal dumping via CCT C3 notification process and to put preventative measures in place. Monthly reports to the BCID Board.	A joint responsibility between all role players to ensure good and timeous reporting.
7. Dealing with messy tenants.	BCID Manager	Ongoing	Maintain a clean and safe Industrial Area by addressing companies and reporting those that litter or spoil the public and common areas to the CCT Law Enforcement initiatives.	
8. Promoting litter and general dumping and waste minimisation in the public and common areas through education and awareness campaigns.	BCID Manager	Ongoing	Don't litter and anti-illegal dumping campaigns.	Regular information sharing and pamphlet drops.
9. Coordinate with local Community Leaders to assist in staffing cleansing programs where applicable.	BCID Manager	Ongoing	Partnerships with community leadership allow access to casual staffing for projects at short notice.	Local communities volunteer to assist in adjacent neighbouring areas where local litter impacts on area cleanliness. Refer also Program 5, point 6
10. Bush clearing and verge maintenance initiatives in the Public or common areas.	BCID Manager / Cleansing Team	Ongoing	Overgrown areas are cleared due to failure of local government.	Provincial and National Government departments urged to manage vacant properties when overgrown.

PROGRAM 4 - URBAN MANAGEMENT INITIATIVES				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Submit input to CCT Ward Allocation, IDP and Capital and Operational Budgets.	BCID Manager	Annually	Annually as required by due dates.	
2. Identify problem areas with respect to: a. street lighting; b. missing drain covers / cleaning of drains and storm water inlets c. maintenance of road surfaces, verges and sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs Partner with various CCT Service Departments and Directorates.	BCID Manager / Public Safety Contractor / Cleansing Team	Ongoing	Reports by all role players inform applications to the relevant budgets through the Sub-council and CCT line departments.	A joint responsibility between all role players to ensure good and timeous reporting.
3. Illegal Poster Removal - Notify and monitor the removal of illegal posters by the City of Cape Town.	BCID Manager / Public Safety Contractor / Cleansing Team	Ongoing	CCT deals with the removal and action. Report incidents to the CCT who are responsible to remove illegal posters.	Joint responsibility between all role players to ensure good and timeous reporting and removal.
4. Identify and report infrastructure failures to respective CCT Departments / Directorates: a. Street lighting b. Dumping c. Refuse Removal d. Waterworks e. Sewerage f. Roads and Storm water g. Traffic signals and line painting h. Pedestrian safety i. Road repairs	BCID Manager / Public Safety Contractor / Cleansing Team	Ongoing	Reports by all role players inform applications to the relevant budgets through the Sub-council and CCT line departments.	A joint responsibility between all role players to ensure good and timeous reporting.
5. Compile a list of prioritised needs from area surveys to enhance the objectives of the BCID and liaise with the relevant CCT Departments / Directorates to address needs.	BCID Manager	Ongoing	Reports by all role players inform applications to the relevant budgets through the Sub-council and CCT line departments.	A joint responsibility between all role players to ensure good and timeous reporting.
6. Greening campaigns - Arbour Day	BCID Manager	Annually	In partnership with City Parks and property owners who green their areas.	
7. Stray animals	BCID Manager / CCT Traffic Services	As and when required	Traffic department deals with livestock being brought into the area to graze. Report incidents to the traffic department when applicable.	A joint responsibility between all role players to ensure good and timeous reporting.
8. Promoting company waste minimization through education and awareness on waste and air and water pollution.	BCID Manager	Ongoing	WISP and Greencape and other role players like Wasteman present.	
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling.	BCID Manager	Ongoing	BCID manager, WISP, Greencape and other role players like Wasteman present.	

PROGRAM 5 - SOCIAL INTERVENTION INITIATIVES				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Identify and determine strategies by means of an integrated approach to address / homelessness and the relief measures available, current and future.	BCID Manager	Ongoing	To support Prioritisation in the formalisation of the Happy Valley Informal Settlement and the completion of the area based infrastructure, including street lighting, ECD Centres and Schools and Sports and Recreation	A joint responsibility between all role players to ensure good and timeous reporting.
2. Support to Happy Feet Creche	BCID Manager	8 Times per annum at Board Meetings	Reports of support offered to Board Meetings.	
3. Daily support and running of the Sing For Africa Grade "R" School.	BCID Manager	Daily	Successful daily roll-out of early childhood development programmes.	
4. The planning and development of 3 ECD centres in partnership with the Children's Family Trust and associated benefactors.	BCID Manager / Children's Family Trust / Various Benefactors	Ongoing	Successful planning, development and roll-out of early childhood development programmes.	Erven reserved and zoning taking place, now drawing up plans for approval upon completion of above.
5. Work in conjunction with local Subcouncil and Social Development initiatives to address area concerns and populate skills and job seeker databases.	BCID Manager / Sub-council Manager	Ongoing	The CCT EPWP program and local employment initiatives.	Community Leadership and Ward Councillor assists Sub-council secretarial staff.
6. Coordinate with local Community Leaders to assist in staffing cleansing programs where applicable.	BCID Manager	Ongoing	Partnerships with community leadership allow access to casual staffing for projects at short notice.	Refer to Program 3, Point 9.

PROGRAM 6 - MARKETING INITIATIVES				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Regular Newsletters / Newsflashes.	BCID Manager	Monthly	BCID Manager and BCID Assistant prepare newsletter and regular news flashes.	Refer Program 1, point 11
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects	BCID Manager	As and when required	When and if possible in partnership with the local estate agents / developers.	
3. Maintain Website.	BCID Manager	Monthly	Monthly updates in partnership with website developer to ensure informative website in compliance with CID legislation.	Refer Program 1, point 11
4. Maintain BCID Business Directory and link to website.	BCID Manager	Annually	Annually in partnership with website developer.	Refer Program 1, point 11
5. Regular Member visits and meetings.	BCID Manager	Ongoing	At least one official visit to each member in a 12 month period.	
6. Promote business prospects for the BCID area.	BCID Manager	Ongoing	Regular contact with Estate Agents and Property developers.	
7. BCID Area Signage and street naming project.	BCID Manager	Ongoing	In partnership with benefactors on an Ongoing basis due to damage and theft.	Partnerships with suppliers and Benefactors.
8. Management and Administration of BCID Area Surveys.	BCID Manager	Annually	BCID Manager and BCID Assistant conduct annual surveys.	
9. Blackheath Business Retention Strategy.	BCID Manager - CCT Economic Development	Ongoing	A partnership with the CCT's Economic Development Department reporting to the BCID Board and City Council.	The survey is complete and recommendations arising from the survey will now be carried out.
10. Facebook Page Updates.	BCID Manager	Ongoing	Regular updates by the BCID assistant.	Refer Program 1, point 11
11. Special issue based Meetings and Events.	BCID Manager - CCT Economic Development	As and when required	Area specific. Information from the DTI, WISP and other sources.	As and when required.

# BLACKHEATH CITY IMPROVEMENT DISTRICT

## Annexure "B"

## 5 YEAR BUDGET AS PER BUSINESS PLAN

	2021/22		2022/23		2023/24		2024/25		2025/26	
INCOME	R		R		R		R		R	
Income from Additional Rates	-3 683 949	98.7%	-3 904 986	98.7%	-4 139 285	98.8%	-4 387 642	98.9%	-4 650 901	98.9%
Other: Accumulated Surplus	-50 000	1.3%	-50 000	1.3%	-50 000	1.2%	-50 000	1.1%	-50 000	1.1%
<b>TOTAL INCOME</b>	<b>-3 733 949</b>	<b>100.0%</b>	<b>-3 954 986</b>	<b>100.0%</b>	<b>-4 189 285</b>	<b>100.0%</b>	<b>-4 437 642</b>	<b>100.0%</b>	<b>-4 700 901</b>	<b>100.0%</b>
EXPENDITURE	R		R		R		R		R	
<b>Employee Related</b>	<b>1 228 782</b>	<b>32.9%</b>	<b>1 302 509</b>	<b>32.9%</b>	<b>1 380 659</b>	<b>33.0%</b>	<b>1 463 499</b>	<b>33.0%</b>	<b>1 551 309</b>	<b>33.0%</b>
Salaries and Wages	670 710		710 953		753 610		798 826		846 756	
PAYE, UIF & SDL	274 051		290 494		307 924		326 399		345 983	
Allowances: Locomotion	201 300		213 378		226 181		239 752		254 137	
COIDA	3 990		4 229		4 483		4 752		5 037	
Bonus	78 731		83 455		88 462		93 770		99 396	
<b>Core Business</b>	<b>1 498 917</b>	<b>40.1%</b>	<b>1 588 852</b>	<b>40.2%</b>	<b>1 684 183</b>	<b>40.2%</b>	<b>1 785 234</b>	<b>40.2%</b>	<b>1 892 348</b>	<b>40.3%</b>
Cleansing services	692 127		733 655		777 674		824 334		873 794	
Environmental upgrading	102 401		108 545		115 058		121 961		129 279	
Law Enforcement Officers /										
Traffic Wardens	223 862		237 294		251 531		266 623		282 621	
Public Safety	392 444		415 991		440 950		467 407		495 452	
Public Safety - CCTV monitoring	40 450		42 877		45 450		48 177		51 067	
Public Safety - Incident Desk	27 633		29 291		31 048		32 911		34 886	
Social upliftment	20 000		21 200		22 472		23 820		25 250	
<b>Depreciation</b>	<b>85 000</b>	<b>2.3%</b>	<b>90 000</b>	<b>2.3%</b>	<b>95 000</b>	<b>2.3%</b>	<b>100 000</b>	<b>2.3%</b>	<b>105 000</b>	<b>2.2%</b>
<b>Repairs &amp; Maintenance</b>	<b>104 751</b>	<b>2.8%</b>	<b>111 037</b>	<b>2.8%</b>	<b>117 699</b>	<b>2.8%</b>	<b>124 761</b>	<b>2.8%</b>	<b>132 247</b>	<b>2.8%</b>

# BLACKHEATH CITY IMPROVEMENT DISTRICT

## 5 YEAR BUDGET AS PER BUSINESS PLAN

	2021/22		2022/23		2023/24		2024/25		2025/26	
<b>General Expenditure</b>	<b>318 583</b>	<b>8.5%</b>	<b>337 698</b>	<b>8.5%</b>	<b>357 960</b>	<b>8.5%</b>	<b>380 785</b>	<b>8.6%</b>	<b>403 632</b>	<b>8.6%</b>
Accounting fees	14 958		15 855		16 807		17 815		18 884	
Advertising costs	9 130		9 678		10 258		10 875		11 528	
Auditor's remuneration	13 541		14 353		15 215		16 128		17 096	
Bank charges	9 137		9 685		10 266		10 885		11 538	
Catering & Food	9 650		10 229		10 843		10 843		11 494	
Communication	9 913		10 508		11 138		11 808		12 516	
Computer expenses	4 197		4 449		4 716		4 999		5 299	
Contingency / Sundry	20 947		22 204		23 536		24 949		26 446	
Donations	5 050		5 353		5 674		8 000		8 480	
Insurance	35 189		37 300		39 538		41 911		44 426	
Marketing and promotions	9 086		9 631		10 209		10 822		11 471	
Meeting expenses	5 504		5 834		6 184		6 559		6 953	
Minor tools & equipment	11 209		11 882		12 594		13 351		14 152	
Motor vehicle expenses	20 007		21 207		22 480		23 829		25 258	
Office cleaning costs	15 179		16 090		17 055		18 078		19 163	
Office rental	55 988		59 347		62 908		66 683		70 684	
Postage & courier	548		581		616		653		692	
Printing / stationery / photographic	12 920		13 695		14 517		15 388		16 311	
Protective clothing	16 362		17 344		18 384		19 487		20 657	
Refreshments and Teas	2 678		2 839		3 009		3 190		3 381	
Telecommunication	28 760		30 486		32 315		34 254		36 309	
Training	8 630		9 148		9 697		10 278		10 895	
<b>Projects</b>	<b>250 000</b>	<b>6.7%</b>	<b>270 000</b>	<b>6.8%</b>	<b>288 000</b>	<b>6.9%</b>	<b>310 000</b>	<b>7.0%</b>	<b>330 000</b>	<b>7.0%</b>
Greening Projects	100 000		100 000		100 000		110 000		120 000	
Additional Cleansing	100 000		120 000		138 000		150 000		160 000	
Happy Valley Grade "R" School	50 000		50 000		50 000		50 000		50 000	

## BLACKHEATH CITY IMPROVEMENT DISTRICT

### 5 YEAR BUDGET AS PER BUSINESS PLAN

	2021/22		2022/23		2023/24		2024/25		2025/26	
<b>Capital Expenditure (PPE)</b>	<b>137 398</b>	<b>3.7%</b>	<b>137 740</b>	<b>3.5%</b>	<b>141 605</b>	<b>3.4%</b>	<b>141 734</b>	<b>3.2%</b>	<b>146 838</b>	<b>3.1%</b>
CCTV / LPR Cameras	100 000		106 000		112 360		119 102		126 248	
Computer Equipment	15 138		16 046		12 609		4 999		5 299	
Office Equipment	4 130		8 476		8 985		9 524		6 695	
Office Furniture	18 130		7 218		7 651		8 110		8 597	
<b>Bad Debt Provision 3%</b>	<b>110 518</b>	<b>3.0%</b>	<b>117 150</b>	<b>3.0%</b>	<b>124 179</b>	<b>3.0%</b>	<b>131 629</b>	<b>3.0%</b>	<b>139 527</b>	<b>3.0%</b>
<b>TOTAL EXPENDITURE</b>	<b>3 733 949</b>	<b>100.0%</b>	<b>3 954 986</b>	<b>100.0%</b>	<b>4 189 285</b>	<b>100.0%</b>	<b>4 437 642</b>	<b>100.0%</b>	<b>4 700 901</b>	<b>100.0%</b>
<b>(SURPLUS) / SHORTFALL</b>	<b>-</b>		<b>0</b>		<b>-0</b>		<b>-0</b>		<b>0</b>	
<b>GROWTH: EXPENDITURE</b>	<b>2.67%</b>		<b>5.9%</b>		<b>5.9%</b>		<b>5.9%</b>		<b>5.9%</b>	
<b>GROWTH: SRA RATES</b>	<b>12.1%</b>		<b>6.0%</b>		<b>6.0%</b>		<b>6.0%</b>		<b>6.0%</b>	