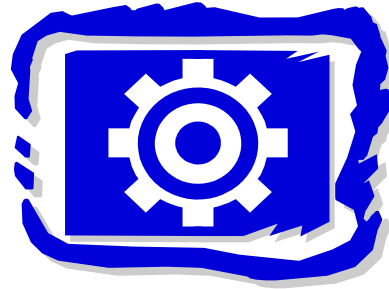


PAROW INDUSTRIA IMPROVEMENT DISTRICT BUSINESS PLAN

01 JULY 2025 – 30 JUNE 2030



Registration number: 2001/027476/08

"Securing your business environment".

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

TERM RENEWAL FOR THE PAROW INDUSTRIA IMPROVEMENT DISTRICT:

Name of CID: Parow Industria Improvement District (PIID)
Contact Person: Tracy Engelke (CID Manageress)
Contact Telephone No: 021 9324799
Commencement Date: 1st July 2025
Municipality: City of Cape Town

Auditor: Nexia Cape Town
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A. MOTIVATIONAL REPORT

Introduction

Parow Industria Improvement District (PIID) was implemented on 1 August 2001 and was the first industrial CID to be established. This CID model is based on an international practice model aimed at preventing degeneration of industrial areas and addressing urban decay.

The formation of the PIID in August 2001 which was characterized by crime and grime, aggressive begging, and general neglect of the public environment, enabled the establishment of a statutory body to manage and implement supplementary and enhanced public safety and urban management operations in addition to those services provided by the City of Cape Town.

A CID is a community driven venture, allowing the local community, property owners and local businesses to organize 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 ratable property located within the CID. In the case of Parow Industria CID only non-residential property owners contribute to the improvements and upgrades.

The PIID office is the backbone of the Parow Industrial area and ensures that the public space is maintained for all in terms of public safety, cleansing and maintenance of infrastructure.

For the past 23 years the CID has grown from strength to strength with a visible impact on the cleanliness and crime situation in the area.

Since inception to date, a camera network with 62 cameras and License Plate Recognition (LPR) at the four entrances to the PIID has been established. The PIID established its very own 24/7 control room in 2017/2018, so that regardless of who the appointed service provider is, the entire operation remains the same – it is only the personnel of the service provider who change. This has led to more effective command and control, as the control room is situated next to the administrative office of the PIID. It also allows for easy access when incidents occur, and camera monitoring is required, or footage is requested from business owners. Street name signage has been placed on poles throughout the area to facilitate fast emergency service response and landscaping of identified areas has improved the landscape image.

In 1999 and 2000, prior to the inception of the CID, the average break-ins per year at businesses within the geographical area of the PIID was 65. In 2023, statistics show a figure of 6 break-ins for the year. This could only be achieved due to the camera installations and the monitoring thereof as well as the presence of 24-hour public safety officers.

In the past 5 years the CID has done landscaping of traffic circles, placed street name signage on poles throughout the area, put up CCTV monitoring warning signage and extensively upgraded the camera system, whilst also funding issues such as the regular trimming of trees and shrubs which not only hamper camera view but also provide places for criminal elements to hide from detection.

PIID strives towards building confidence in the area as a safe, attractive, and clean environment in which to conduct business with special attention paid to core responsibilities that encourage investment in the area, halt degeneration and promote economic growth / sustainable development.

This objective has been achieved when one looks at the number of new businesses erected on the few open erf's still available, and old business premises undergoing extensive renovations at any given time. This shows that business owners are confident about investing in this area, assured of a return on their investments.

The CID is applying for its 6th renewal since inception in 2001. The current approved 5-year renewal of the PIID will end on 30 June 2025. Given the successes of the PIID over the last 23 years and the growth and stability provided in the area, the PIID has drafted this Business Plan for its operations to continue beyond 30 June 2025 for another 5-year term to 30 June 2030. Failure to approve the extension of the PIID will lead to immediate degeneration of the area as just outside our borders gangsterism is rife with multiple murders documented monthly. Ravensmead SAPS focus, and resources, are unfortunately on the gang infested areas immediately surrounding the CID, and it is mostly due to the presence of the PIID that business owners can safely conduct their business in the day and lock up at night knowing that their wellbeing is being seen too.

When business owners need to come out at night to address alarms due to loadshedding, or any other reason, they have the option of phoning the control room and having a patrol vehicle escort them to their premises, standoff whilst they conduct their business, and then safely see them out of the area.

All the above contributes to an invaluable service delivered which the area can no longer do without. With a survey conducted in September 2025, 99% of business owners indicated that they of the opinion that the Parow Industria Improvement District area will not look or function as it does were the CID to be dissolved, or extension of term not approved.

Geographical area of the PIID

The PIID geographic boundary is depicted in the map below.

Northern Boundary: Denton Street from corner of Aandblom Street to Industria Ring Road

Western Boundary: From Stoker Road, down Junction Road, into Radnor Road and out by Robert Sobukwe robots.

Southern Boundary: De La Rey Road between Industria Ring Road and Radnor Roads.

Eastern Boundary: Industria Ring Road from De La Rey Road to Denton Street.

PAROW INDUSTRIA

City Improvement District



0 37.5 75 150 225 300
Meters

1:3 250
Transverse Mercator Projection,
Central Meridian 19° East,
WGS84 Ellipsoid using the
Hartebeesthoek94 Datum

Please Note:
Every effort has been made to ensure the
accuracy of information in this map at the
time of publication.

The spatial data portrayed in this map is as
current, accurate and complete as provided
by the various line of departments responsible
for the maintenance of these datasets.

The City of Cape Town accepts no
responsibility for, and will not be liable for,
any errors or omissions contained herein.

THIS MAP WAS COMPILED BY:
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Date: 30th August 2024



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Making progress possible. Together.

PAROW INDUSTRIA

City Improvement District



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PIID Mission

Our mission is centered on four key pillars: public safety; maintenance and cleansing; greening and beautification, and social responsibility. To strive to develop and market a safe, secure, clean, and attractive environment in which to conduct business. To decrease waste and grime in Parow Industria by effective deployment of a group of dedicated cleaners as a supplementary and enhanced service to the solid waste workers periodically deployed in the area.

PIID Vision

Our vision is to ensure a clean, safe, and sustainable urban environment, for the benefit of all who live and work in the Parow Industria CID, in partnership with the CCT and other stakeholders. Furthermore, to decrease crime and grime in Parow Industria geographical area through effective security patrols, camera surveillance, deploying of mobile trailer to “hot spots” and the provision of supplementary and enhanced cleansing services. To decrease waste and grime in Parow Industria by creating a waste-wise community, participating in the City's information waste exchange website, and promoting the reduction of the amount of waste taken to landfill.

PIID Goals

Transparency: Open decision-making so that stakeholders can readily discern our outputs and outcomes.

Accountability: We answer for the execution of our responsibilities.

Performance: We will strive to achieve our strategic objectives.

Stakeholder inclusivity: We will carry out our activities considering the needs, interests and expectations of our stakeholders.

Social responsibility: We aim to deliver economic, social, and environmental benefits for all our stakeholders.

Sustainable development: We will meet the needs of the local community without compromising the ability of future generations to meet theirs.

The strategic objectives of the PIID

- **Improving public safety:** by deployment of public safety patrol officers in vehicles and on foot to ensure the entire area is always covered.
- **Maintenance and cleansing of public areas:** including, but not limited to cleaning of road verges and illegal dumping, by employing a cleansing service provider who conducts duties Monday to Friday within the CID geographical area.
- **Environmental development:** including but not limited to beautifying, greening, landscaping, treeing, and upgrading public areas, by using available surplus funding which are approved yearly at the AGM for identified projects in this regard.
- **Promoting social and economic development:** Partnership and /or discussions with identified organizations to ensure economic development in an environmentally sustainable manner.
- **To encourage the maintenance and upgrading of private properties and public spaces in the area:** This will be achieved by regular liaison with business owners through all mediums to encourage them to keep their private areas maintained.

The core values of the PIID

- **Transparency & Accountability:** to be achieved through submission of annual reports and Audited Financial statements to the effected community.
- **Effective community participation** in members' meetings of the PIID, by timeous notification of meetings and encouragement of engagements.
- **Publication of relevant documentation** online and circulation for everyone's cognizance, by means of monthly newsletters and website updating.

Consistency with Integrated Development Plan (IDP):

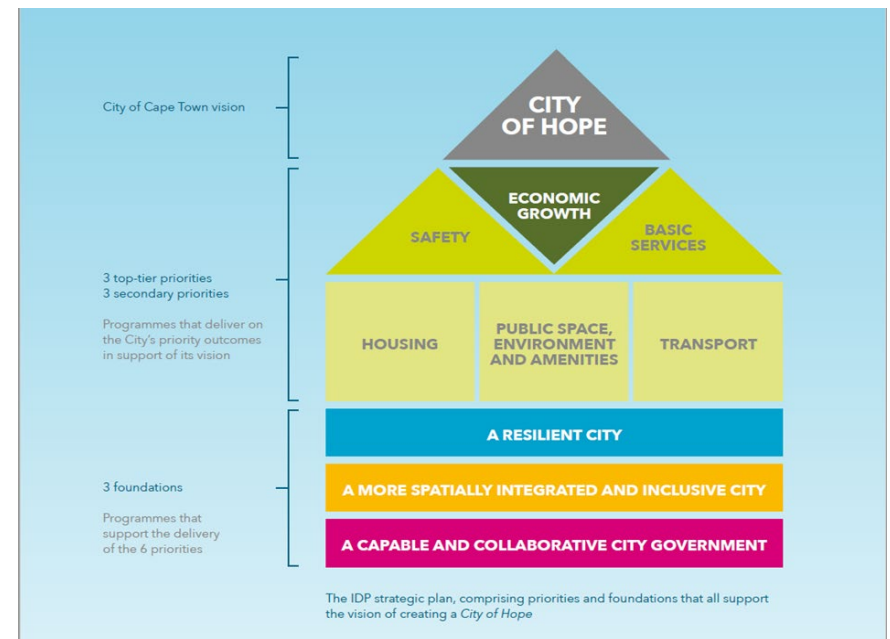
Introduction

The IDP of the City rests on 3 foundations, 3 second-tier priorities and 3 top-tier priorities. Together this supports the vision for the City of Cape Town's City of Hope. The IDP is based on the City's 16 objectives linked to its priorities and foundations. The PIID's supplementary and enhanced services are consistent with the City's IDP objectives with specific reference to the following programmes:

The PIID is working towards the continuous development and improvement of the urban environment through public safety, cleansing, urban management, and social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities. By having a well-run area where crime and grime is limited bodes well for future business opportunities.

Public Safety: The primary focus and therefore budget allocation for the PIID is aimed at improved public safety in the public spaces within the PIID boundary. The PIID therefor directly supports objective 5 and 6 of the IDP.

Social Development: The PIID supports the City's social upliftment strategies to find lasting solutions for Social Development, and where possible create employment opportunities for the local surrounding community. The CID uses local business for items required and contributes towards eliminating unwanted, uncared for animals by donating to the SPCA each year which then ring fences such contribution for sterilization drives in the surrounding Ravensmead community.



Urban maintenance: Safe and quality roads for pedestrians and vehicles: The PIID supports the functions of the city through the delivery of coordinated supplementary municipal services and communicates with the various line departments which facilitates streamlined communication and service delivery within the city in terms of objective 13 of the IDP.

Cleaning and the environment: The PIID urban cleaning, maintenance plan supports the objectives of a sustainable environment, specifically aimed at the public space and amenities of the city, creating safe, quality public spaces whilst supporting environmental sustainability. The cleaning activities provided as a supplementary service further enhances the basic services provided by the city.

The PIID governance structures ensure an open and transparent approach in the way public money is used for the benefit of the community. Audited financial statements are available on the PIID website for public scrutiny.

Proposed Services and/or projects

Background:

To address the ongoing needs of the area the PIID will continue to address the following six focus areas:

- The management of the PIID operations.
- The provision of public safety and security measures in the public areas only.
- The cleaning, greening and maintenance of the public spaces in the area.
- In co-operation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the PIID.
- Through constructive partnerships with all the role-players in the PIID initiatives will be implemented to improve the sustainability of the businesses and potentially create employment opportunities and social upliftment in the area.
- Marketing of the PIID and communication with affected parties as per the attached implementation plan.

Improving Public Safety

Public safety in line with objective 6 of the IDP in terms of a holistic crime prevention programme.

Currently there is a 24 hour/7days a week service conducted in 12-hour shifts with regards to public safety.

There are two PIID branded vehicles with 3 responders/public safety officers who are brightly uniformed PIID ambassadors to help to maintain an inviting and safe experience by being the face of the area – one senior member on the Romeo 1 vehicle and two members on the Romeo 2 vehicle. These responders attend to complaints which are dispatched by the control room, do general visibility patrols, and monitor hotspots for dumping and other illegal activity. General visibility patrols are in accordance with the identified hotspots and the crime patterns of the preceding week.

There are also 2 x highly visible foot patrollers dressed in PIID branded bibs who perform duties from Mondays to Fridays in twelve-hour shifts from 06:00 to 18:00. They are deployed in hotspots to provide a continuous presence in certain areas, monitor the entrance of suspicious and/or known offenders to the area and thereby act as a deterrent to opportunistic crime. These foot patrollers get to know the neighbourhood and community very well and often serve as a first point of contact for emergency needs and provide an additional deterrent to crime through their consistent coverage and visibility.

If required responders also provide walking escorts to people entering businesses early or staff leaving work late or assist elderly and vulnerable people feeling insecure. In the past 5 years the CID was instrumental in having two elderly vulnerable persons, who had been reported as missing in other areas, reunited with their families. This was after they were noted by responders and engagements took place. SAPS assistance was then requested and after cross referencing with other police stations, the persons were taken home by SAPS.

The current contract for guarding is expiring end June 2025. Before expiry, the CID will go out on either an open tender or Request for proposal process to test the market and use the opportunity to revise the stipulations of the current contract, if necessary, at the time.

From an Urban Management Survey conducted in June/July 2019 it was ascertained that 84% of business owners who took part in the survey note the CID public safety officers and the work they do and 75% are of the opinion that they deliver work which is within the category of good to excellent. In a recent survey in September 2024 the figure has increased to 96% percent for overall impression of the public safety function in the category good to excellent.

Property owners and businesses are encouraged to improve existing security applications on their private property. This includes the encouragement to secure their perimeters with either on site security or measures such as electric fencing and alarms, as the PIID public safety service provider many only operate in the public space.

The CID office has a monthly meeting with the public safety appointed service provider, camera maintenance service provider, local SAPS as well as the CID portfolio director to ensure that pertinent crime information as well as trends or emerging threats are shared, and solutions timeously implemented.

Camera Monitoring

Camera monitoring in line with objective 5 of the IDP safety technology programme:

In order to improve safety and security the PIID will continue with its comprehensive and integrated public safety plan for the area in conjunction with its appointed service provider. These actions will include coordination and cooperation with the South African Police Service and other existing security services in the area.

As mentioned previously, the location of the industrial area (bordering a gang infested area, namely Uitsig and Ravensmead) and the fact that there are 3 scrap/recycling businesses within its borders, makes that public safety is one of the biggest cost drivers pertaining to the monthly expenditure. Camera monitoring forms an integral part to combat crime in the area.

Camera monitoring is done by 2 PSIRA registered controllers per shift on a 24-hour 7 day a week basis, in 12-hour shifts. They monitor the public space by means of 62 cameras (22 PTZ and 36 static). There is also 4 LPR cameras at the four entrances to the CID. The yearly LPR licence fee is paid by the CID. The controllers receive calls made to the control room landline or cell phone and dispatch the responders to the incidents accordingly. After they have dispatched the responders, they zoom in on the incident, in areas where there are camera visuals, and by so doing there is a chain of evidence when required. Should assistance be required from other departments such as SAPS, ambulance, Traffic Services, Fire Services etc then they will make the necessary calls and follow up until such assistance arrives on scene. When footage is requested by SAPS, they download such footage from the system. The CID office ensures that all footage is dealt with in terms of Section 7.13.5 of the City's policy with regards to the regulation of external and privately-owned CCTV on City property. The controllers assist with profiling of suspects (persons loitering in the area, robbing the informal collectors of their earnings etc). They also communicate via a handheld radio system with private security deployed on business premises in the area when their assistance is required.

The CID installed an inverter system in February 2023 so that the impact of loadshedding on the control room would be minimized. That together with the battery backups installed on all camera poles allows the control room operations to be unaffected by loadshedding. In March 2024 certain feeders in the PIID area were successfully implemented on the loadshedding curtailment programme, further decreasing the impact of loadshedding in the area.

All the CID cameras are serviced/maintained monthly by an appointed service provider over a two-day period, to eliminate downtime and limit callouts to site.

Breakdown of CCTV improvements and upgrades and projects envisaged in the next 5 years:

1. Replacing of all camera's (62) which are in the category of 5 - 7 years old and reaching their end of lifespan, with the current technology on site which is already advanced e.g. Cameras with wipers so that when it rains, such raindrops do not distort the view – or with the latest technology at the time. Without camera's it would be impossible to manage and deter crime as is currently the case, unless one employs more responders which is at a much greater cost. Cameras are important in that the captured imagery is available as evidence when required and deters the human error factor. Footage playbacks can be done up to 21 days to verify incidents etc, which is not possible when relying on mere patrols on their own.
2. Replacement of outdated camera equipment/wireless network and maintenance of the network with the latest technology when required, as the CID camera's function 24/7 in all weather conditions.
3. Landscaping in the area with attention to the traffic circles, islands, bus stops and street corners – an area which appears neat and clean makes for a pleasant working environment and is mostly avoided by those who wish to conduct illicit activities.
4. Tarring of verges/reinstatements throughout the area in consultation with the CCT – this will make the area appear neater, will lessen the probability of flooding due to sand landing up in drains and will lighten the workload of the cleaners who can then work more effectively and cover more distance in a day when they only need to pick up litter.
5. Temporary measure repairs to open drains etc which if left unattended in the period between reporting and repairs the possibility of someone falling in and injuring themselves increases.

The public safety deployment is supported by a comprehensive radio and communications network linked to the PIID control room, which currently costs the PIID R3 658 800.00 annually, and needs to be maintained.

As all security companies are PSIRA registered and there is minimum wage increases stipulated for guards, it is envisaged that for the next 5 years the expenditure will increase as follows:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Public safety	R2 817 101.00	R3 098 811.00	R3 408 692.00	R3 749 561.00	R4 124 517.00	R17 198 682.00
CCTV monitoring	R1 297 485.00	R1 427 233.00	R1 569 956.00	R1 726 952.00	R1 899 648.00	R7 921 274.00
CCTV / LPR Cameras (Capital)	R200 000.00	R250 000.00	R230 000.00	R226 000.00	R133 000.00	R1 039 000.00
TOTAL	R4 314 586.00	R4 776 044.00	R5 208 648.00	R5 702 513.00	R6 157 165.00	R26 158 956.00

Maintenance and Cleansing

Cleansing in terms of objective 9 of the IDP for a healthy and sustainable environment. There are four cleaners which are paid for by the CID, who form part of a contract with a private service provider. They conduct duties five days a week from Monday to Friday, 08:00 to 16:00 within the CID's geographical boundary. They pick up litter, do weeding, cut small overhanging branches, clear verges of sand and debris which would otherwise land up in the stormwater drainage system, and assist by reporting any issues which they might come across during their day e.g. stormwater drains with litter in which they cannot remove, broken or missing drain covers, vandalized Telkom boxes, graffiti etc. They also pick up small dumping's and drop it off at the Waste collection site in Industria Ring Road. When municipal green litter bins are found to be full the CID office will be informed who in turn will inform Solid Waste thereof, should there have been an oversight in the collection thereof.

The CID appointed cleaners collected 1 933 black bags and filled 2 719 bins with waste last year. This is a vast amount of waste and if left unattended the area would quickly degenerate, to how it was prior to the inception of the CID in 2001 where certain roads were inaccessible due to dumping.

The cleaners will continue to provide the supplementary service to the City of Cape Town cleaners, as they are currently doing and no vast changes to their working methodology is envisaged for the next 5-year term. Currently the CID cleaners are deployed in alternate areas to the CCT cleaners, when they are seen working in the area, so that the entire area is serviced daily.

The current contract for cleansing is expiring end June 2025. Before expiry, the CID will go out on open tender or request for proposal process to test the market and use the opportunity to revise the stipulations of the current contract where required.

From the Urban Management Survey conducted in June/July 2019 it was found that 88 % of business owners who completed the survey feel the area is clean. 60% feel that that litter is either not a problem or less now than before whereas 40% feel that litter is still a problem in the area, hence the need for cleaners to conduct duties Monday to Friday.

In addition, 81% felt that illegal posters are not a problem with 18% who feel it is a minor problem but is being effectively addressed by the CID. Only 1 person who took part in the survey feels that illegal posters is a problem that does not get addressed. The CID manager does regular area checks and if any illegal posters are detected the relevant company is asked to remove it within a short time frame, failing which they are reported to the CCT. To date it has not been necessary to report anyone as business owners have always co-operated. It is necessary for the CID to keep a hand on this aspect, as although it seems trivial, if everyone puts up posters on streetlamps etc. the area quickly looks "tacky", and these posters after a while needlessly land on the pavement as litter and/or in stormwater drainage where they cause blockages.

85% of business owners are of the opinion that graffiti is not a problem with 14% who feel that it is a minor problem that remains unaddressed for long periods. The CID has a good working relationship with CCT officials who speedily attends to all graffiti reported. Without the CID actively looking for Graffiti and reporting it, it could get out of hand very quickly, as nobody else sees it as "their job" to report such issues. The CID attends to all issues reported whether it is inside our geographical area or on our borders as ultimately it impacts on the image presented of the CID when entering the area. Graffiti not attended to quickly leads to degeneration of an area. With a new survey conducted in September 2025 100% of business owners who completed the survey felt that the area is clean with 12% grading as fair, 27% as good and 61% as excellent.

Currently this service costs the CID R582 397.00 annually. It is envisaged that in the next 5-year term the following amounts will be applicable to maintain the current service:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Cleansing	R640 636.00	R691 886.00	R747 237.00	R807 016.00	R871 578.00	R3 758 353.00

Projects

Urban maintenance Projects in terms of objective 13 of the IDP for safe and quality roads for pedestrians and vehicles.

All projects to be undertaken will be funded from surplus funds. The CID currently has a surplus of R5 041 448.90.

R550 000.00 will be placed back into each year of the 5-year plan for usage between projects and capital assets acquisition. Projects will include the maintaining of current initiatives and then addressing of issues such as damaged pavements and attending to any reinstatements which are not conducted by the City of Cape, e.g. supplementary ad hoc street marking on road surfaces, tree and grass cutting and replacing of damaged/stolen drain covers, as well as attending to ad hoc reinstatements when required.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Grass cutting	R110 000.00	R118 000.00	R128 000.00	R138 000.00	R149 000.00	R643 000.00
Tree trimming	R30 000.00	R50 000.00	R50 000.00	R50 000.00	R80 000.00	R260 000.00
Urban maintenance	R180 000.00	R100 000.00	R108 000.00	R100 000.00	R150 000.00	R638 000.00
TOTAL	R320 000.00	R268 000.00	R286 000.00	R288 000.00	R379 000.00	R1 541 000.00

Environmental Development

The CID wishes to plant hardy, water wise trees and plants such as succulents; maintain street verges; install sidewalk planters; and upgrade facilities such as strategic placing of park benches, in the public open spaces after consultation with the CCT. This will take place throughout the area where required as per the budget allowance per year.

All above is in line with the City's objective 11 and 15 of the IDP, which is supported by PIID.

The cost for Environmental Development over the five-year term is summarised below:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Environmental Development	R30 000.00	R30 000.00	R30 000.00	R30 000.00	R20 000.00	R140 000.00

Social and Economic Development

The social issues of the entire City of Cape Town are varied and complex and no single plan or approach will adequately address these issues.

The PIID has no illegal squatters/homeless persons, church organizations, soup kitchens, municipal clinics etc within our geographical boundary. Our social aspects are therefore mostly concentrated on eradicating the stray, injured and dead animals found in the area by supporting the Cape of Good Hope SPCA which conducts a valuable service in the area. This initiative of providing a donation for ringfencing of sterilizations of animals in the neighbouring area has already borne fruit and we wish to capitalize on this in the next 5 years. In 2018 there were at least 6 litters of kittens each season which were either dumped in the area or the mother came to have them in the area. After starting a donation process to the SPCA for the sterilization drive in the area, there has been no abandoned/found litters in the CID area the past year.

The board will consider splitting the SPCA donation with other worthy organizations such as the Cart Horse Association within the 5-year term depending on whether the cart horses in the area which are currently minimal increase or not.

The CID has previously used registered local labour from organizations within Ravensmead area to conduct work in the CID and thereby giving back to the community in the past. Grass cutting and manual labour such as clearing of heaps of sand and laying of gabion rocks etc were all conducted by local workforce instead of using other service providers from other areas, thereby affording job creation. Quotations for future landscaping initiatives will where feasible be requested from local business

instead of requesting quotations from businesses in other more affluent areas further afield. The PIID cleaners employed by the company contracted by the CID are from the local community, thereby creating jobs.

PIID uses local certified businesses within the CID Geographical area to provide specified services to the CID, where possible, such as generator services, air conditioner services, plumbing and electrical work.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
SPCA: Sterilization drive	R30 000.00	R32 000.00	R34 000.00	R36 000.00	R38 000.00	R170 000.00

Communication

The focus will be on communicating with the members, businesses and property owners of the PIID by:

- Maintaining an informative website.
- Distributing flyers and/or newsletters reflecting the initiatives and successes of the PIID.
- Promoting the PIID amongst the local businesses and industries.
- Promote community pride through the initiatives of the PIID in making the area cleaner and safer.
- Promoting the PIID through high visibility branding on the patrol vehicles.
- Promoting the PIID through high visibility uniforms with PID branding for the patrol officers and maintenance workers.

Financial Impact of the CID

The 5-year budget for the implementation and operations of the PIID is set out in Part C. It reflects the identified needs of the PIID operations in as cost effective a manner as possible for envisaged supplementary and enhanced services and actual costs of operation.

The Expenditure Budget for each year of the Business Plan:

YEAR	TOTAL EXPENDITURE	REVENUE (Funding Source: Additional Rates)	REVENUE (Other Funding Source E.g. Accumulated Surplus / Donations / Sponsorship / Parking etc.)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R8 267 411.00	R7 717 411.00	R550 000.00	8.8%
2	R8 955 778.00	R8 405 778.00	R550 000.00	8.3%
3	R9 705 220.00	R9 155 220.00	R550 000.00	8.4%
4	R10 510 945.00	R9 960 945.00	R550 000.00	8.3%
5	R11 399 167.00	R10 849 167.00	R550 000.00	8.5%

In line with the City's CID By-law, the Management Body is required to prepare a proposed annual budget for each successive financial year by the date and in the format required by the Executive Director based on the specific needs of the area as set out in the Business Plan. The budget is funded by an additional property rate levied on the municipal valuation of all properties within the CID boundary. Additional rates attract VAT @ 15%. The PIID has signed a finance agreement with the City of Cape Town.

The property rate is calculated by the City annually during the City's budget process. The additional rate is expressed as a Rand-in-the-rand and is calculated by dividing the budget total with the total municipal valuation of properties in the CID. The impact on individual property owners in the outer years of the CID term may vary due to valuation fluctuations caused by successful valuation objections, subdivisions, new developments, court amendments, implementation of a new General Valuation or Supplementary Valuation causing the CID budget to be spread over an increased or reduced total municipal valuation base.

The CID By-law allows for differentiated additional rates between categories of ratable property and as such a non-residential additional rate is applicable in the CID, as there are only business properties within the CID geographical location and no residential units.

Property owners who receive a full or partial rates rebate will not pay additional rates. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any PIID additional property rates. It is however incumbent on the property owner to seek such relief from the City under the City's rates policy.

The budget and additional 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 residential and non-residential properties can be calculated as follows:

1. Municipal valuation x R 0. XXXXXX = Annual contribution (VAT excl.) – Note: R 0. XXXXXX represents the approved ID 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.)

Proposed Management Structure

The PIID is managed by a board of Directors, elected by the members of the PIID at the preceding years AGM. The Board of Directors consists of property owners within the PIID and a political representative from the City of Cape Town attending Board meetings as an observer. The Board manages a Non-Profit company (NPC) which is responsible for the management of the CID, within the framework of the approved business plan and oversees the implementation thereof.

Elected Board members take responsibility for the various portfolios in the company and regular board meetings (once every two months) allow the directors to review current operations and apply corrective measures as required.

The Board has appointed service providers with the necessary contracts in place to manage the day-to-day operations within the PIID. The supplementary and enhanced services provided by the PIID represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided upon by the property owners as CID's are property-owner driven. The PIID is managed by a PIID manager appointed by the Board and oversees the day-to-day delivery of the additional services as well as attending to all the administrative legalities of a CID according to the Business plan.

All the above is subject to monitoring and oversight by various departments in the City of Cape Town. The CID Branch also advises, monitors, oversees and provides guidance on administrative, financial, operational and governance compliance.

An Annual General Meeting is held every year to review the performance of the CID and to confirm the mandate of the members. The budget and implementation plan for the next year is also presented and discussed for approval at the AGM.

The AGM also provides the opportunity to elect new directors to serve on the board of the NPC. It is envisaged that the current directors will be elected to a new term.

Permissible Amendments to the Business Plan

If, however, at any time, it is decided that the geographical boundaries of the CID need to change, then such change would need to go through a formal process as required in terms of section 26 of the CID By-law.

If additional services are required, stemming from collaboration with City departments, which are not specified in the motivation report but deemed supplementary and enhanced municipal services, the business plan can be amended without further consent by submitting a request to the City in terms of Section 25 of the CID By-law, if it is not material.

The PIID signed a Memorandum of Agreement with the Roads Infrastructure Management (RIM) Department, who is responsible for the management and maintenance of all road infrastructure assets falling under the auspices of the Urban Mobility Directorate. This agreement allows the PIID to seek permission to provide enhanced maintenance tasks related to road infrastructure.

There are currently no further plans to investigate or explore significant changes to the strategy or operations of the PIID and therefore none are noted here.

List of all rateable properties within the CID

A list of all rateable properties within the PIID is attached as Annexure A.



PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID)

5 YEAR IMPLEMENTATION PLAN

1st July 2025 to 30th June 2030

MANAGEMENT AND OPERATIONS											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Appointment of relevant service providers	Appointment of appropriately qualified service providers	Year 1			→			Manager and Board	Operational	Service providers to be appointed by means of a well documented fair, equitable, transparent and competitive process. Review service provider appointment in last year of contract period by means of a well documented fair, equitable, transparent and competitive process.
2	Appointment of suitably qualified staff	Appointed suitably qualified staff	Year 1	→				→	Manager and Board	Operational	Well documented recruitment and selection process. For contracted staff, review staff contracts in last year of contract period.
3	Appoint an auditor	IRBA registered auditor appointed	Year 1	→					Manager and Board	Operational	IRBA registered auditor appointed at the AGM.
4	Board meetings	Bi monthly board meetings	bi monthly	6	6	6	6	6	Manager and Board	Annual Report	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
5	Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Branch by 15th	Monthly	12	12	12	12	12	Manager	Operational and Board	Refer to Finance Agreement. Submit reports to the CID Branch. Board to track budget implementation and institute corrective measures when required.
6	Audited Annual Financial Statements	Unqualified Audited Annual Financial Statements	Annually	1	1	1	1	1	Manager and Board	Board, Operational and Annual Report	Annual Financial Statements audited and signed by nominated Directors.
7	Submit Annual Financial Statements to City	Signed Annual Financial Statements submitted to City	Annually	1	1	1	1	1	Manager	Operational	Signed AFS submitted to the CID Branch by 31 August of each year.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
8	Review arrears list	Report arrears to board	Quarterly	4	4	4	4	4	Manager	Operational	Board Members in arrears cannot participate in meetings and members in arrears cannot participate in AGMs.
9	Annual feedback to members at AGM	Host legally compliant AGM	Annually	1	1	1	1	1	Manager and Board	Board	Host successful AGM before 31 December.
10	Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.
11	CIPC Compliance • Annual Returns	Submit Annual Returns to CIPC within 30 business days of company registration date	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.
12	CIPC Compliance • Directors change • Auditors change • Company Secretary	Submit amendments to CIPC within 10 business days of the change	Ongoing	→	→	→	→	→	Manager and Board	Operational	Submit proof of submission to CID Branch.
13	Manage and monitor the service request process	Complete daily reports of service requests and monitor outstanding issues	Monthly	12	12	12	12	12	Manager and Board	Operational	Follow up with sub-council in respect of outstanding service requests
14	Participate in the review / development of the City's Integrated Development Plan	Annual submissions to Subcouncil Manager	Annually	1	1	1	1	1	Manager and Board	Operational	October to February of every year.
15	Participate in the City's Capital and Operating Budgets process	Annual submissions to Subcouncil Manager.	Annually	1	1	1	1	1	Manager and Board	Operational	By September of each year.
16	Maintain NPC membership	Up to date NPC membership register	Ongoing	→	→	→	→	→	Manager and Board	Operational	Maintain up to date membership list on website.
17	Submit an extension of term application	Submit a comprehensive extension of term application for approval by the members and the CCT Council.	In year 5					1	Manager and Board	Operational	Prepare a new business plan in the last year of term.
18	Annual Tax Compliance Status	Within one month after expiry date.	Annually	1	1	1	1	1	Manager and Board	Operational	Upload Tax Compliance Status via the eServices portal.
19	Adjustment Budget	Board approved adjustment budget	Annually	1	1	1	1	1	Manager and Board	Operational	Submit Board minutes and approved adjustment budget to the CCT by end of March.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
20	First Board meeting post AGM	Allocate portfolios, elect Chairperson, sign Declaration of Interest, complete POPIA declaration	Annually	1	1	1	1	1	Manager and Board	Operational	All new directors to receive relevant documents.
21	VAT reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	6	6	6	6	6	Manager and Board	Operational	

PUBLIC SAFETY											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a Public Safety strategy and management plan	Up to date Public Safety Management and Strategy Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of a new term and then modified continuously in conjunction with the SAPS, Local Authority and existing Public Safety service provider using their experience as well as available crime statistics
2	Appoint a Public Safety service provider(s)	Contracted PSIRA registered public safety service provider(s)	Year 1	→					Board	Board	The Public Safety service provider(s) could include Public Safety Patrols, Control Room services and CCTV Monitoring through a fair, equitable, transparent and competitive process
3	Review and approve the Public Safety strategy and management plan	Approved Public Safety strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.
4	Record Public Safety Incidents	Up to date public safety incident records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	Indicative records to be included in Annual Report

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
5	CID participation in joint operations	Participated in joint operations	Adhoc	1	1	1	1	1	Manager and Service Provider	Annual Report where applicable	Participation in joint operations dependent on the public safety needs of the area
6	Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Public Safety patrols	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational	Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches
7	Plan deployment of CCTV cameras	CCTV Camera deployment included in Public Safety strategy and management plan	Ongoing	→	→	→	→	→	Board, Manager and Service Provider	Board and Operational	
8	Register CCTV Cameras with the CCT	Cameras registered with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	
9	Monitor CCTV Cameras	Monitoring of CCTV Cameras by appropriately qualified service providers.	Ongoing	→	→	→	→	→	Manager	Operational	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.

MAINTENANCE AND CLEANSING											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a maintenance and cleansing strategy and management plan	Up to date maintenance and cleansing strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Appoint a maintenance and cleansing service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a maintenance and cleansing service provider(s) through a fair, equitable, transparent and competitive process

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
3	Review and approve the maintenance and cleansing management plan	Approved maintenance and cleansing strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide maintenance and cleansing services by the appointed service provider and evaluate levels of service provided.
4	Evaluate and review the provision of public litter bins	Sufficient public litter bins	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide public litter bins and log a CCT service request
5	Cleaning of streets and sidewalks supplementary to those provided by the CCT	Clean streets and sidewalks in partnership with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide additional street cleaning and log a CCT service request
6	Health and safety issues reported to the CCT	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with sub-council in respect of outstanding CCT service requests
7	Combat Illegal dumping	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with relevant department in respect of outstanding CCT service requests
8	Removal of illegal posters	Urban infrastructure free from illegal posters	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of illegal posters by the CCT and where relevant log a CCT service request
9	Removal of graffiti	Urban infrastructure free of graffiti	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of graffiti by the CCT and where relevant log a CCT service request
10	Record maintenance and cleansing activities	Up to date maintenance and cleansing records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	Indicative records to be included in Annual Report

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
11	Identify problems, requiring minor maintenance to CCT infrastructure and perform relevant maintenance on: a. Water and Sanitation infrastructure b. Roads and Stormwater infrastructure c. Road markings d. Grass cutting in Public Open Spaces incl. Parks e. Street furniture	Completed minor maintenance to CCT infrastructure	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational, Board and Annual Report	Engage with relevant department before undertaking maintenance
12	Identify problems, required maintenance or damage to CCT infrastructure and report to relevant department including: a. Street lighting b. Water and Sanitation c. Roads and Stormwater d. Traffic signals and road markings e. Public Open Spaces incl. Parks	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager	Operational, Board and Annual Report	Follow up with sub-council in respect of outstanding CCT service requests

ENVIRONMENTAL DEVELOPMENT											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop an environmental development strategy and management plan	Up to date environmental development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Promote waste minimization and management thereof through awareness on waste, water, noise and air pollution	Quarterly awareness campaign through newsletters or website to business and property owners.	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Urban Waste Management Law Enforcement
3	Implement a Recycling programme	Recyclable waste collected	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report	By service provider or cleaning staff.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
4	Implement and maintain landscaping projects	Landscaping projects implemented and maintained	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	
5	Install and maintain street furniture	Street furniture maintained	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	
6	Monitor and report illegal signage and posters	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	
7	Improve green urban environment	Green urban environment	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	Tree planting, maintaining of tree wells, road verges, replanting and maintaining of flower pots etc.

SOCIAL AND ECONOMIC DEVELOPMENT

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a social and economic development strategy and management plan	Up to date social and economic development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics
2	Monitor and review implementation of informal trading plans in support of economic development	Managed informal trading	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	

COMMUNICATION

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a communication strategy and management plan	Up to date communication strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
2	Maintain Website	Up to date website	Ongoing	→	→	→	→	→	Manager	Board	In terms of CCT CID Policy requirements
3	Newsletters / Newsflashes	Communication distributed	Quarterly	4	4	4	4	4	Manager	Operational	Including use of social media platforms
4	Regular interaction with property and business owners	Feedback on interactions	Ongoing	→	→	→	→	→	Manager	Operational	
5	CID information signage	Clearly identifiable CID signage	Ongoing	→	→	→	→	→	Manager	Operational	Signage to be visible and maintained with CCT approval

PAROW INDUSTRIA IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2025/26	2026/27	2027/28	2028/29	2029/30
INCOME	R	R	R	R	R
Income from Additional Rates	-7 717 411 93.3%	-8 405 778 93.9%	-9 155 220 94.3%	-9 960 945 94.8%	-10 849 167 95.2%
Other: Accumulated Surplus	-550 000 6.7%	-550 000 6.1%	-550 000 5.7%	-550 000 5.2%	-550 000 4.8%
TOTAL INCOME	-8 267 411 100.0%	-8 955 778 100.0%	-9 705 220 100.0%	-10 510 945 100.0%	-11 399 167 100.0%
EXPENDITURE	R	R	R	R	R
Employee Related	1 234 711 14.9%	1 314 533 14.7%	1 408 672 14.5%	1 496 334 14.2%	1 592 557 14.0%
Salaries and Wages	917 334	972 374	1 040 440	1 100 000	1 166 000
PAYE, UIF & SDL	253 649	273 941	295 856	319 525	345 086
COIDA	3 000	3 240	3 499	3 799	4 081
Bonus	60 728	64 978	68 877	73 010	77 390
Core Business	4 785 222 57.9%	5 247 930 58.6%	5 755 885 59.3%	6 313 529 60.1%	6 915 743 60.7%
Cleansing services	640 636	691 886	747 237	807 016	871 578
Environmental upgrading	30 000	30 000	30 000	30 000	20 000
Public Safety	2 817 101	3 098 811	3 408 692	3 749 561	4 124 517
Public Safety - CCTV monitoring	1 297 485	1 427 233	1 569 956	1 726 952	1 899 648
Depreciation	400 000 4.8%	440 000 4.9%	484 000 5.0%	532 400 5.1%	585 640 5.1%
Repairs & Maintenance	400 000 4.8%	432 000 4.8%	463 702 4.8%	488 399 4.6%	532 927 4.7%
General Expenditure	665 956 8.1%	719 142 8.0%	768 304 7.9%	831 455 7.9%	896 825 7.9%
Accounting fees	13 200	14 256	15 396	16 628	17 958
Advertising costs	6 659	7 192	7 767	8 388	9 059
Auditor's remuneration	42 800	46 224	49 921	53 915	58 229
Bank charges	9 914	10 707	11 564	12 489	13 488
Catering & Food	4 500	4 860	5 248	5 668	6 122
Computer expenses	40 000	43 200	45 000	50 388	54 419
Insurance	194 230	209 768	226 549	244 672	264 245
Lease rental on equipment	45 500	49 140	53 071	57 317	60 756
Motor vehicle expenses	307	331	358	386	417
Office rental	69 985	75 583	81 630	88 160	95 214
Printing / stationery / photographic	3 000	3 240	3 499	3 780	4 081
Refreshments and Teas	8 861	9 481	10 144	10 855	11 723
Secretarial duties	37 000	39 960	43 157	46 609	50 338
Utilities (not CCT)	190 000	205 200	215 000	232 200	250 776
Projects	350 000 4.2%	300 000 3.3%	320 000 3.3%	324 000 3.1%	417 000 3.7%
SPCA : Sterilization drive	30 000	32 000	34 000	36 000	38 000
Grass cutting	110 000	118 000	128 000	138 000	149 000
Tree trimming	30 000	50 000	50 000	50 000	80 000
Reinstatements	180 000	100 000	108 000	100 000	150 000
Capital Expenditure (PPE)	200 000 2.4%	250 000 2.8%	230 000 2.4%	226 000 2.2%	133 000 1.2%
CCTV / LPR Cameras	200 000	250 000	230 000	226 000	133 000
Bad Debt Provision 3%	231 522 2.8%	252 173 2.8%	274 657 2.8%	298 828 2.8%	325 475 2.9%
TOTAL EXPENDITURE	8 267 411 100.0%	8 955 778 100.0%	9 705 220 100.0%	10 510 945 100.0%	11 399 167 100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	8.8%	8.3%	8.4%	8.3%	8.5%
GROWTH: ADD RATES REQUIRED	8.7%	8.9%	8.9%	8.8%	8.9%

LIST OF RATEBLE PROPERTIES WITHIN THE PAROW INDUSTRIA CID						
Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	2	ASSEGAAI ROAD	PAROW INDUSTRIA		619699	12686
NON-RESIDENTIAL	3	ASSEGAAI ROAD	PAROW INDUSTRIA		992032	24269
NON-RESIDENTIAL	5	ASSEGAAI ROAD	PAROW INDUSTRIA		619683	12668
NON-RESIDENTIAL	10	ASSEGAAI ROAD	PAROW INDUSTRIA		784431	23539
NON-RESIDENTIAL	11	ASSEGAAI ROAD	PAROW INDUSTRIA		619684	12669
NON-RESIDENTIAL	16	ASSEGAAI ROAD	PAROW INDUSTRIA		995939	23540
NON-RESIDENTIAL	19	ASSEGAAI ROAD	PAROW INDUSTRIA		619686	12670
NON-RESIDENTIAL	20	ASSEGAAI ROAD	PAROW INDUSTRIA		995940	23541
NON-RESIDENTIAL	21	ASSEGAAI ROAD	PAROW INDUSTRIA		624608	19490
NON-RESIDENTIAL	23	ASSEGAAI ROAD	PAROW INDUSTRIA		619690	12677
NON-RESIDENTIAL	24	ASSEGAAI ROAD	PAROW INDUSTRIA		619694	12680
NON-RESIDENTIAL	27	ASSEGAAI ROAD	PAROW INDUSTRIA		619691	12678
NON-RESIDENTIAL	30	ASSEGAAI ROAD	PAROW INDUSTRIA		623313	18147
NON-RESIDENTIAL	35	ASSEGAAI ROAD	PAROW INDUSTRIA		625152	20143
NON-RESIDENTIAL	36	ASSEGAAI ROAD	PAROW INDUSTRIA		626662	21727
NON-RESIDENTIAL	37	ASSEGAAI ROAD	PAROW INDUSTRIA		619688	12674
NON-RESIDENTIAL	39	ASSEGAAI ROAD	PAROW INDUSTRIA		888651	23343
NON-RESIDENTIAL	41	ASSEGAAI ROAD	PAROW INDUSTRIA		739886	23342
NON-RESIDENTIAL	42	ASSEGAAI ROAD	PAROW INDUSTRIA		1036319	24512
NON-RESIDENTIAL	47	ASSEGAAI ROAD	PAROW INDUSTRIA		739885	23341
NON-RESIDENTIAL	50	ASSEGAAI ROAD	PAROW INDUSTRIA		619695	12681
NON-RESIDENTIAL	53	ASSEGAAI ROAD	PAROW INDUSTRIA		619689	12676
NON-RESIDENTIAL	55	ASSEGAAI ROAD	PAROW INDUSTRIA		626647	21709
NON-RESIDENTIAL	57	ASSEGAAI ROAD	PAROW INDUSTRIA		621326	15778
NON-RESIDENTIAL	59	ASSEGAAI ROAD	PAROW INDUSTRIA		622431	16946
NON-RESIDENTIAL	21A	ASSEGAAI ROAD	PAROW INDUSTRIA		619687	12671
NON-RESIDENTIAL	55A	ASSEGAAI ROAD	PAROW INDUSTRIA		626645	21707
NON-RESIDENTIAL	6	BEREA CRESCENT	PAROW INDUSTRIA		12195882	24589

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	1	CRADICK CLOSE	PAROW INDUSTRIA		623223	17909
NON-RESIDENTIAL	3	CRADICK CLOSE	PAROW INDUSTRIA		622102	16596
NON-RESIDENTIAL	5	CRADICK CLOSE	PAROW INDUSTRIA		622104	16598
NON-RESIDENTIAL	7	CRADICK CLOSE	PAROW INDUSTRIA		622103	16597
NON-RESIDENTIAL	8	CRADICK CLOSE	PAROW INDUSTRIA		979800	23338
NON-RESIDENTIAL	9	CRADICK CLOSE	PAROW INDUSTRIA		622105	16599
NON-RESIDENTIAL	10	CRADICK CLOSE	PAROW INDUSTRIA		979801	23437
NON-RESIDENTIAL	11	CRADICK CLOSE	PAROW INDUSTRIA		623228	17931
NON-RESIDENTIAL	3A	CRADICK CLOSE	PAROW INDUSTRIA		626649	21710
NON-RESIDENTIAL	74	DENTON TERRACE	PAROW INDUSTRIA		1068011	24557
NON-RESIDENTIAL	2	GARRETT STREET	PAROW INDUSTRIA		700669	22746
NON-RESIDENTIAL	3	GARRETT STREET	PAROW INDUSTRIA		627936	23436
NON-RESIDENTIAL	7	GARRETT STREET	PAROW INDUSTRIA		627859	23272
NON-RESIDENTIAL	9	GARRETT STREET	PAROW INDUSTRIA		627602	22937
NON-RESIDENTIAL	10	GARRETT STREET	PAROW INDUSTRIA		627603	22938
NON-RESIDENTIAL	33	INDUSTRIA RING ROAD	PAROW INDUSTRIA		619476	12463
NON-RESIDENTIAL	34	INDUSTRIA RING ROAD	PAROW INDUSTRIA	2	633289	8991
NON-RESIDENTIAL	34	INDUSTRIA RING ROAD	PAROW INDUSTRIA	4	633289	8991
NON-RESIDENTIAL	34	INDUSTRIA RING ROAD	PAROW INDUSTRIA	5	633289	8991
NON-RESIDENTIAL	34	INDUSTRIA RING ROAD	PAROW INDUSTRIA	6	633289	8991
NON-RESIDENTIAL	34	INDUSTRIA RING ROAD	PAROW INDUSTRIA	9	633289	8991
NON-RESIDENTIAL	34	INDUSTRIA RING ROAD	PAROW INDUSTRIA	10	633289	8991
NON-RESIDENTIAL	34	INDUSTRIA RING ROAD	PAROW INDUSTRIA		633289	8991
NON-RESIDENTIAL	39	INDUSTRIA RING ROAD	PAROW INDUSTRIA		619477	12466
NON-RESIDENTIAL	40	INDUSTRIA RING ROAD	PAROW INDUSTRIA		633290	8995
NON-RESIDENTIAL	42	INDUSTRIA RING ROAD	PAROW INDUSTRIA		633291	8996
NON-RESIDENTIAL	44	INDUSTRIA RING ROAD	PAROW INDUSTRIA		633292	8997
NON-RESIDENTIAL	48	INDUSTRIA RING ROAD	PAROW INDUSTRIA		619680	12662
NON-RESIDENTIAL	50	INDUSTRIA RING ROAD	PAROW INDUSTRIA		619681	12663

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	52	INDUSTRIA RING ROAD	PAROW INDUSTRIA		626792	21898
NON-RESIDENTIAL	54	INDUSTRIA RING ROAD	PAROW INDUSTRIA		624565	19443
NON-RESIDENTIAL	56	INDUSTRIA RING ROAD	PAROW INDUSTRIA		623364	18215
NON-RESIDENTIAL	57	INDUSTRIA RING ROAD	PAROW INDUSTRIA		627157	22304
NON-RESIDENTIAL	59	INDUSTRIA RING ROAD	PAROW INDUSTRIA		627151	22293
NON-RESIDENTIAL	64	INDUSTRIA RING ROAD	PAROW INDUSTRIA		619708	12696
NON-RESIDENTIAL	68	INDUSTRIA RING ROAD	PAROW INDUSTRIA		619707	12695
NON-RESIDENTIAL	69	INDUSTRIA RING ROAD	PAROW INDUSTRIA		623378	18236
NON-RESIDENTIAL	71	INDUSTRIA RING ROAD	PAROW INDUSTRIA		623377	18235
NON-RESIDENTIAL	72	INDUSTRIA RING ROAD	PAROW INDUSTRIA		627916	23380
NON-RESIDENTIAL	73	INDUSTRIA RING ROAD	PAROW INDUSTRIA		619703	12690
NON-RESIDENTIAL	75	INDUSTRIA RING ROAD	PAROW INDUSTRIA		624375	19238
NON-RESIDENTIAL	1	JUNCTION STREET	PAROW INDUSTRIA		627624	22958
NON-RESIDENTIAL	2	JUNCTION STREET	PAROW INDUSTRIA		627623	22957
NON-RESIDENTIAL	9	JUNCTION STREET	PAROW INDUSTRIA		961062	23991
NON-RESIDENTIAL	10	JUNCTION STREET	PAROW INDUSTRIA		627466	22749
NON-RESIDENTIAL	13	JUNCTION STREET	PAROW INDUSTRIA		627475	22761
NON-RESIDENTIAL	16	JUNCTION STREET	PAROW INDUSTRIA		739888	23345
NON-RESIDENTIAL	17	JUNCTION STREET	PAROW INDUSTRIA		627629	22962
NON-RESIDENTIAL	18	JUNCTION STREET	PAROW INDUSTRIA		627621	22954
NON-RESIDENTIAL	19	JUNCTION STREET	PAROW INDUSTRIA		627630	22963
NON-RESIDENTIAL	20	JUNCTION STREET	PAROW INDUSTRIA		627620	22953
NON-RESIDENTIAL	21	JUNCTION STREET	PAROW INDUSTRIA		627470	22753
NON-RESIDENTIAL	22	JUNCTION STREET	PAROW INDUSTRIA		627619	22952
NON-RESIDENTIAL	23	JUNCTION STREET	PAROW INDUSTRIA		627471	22754
NON-RESIDENTIAL	24	JUNCTION STREET	PAROW INDUSTRIA		627618	22951
NON-RESIDENTIAL	25	JUNCTION STREET	PAROW INDUSTRIA		1036292	24515
NON-RESIDENTIAL	26	JUNCTION STREET	PAROW INDUSTRIA		627617	22950
NON-RESIDENTIAL	27	JUNCTION STREET	PAROW INDUSTRIA		700670	22775

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	28	JUNCTION STREET	PAROW INDUSTRIA		627615	22949
NON-RESIDENTIAL	30	JUNCTION STREET	PAROW INDUSTRIA		627614	22948
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	1	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	2	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	3	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	4	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	5	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	6	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	7	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	8	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	9	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	10	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	11	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	12	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	13	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	14	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	15	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	16	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	17	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	18	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	19	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	20	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	21	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	22	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	23	992033	24270
NON-RESIDENTIAL	31	JUNCTION STREET	PAROW INDUSTRIA	24	992033	24270
NON-RESIDENTIAL	32	JUNCTION STREET	PAROW INDUSTRIA		627474	22759
NON-RESIDENTIAL	40	JUNCTION STREET	PAROW INDUSTRIA		627604	22939
NON-RESIDENTIAL	52	JUNCTION STREET	PAROW INDUSTRIA		627863	23278

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	54	JUNCTION STREET	PAROW INDUSTRIA		627866	23280
NON-RESIDENTIAL	56	JUNCTION STREET	PAROW INDUSTRIA		627868	23282
NON-RESIDENTIAL	58	JUNCTION STREET	PAROW INDUSTRIA		627853	23265
NON-RESIDENTIAL	62	JUNCTION STREET	PAROW INDUSTRIA		627601	22935
NON-RESIDENTIAL	67	JUNCTION STREET	PAROW INDUSTRIA		627599	22933
NON-RESIDENTIAL	23A	JUNCTION STREET	PAROW INDUSTRIA		61530559	24819
NON-RESIDENTIAL	25B	JUNCTION STREET	PAROW INDUSTRIA		955722	23358
NON-RESIDENTIAL	32A	JUNCTION STREET	PAROW INDUSTRIA		627613	22947
NON-RESIDENTIAL	48A	JUNCTION STREET	PAROW INDUSTRIA		951771	23357
NON-RESIDENTIAL	50A	JUNCTION STREET	PAROW INDUSTRIA		627862	23277
NON-RESIDENTIAL	54A	JUNCTION STREET	PAROW INDUSTRIA		627864	23279
NON-RESIDENTIAL	54A	JUNCTION STREET	PAROW INDUSTRIA		627867	23281
NON-RESIDENTIAL	2	KOETS STREET	PAROW INDUSTRIA		985958	24257
NON-RESIDENTIAL	3	KOETS STREET	PAROW INDUSTRIA		627609	22943
NON-RESIDENTIAL	5	KOETS STREET	PAROW INDUSTRIA		627608	22942
NON-RESIDENTIAL	7	KOETS STREET	PAROW INDUSTRIA		627607	22941
NON-RESIDENTIAL	9	KOETS STREET	PAROW INDUSTRIA		627606	22940
NON-RESIDENTIAL	1	PARIN ROAD	PAROW INDUSTRIA		623376	18234
NON-RESIDENTIAL	3	PARIN ROAD	PAROW INDUSTRIA		619698	12685
NON-RESIDENTIAL	4	PARIN ROAD	PAROW INDUSTRIA		627152	22295
NON-RESIDENTIAL	6	PARIN ROAD	PAROW INDUSTRIA		627153	22296
NON-RESIDENTIAL	8	PARIN ROAD	PAROW INDUSTRIA		619706	12693
NON-RESIDENTIAL	9	PARIN ROAD	PAROW INDUSTRIA		699481	23396
NON-RESIDENTIAL	12	PARIN ROAD	PAROW INDUSTRIA		619705	12692
NON-RESIDENTIAL	13	PARIN ROAD	PAROW INDUSTRIA		619697	12683
NON-RESIDENTIAL	15	PARIN ROAD	PAROW INDUSTRIA		619701	12689
NON-RESIDENTIAL	1A	PARIN ROAD	PAROW INDUSTRIA		738273	12687
NON-RESIDENTIAL	3	RADNOR STREET	PAROW INDUSTRIA		619718	12709
NON-RESIDENTIAL	7	RADNOR STREET	PAROW INDUSTRIA		619730	12724

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	9	RADNOR STREET	PAROW INDUSTRIA		619726	12717
NON-RESIDENTIAL	11	RADNOR STREET	PAROW INDUSTRIA		619725	12716
NON-RESIDENTIAL	15	RADNOR STREET	PAROW INDUSTRIA		700668	22308
NON-RESIDENTIAL	21	RADNOR STREET	PAROW INDUSTRIA		961063	23992
NON-RESIDENTIAL	35	RADNOR STREET	PAROW INDUSTRIA		627468	22751
NON-RESIDENTIAL	36	RADNOR STREET	PAROW INDUSTRIA		619732	12731
NON-RESIDENTIAL	43	RADNOR STREET	PAROW INDUSTRIA		1014785	24264
NON-RESIDENTIAL	1	SPIN STREET	PAROW INDUSTRIA		619724	12715
NON-RESIDENTIAL	3	SPIN STREET	PAROW INDUSTRIA		619723	12714
NON-RESIDENTIAL	5	SPIN STREET	PAROW INDUSTRIA		619722	12713
NON-RESIDENTIAL	7	SPIN STREET	PAROW INDUSTRIA		619721	12712
NON-RESIDENTIAL	11	SPIN STREET	PAROW INDUSTRIA		699480	22577
NON-RESIDENTIAL	12	SPIN STREET	PAROW INDUSTRIA		619711	12702
NON-RESIDENTIAL	13	SPIN STREET	PAROW INDUSTRIA		739744	22336
NON-RESIDENTIAL	14	SPIN STREET	PAROW INDUSTRIA		619712	12703
NON-RESIDENTIAL	15	SPIN STREET	PAROW INDUSTRIA		696092	12711
NON-RESIDENTIAL	16	SPIN STREET	PAROW INDUSTRIA		619713	12704
NON-RESIDENTIAL	17	SPIN STREET	PAROW INDUSTRIA		619720	12710
NON-RESIDENTIAL	18	SPIN STREET	PAROW INDUSTRIA		619714	12705
NON-RESIDENTIAL	20	SPIN STREET	PAROW INDUSTRIA		619715	12706
NON-RESIDENTIAL	22	SPIN STREET	PAROW INDUSTRIA		619716	12707
NON-RESIDENTIAL	24	SPIN STREET	PAROW INDUSTRIA		619717	12708
NON-RESIDENTIAL	3	STELLENBERG ROAD	PAROW INDUSTRIA		624940	19870
NON-RESIDENTIAL	5	STELLENBERG ROAD	PAROW INDUSTRIA		619710	12700
NON-RESIDENTIAL	7	STELLENBERG ROAD	PAROW INDUSTRIA		619704	12691
NON-RESIDENTIAL	12	STELLENBERG ROAD	PAROW INDUSTRIA		625313	20418
NON-RESIDENTIAL	14	STELLENBERG ROAD	PAROW INDUSTRIA		625316	20422
NON-RESIDENTIAL	16	STELLENBERG ROAD	PAROW INDUSTRIA		619674	12649
NON-RESIDENTIAL	20	STELLENBERG ROAD	PAROW INDUSTRIA		619666	12641

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	21	STELLENBERG ROAD	PAROW INDUSTRIA		700667	12665
NON-RESIDENTIAL	25	STELLENBERG ROAD	PAROW INDUSTRIA		626650	21711
NON-RESIDENTIAL	32	STELLENBERG ROAD	PAROW INDUSTRIA		993726	24149
NON-RESIDENTIAL	38	STELLENBERG ROAD	PAROW INDUSTRIA		619733	12732
NON-RESIDENTIAL	40	STELLENBERG ROAD	PAROW INDUSTRIA		619734	12733
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	101	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	102	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	103	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	104	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	105	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	106	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	107	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	108	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	109	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	110	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	111	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	112	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	113	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	114	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	115	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	116	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	117	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	118	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	119	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	120	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	201	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	202	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	203	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	204	696075	19496

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	205	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	206	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	207	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	208	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	301	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	302	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	303	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	304	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	305	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	306	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	307	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	308	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	309	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	310	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	311	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	312	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	313	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	314	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	315	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	316	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	317	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	318	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	401	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	402	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	403	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	404	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	405	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	406	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	407	696075	19496

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	408	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	409	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	410	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	411	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	412	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	413	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	414	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	501	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	502	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	503	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	504	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	505	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	507	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	508	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	509	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	510	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	511	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	512	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	513	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	601	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	602	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	603	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	604	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	605	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	606	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	607	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	608	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	609	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	610	696075	19496

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	611	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	612	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	613	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	614	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	615	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	616	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	617	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	618	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	619	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	620	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	701	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	702	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	703	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	704	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	705	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	706	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	707	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	708	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	709	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	710	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	711	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	712	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	713	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	714	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	715	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	716	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	717	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	718	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	719	696075	19496

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	720	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	721	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	722	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	723	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	724	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	725	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	726	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	727	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	728	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	729	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	730	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	731	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	732	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	733	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	734	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	735	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	736	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	737	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	738	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	739	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	740	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	741	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	801	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	802	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	803	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	804	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	805	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	806	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	807	696075	19496

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	808	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	809	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	810	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	811	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	812	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	813	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	814	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	815	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	816	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	817	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	818	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	819	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	820	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	821	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	822	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	823	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	824	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	825	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	826	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	827	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	828	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA	829	696075	19496
NON-RESIDENTIAL	42	STELLENBERG ROAD	PAROW INDUSTRIA		696075	19496
NON-RESIDENTIAL	42A	STELLENBERG ROAD	PAROW INDUSTRIA		699482	23468
NON-RESIDENTIAL	1	TEKSTIEL STREET	PAROW INDUSTRIA		625312	20417
NON-RESIDENTIAL	2	TEKSTIEL STREET	PAROW INDUSTRIA		619671	12646
NON-RESIDENTIAL	12	TEKSTIEL STREET	PAROW INDUSTRIA		619669	12644
NON-RESIDENTIAL	19	TEKSTIEL STREET	PAROW INDUSTRIA		619665	12640
NON-RESIDENTIAL	20	TEKSTIEL STREET	PAROW INDUSTRIA		623036	17528

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	22	TEKSTIEL STREET	PAROW INDUSTRIA		619672	12647
NON-RESIDENTIAL	25	TEKSTIEL STREET	PAROW INDUSTRIA		619667	12642
NON-RESIDENTIAL	29	TEKSTIEL STREET	PAROW INDUSTRIA		619668	12643
NON-RESIDENTIAL	30	TEKSTIEL STREET	PAROW INDUSTRIA		619673	12648
NON-RESIDENTIAL	33	TEKSTIEL STREET	PAROW INDUSTRIA		619728	12720
NON-RESIDENTIAL	35	TEKSTIEL STREET	PAROW INDUSTRIA		993727	24154
NON-RESIDENTIAL	2	TRANS KAROO ROAD	PAROW INDUSTRIA		627467	22750
NON-RESIDENTIAL	3	TRANS ORANJE ROAD	PAROW INDUSTRIA		627854	23266
NON-RESIDENTIAL	5	TRANS ORANJE ROAD	PAROW INDUSTRIA		627855	23267
NON-RESIDENTIAL	7	TRANS ORANJE ROAD	PAROW INDUSTRIA	1	627856	23268
NON-RESIDENTIAL	7	TRANS ORANJE ROAD	PAROW INDUSTRIA	2	627856	23268
NON-RESIDENTIAL	7	TRANS ORANJE ROAD	PAROW INDUSTRIA	3	627856	23268
NON-RESIDENTIAL	7	TRANS ORANJE ROAD	PAROW INDUSTRIA	4	627856	23268
NON-RESIDENTIAL	7	TRANS ORANJE ROAD	PAROW INDUSTRIA	5	627856	23268
NON-RESIDENTIAL	7	TRANS ORANJE ROAD	PAROW INDUSTRIA	6	627856	23268
NON-RESIDENTIAL	7	TRANS ORANJE ROAD	PAROW INDUSTRIA		627856	23268
NON-RESIDENTIAL	11	TRANS ORANJE ROAD	PAROW INDUSTRIA		627918	23384
NON-RESIDENTIAL	15	TRANS ORANJE ROAD	PAROW INDUSTRIA		627858	23271
NON-RESIDENTIAL	28	TRANS ORANJE ROAD	PAROW INDUSTRIA		627473	22758
NON-RESIDENTIAL	3A	TRANS ORANJE ROAD	PAROW INDUSTRIA		958788	23331