

TYGERVALLEY IMPROVEMENT DISTRICT BUSINESS PLAN

1 JULY 2021 – 30 JUNE 2026
FOR THE
CONTINUATION AND ONGOING MANAGEMENT
OF THE
TYGERVALLEY IMPROVEMENT DISTRICT NPC
(NPC Reg. No. 2016/244690/08)



Prepared by:
The Tyger Valley Improvement District NPC
102 Edward Street, Omni park, Tyger Valley, Cape Town, 7530
Tel. 021 565 0901
Email: info@tvid.co.za
Website: www.tvid.co.za

04 November 2020

Contents

Introduction	3
TVID Area.....	4
TVID Mission	5
TVID Vision.....	5
TVID Goals.....	5
Proposed Services	5
Consistency with Integrated Development Plan (IDP)	5
Improving Public Safety	6
Public Safety Patrol Officers	6
The public safety plan includes	7
Assistance from the City of Cape Town.....	7
CCTV Surveillance Project	8
Operational security forum	8
Perimeter security and security applications	9
Area Cleaning and Urban management	9
Recycling Initiative.....	10
Social responsibility	11
Marketing	12
Property Owner Supported Projects	12
5-Year Budget of the TVID	13
Financial Impact of the CID.....	13
The budget for each year of the Business Plan	13
Budget allocation (excluding depreciation) by Portfolio	13
Proposed Management Structure	14
Permissible Amendments to the Business Plan	14
List of all Rateable Properties within the CID	14

A. MOTIVATION REPORT

Introduction

The Tygervally Improvement District (TVID) was formally established in 2016 providing top up public safety, urban maintenance, and urban cleaning services in close cooperation with the various City Departments as well as the SAPS. This Business Plan is in support of the first renewal of the initial Business Plan as the TVID aims to extend its work into a second five-year term.

The TVID area supports a business mix including various retailers of which many represent the motor industry, food and fast-food retailers, extensive office buildings and a small shopping mall. The area is further defined by the Bellville Velodrome sport complex and a significant area of vacant undeveloped land adjacent to the Velodrome. After 4 years of operation of the TVID, the public environment is in a well-maintained state with few indications of urban degradation yet, it requires ongoing measures to ensure that the area remains maintained, clean, and safe. A few businesses have been directly affected by crime in the area. Social issues including vagrancy and associated anti-social behaviour continue to be noted by businesses in the area, especially in the vicinity of Edward Street, the Velodrome and along Carl Cronje Drive.

With its term renewal imminent, the TVID is positioning itself to address the ongoing issues impacting the area, noting that further developments in the area will increase the potential for urban infrastructure damage, traffic congestion, littering and increased opportunities for crime that may impact the entire area. In the light of these challenges the TVID aims to continue to motivate property owners to enhance their investments and work closely with the TVID and the City of Cape Town.

The continued improvements and upgrades proposed in this business plan is funded by an additional rate levied on non-residential rateable property located within the TVID.

Company: Tygervally Improvement District NPC (TVID)
Registered Office: 102 Edward Street, Omni park, Tygervally, Cape Town, 7530

TVID Board: Quintin Rossi - Spear Properties
 Cliff Toerien - Spear Properties
 John Bielich - Ingenuity Property Investments Ltd
 Louis Andrag - Legato Investments

Auditor: C2M Chartered Accountants
Accountant: Nicolene Cooke's Accounting Services
Company Secretarial Duties: C2M Chartered Accountants
TVID Management Company: Geocentric Information Systems CC
 No 2 12th Street
 Elsie's River Industrial
 7490
 info@geocentric.co.za
 www.geocentric.co.za
 083 255 7657

Contact Details:

CID Manager	062 883 7045
Control Room	021 565 0900
Email	info@tvid.co.za
Website	www.tvid.co.za

TVID Area

Northern Boundary – From the split in the multiple vehicle lanes of Durban Road and Willie van Schoor Road following the center of the road reserve north of Tyger Manor along Willie van Schoor Road southwards to Bill Bezuidenhout and westward along Bill Bezuidenhout up until Carl Cronje Road to include all properties to the south of the boundary.

Eastern Boundary – From the split in the multiple vehicle lanes of Durban Road and Willie van Schoor Road following the centre of the road reserve north of Tyger Manor along Durban Road southwards to Bloemhof Road and then behind the public open space (park) to Andre Pretorius Street and along Havenga Road up to the end of the road where it borders on the N1 highway road reserve.

Southern Boundary – From the end of Havenga Road where it borders on the N1 highway road reserve westward along the northern edge of the N1 road reserve up to Willie van Schoor and then following the centre of the road reserve along Mispel Road up until Carl Cronje to include all properties north of the boundary.

Western Boundary – From the intersection of Mispel Road and Carl Cronje along Carl Cronje following the centre of the road reserve northwards up until Bill Bezuidenhout to include all properties to the east of Carl Cronje.



TVID Mission

It is the mission of the TVID to implement a strategy to counter urban degeneration of the area by creating a safe and attractive Business District.

TVID Vision

The vision of the TVID is to establish and maintain a safe, clean, well-managed Business District that attracts and retains business investment and activities in the area.

TVID Goals

- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract new investment to the area.
- Support and promote social responsibility in the area
- The sustained and effective management of the TVID area.

Proposed Services

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

- a) The management of the TVID operations;
- b) The provision of public safety and security measures in the public areas only;
- c) The cleaning, greening and maintenance of the public spaces in the area;
- d) 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 TVID;
- e) Through constructive partnerships with all the role-players in the TVID a recycling initiative will be implemented to improve the sustainability of the businesses and potentially create employment opportunities and social upliftment in the area; and
- f) Marketing and promotional efforts will be undertaken to promote the TVID as a well-managed and functioning business and residential node.

Consistency with Integrated Development Plan (IDP)

The Integrated Development Plan of the City rests on 5 pillars and the TVID supports these pillars as follows:

- **The Opportunity City.** The TVID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management and social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities.
- **The Safe City.** The primary focus and therefor budget allocation for the TVID is aimed at improved public safety in the public spaces within the TVID boundary. The TVID therefor directly supports a Safe City.

- **The Caring City.** The TVID supports the City's Social Upliftment Strategies to find lasting solutions for Social Development, which includes supporting individuals to move from the street into places of safety, support NGOs that provide social services and where possible create employment opportunities.
- **The Efficient City.** The TVID supports the functions of the City through the delivery of coordinated top-up municipal services and communicates with the various line departments which facilitates streamlined communication and service delivery with the City.
- **The Well Run City:** The TVID's governance structures ensure an open and transparent approach in the way public money is used for the benefit of the community.

Each of these pillars are considered within each of the main service areas of the TVID business plan and highlighted in each section.

Improving Public Safety

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

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

The TVID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is on roaming vehicles and foot patrols with the highest number of resources deployed during day-time operations between 06:30 and 17:30 when most businesses are operational in the area. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the TVID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and a future public CCTV surveillance system to provide a reassuring presence on streets 7 days a week.

Public Safety Patrol Officers

The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and provide an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk





or patrol the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority law enforcement. A small group of well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and first-responder training, communication skills and homeless

outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.

It is proposed that 4 public safety patrol officers on foot be deployed in the TVID, Monday to Friday between 06:30 and 17:30. When specific operations are underway, the TVID mobile public kiosk will serve as a public contact point within the TVID and serve as a reporting point for the patrol officers. In addition, the area will be patrolled by two public safety patrol vehicles on a 24 hour/7 days a week basis. The public safety deployment will be supported by a comprehensive radio and communications network linked to a supporting control room to be supplied by the service provider.

The public safety plan includes

- 4 x public safety patrol officers on foot patrolling the area, Monday – Friday during the day-time (06:30 – 17:30).
- 2 x public safety patrol vehicles patrolling the area on a 24/7 basis.
- 1 x mobile command post
- Radio communications network.
- Centralised Control Room and CCTV monitoring
- CCTV camera network to comprise of cameras and monitoring as set out in the implementation plan time scale.

Assistance from the City of Cape Town

The TVID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilising the services of Law Enforcement officers from the City of Cape Town in the area when required.

CCTV Surveillance Project

The proposed budget and business plan also incorporate the continuation of the CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras have been completed and the current network of cameras will be maintained over the next 5 years. The cameras assist in acting as a deterrent and assist in the monitoring of areas that are difficult to or less frequently patrolled by foot patrollers and patrol vehicles. The cameras also assist in directing foot patrollers and patrol vehicles to specific problems when detected.



Operational security forum

In order to facilitate an integrated approach, the TVID will continue to participate in the safety and security forum in association with the appointed security service provider. These actions will include coordination and cooperation with:

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

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

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

Perimeter security and security applications

Existing property owners and businesses should be encouraged to improve existing security applications on their property. This includes initiatives to encourage property owners and businesses to secure their perimeters as the TVID public safety service provider may only operate in the public space.

The public safety services as planned is in support of IDP pillar for a **Safe City**. The primary focus and therefor budget allocation for the TVID is aimed at improved public safety in the public spaces within the TVID boundary and therefor directly supports a Safe City.

The public safety services as planned is in support of IDP pillar for an **Opportunity City**. The TVID is working towards the continuous development and improvement of the urban environment through **public safety**, cleaning, urban management as social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities.

The budget for the provision of Public Safety is R 2 396 000 or 57% of the annual budget of Year 1 of the Business Plan.

Area Cleaning and Urban management

Most established Improvement Districts that have appropriate budgets available to deploy the services of a dedicated public cleaning service to provide the “top-up” or additional cleaning services required in their areas. To establish the most effective cleaning plan the strategy will support existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.



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

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

Urban infrastructure will be improved by:

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

In addition, the urban management team will in consultation with the relevant City Departments assist with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the TVID Implementation Plan part 4-7.
- Painting of road markings and correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.



The cleaning contingent will deploy the team in various areas and rotate through the TVID. Team members can be recruited from homeless people seeking gainful employment and training can be facilitated to improve their skills and potential utilisation. The cleaning and urban maintenance team includes:

- 5 x urban management workers per day. The shifts will be run Monday to Friday
- 1 x urban management supervisor

The following equipment will be required:

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

Recycling Initiative

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



The cleaning and urban management services as planned is in support of IDP pillar for an **Opportunity City**. The TVID is working towards the **continuous development and improvement of the urban environment** through public safety, **cleaning, urban management** and social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities.

The cleaning and urban management services as planned is also in support of the IDP pillar for an **Efficient City**. The TVID supports the functions of the City through the delivery of **coordinated top-up municipal services and communicates with the various line departments** which facilitates streamlined communication and service delivery with the City.

The budget for the provision of cleaning and urban management services is R 520 000 or 13% of the annual budget of Year 1 of the Business Plan.

Social responsibility

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The TVID will coordinate social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. The TVID management will assist to facilitate and monitor the strategy and implement social rehabilitation. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.



Through the development of pro-active programmes to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their work programmes to include cleaning and maintenance services to CIDs. These partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a “top-up” service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required. It is therefore suggested that in

addition to the permanent maintenance team a social work programme is used to deployed previously homeless people from NGOs for specific clean-up projects in the TVID area. This plan depends on close cooperation with NGOs and the City of Cape Town's social intervention strategy through which a small number of individuals can be identified to be re-integrated into society through gainful employment.

The social upliftment programmes as planned is in support of IDP pillar for a **Caring City**. The TVID supports the City's Social Upliftment Strategies to find lasting solutions for Social Development, which includes supporting individuals to move from the street into places of safety, support NGOs that provide social services and where possible create employment opportunities.

The social upliftment programmes as planned is in support of IDP pillar for an **Opportunity City**. The TVID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management as social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and **creating employment opportunities**.

The budget for the provision of social upliftment is R 50 000 or 1% of the annual budget of Year 1 of the Business Plan.

Marketing

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

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

The marketing programme included in the Business Plan is in support of the IPD pillar for an **Opportunity City**. The TVID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management and social initiatives, all aimed at **safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities**.

Property Owner Supported Projects

Property owners with the financial means to contribute beyond their additional Municipal Property Rates for the TVID will be encouraged to support various additional initiatives such as:

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

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

5-Year Budget of the TVID

The 5-year budget for the implementation and operations of the TVID is set out in Annexure A. It reflects the identified needs of the TVID operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all properties in the area and this attracts VAT. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any TVID additional property rates. It is however incumbent on the property owner to seek such relief from the City under the City's Rates Policy.

Financial Impact of the CID

The budget for each year of the Business Plan

Year 1:	R 4 221 160
Year 2:	R 4 528 677
Year 3:	R 4 859 259
Year 4:	R 5 214 633
Year 5:	R 5 516 970

The steady increase in the budget is based on an average 6,8% escalation.

In line with the City's Special Rating Areas Policy (SRA Policy), the TVID management annually prepares 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 TVID 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 Rand-in-the-rand and is calculated by dividing the TVID budget total with the total municipal valuation of properties in the TVID.

The SRA Policy allows for a differentiation in tariffs for the different types of properties and as such a residential and non-residential additional property rate is applicable in the TVID.

The TVID 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 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 TVID 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

Proposed Management Structure

The TVID is managed by a board of directors, elected by the members of the Tygervalley Improvement District NPC (TVID). A Board of Directors consists of property owners within the TVID 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 TVID business plan and oversees the implementation thereof.

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

The Board can appoint service providers and staff to manage the day-to-day operations within the TVID. The supplementary services provided by the TVID should 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 CIDs are property-owner driven. The TVID is managed by a TVID manager appointed by the Board and will oversee the day-to-day delivery of the additional services according to the Business Plan.

All of the above is subject to monitoring and oversight by various departments in the City of Cape Town. The CID Department also advises on administrative 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.

The proposed management of the TVID is in support of IDP pillar for a **Well Run City**. The TVID's governance structures ensure an open and transparent approach in the way public money is used for the benefit of the community.

The budget for the provision of management and administrative services is R 960 000 or 23% of the annual budget of Year 1 of the Business Plan. Provision is made for bad debt at 3% and depreciation of 3% in Year 1 of the Business Plan

Permissible Amendments to the Business Plan

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

List of all Rateable Properties within the CID

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

B. IMPLEMENTATION PLAN

The Implementation Plan is attached as Annexure B.

ANNEXURES

Annexure A: Term Budget

Annexure B: Implementation Plan

Annexure C: List of Rateable Properties

TYGERVALLEY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2021/22	2022/23	2023/24	2024/25	2025/26
INCOME	R	R	R	R	R
Income from Additional Rates	-4 194 356 100.0%	-4 479 702 100.0%	-4 785 231 100.0%	-5 112 385 100.0%	-5 383 171 100.0%
Other: Specify	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL INCOME	-4 194 356 100.0%	-4 479 702 100.0%	-4 785 231 100.0%	-5 112 385 100.0%	-5 383 171 100.0%
EXPENDITURE	R	R	R	R	R
Core Business	2 966 000 70.7%	3 180 234 71.0%	3 410 036 71.3%	3 656 538 71.5%	3 921 121 72.8%
Cleansing services	495 000	524 700	556 182	589 553	624 926
Environmental upgrading	25 000	26 750	28 623	30 626	32 923
Law Enforcement Officers / Traffic Wardens	-	-	-	-	-
Public Safety	2 262 800	2 432 510	2 614 948	2 811 069	3 021 900
Public Safety - CCTV monitoring	133 200	142 524	152 501	163 176	174 598
Public Safety - CCTV - Leasing of cameras	-	-	-	-	-
Social upliftment	25 000	26 875	28 891	31 057	33 387
Urban Maintenance	25 000	26 875	28 891	31 057	33 387
Depreciation	117 300 2.8%	117 300 2.6%	117 300 2.5%	117 300 2.3%	40 000 0.7%
Repairs & Maintenance	25 000 0.6%	26 875 0.6%	28 891 0.6%	31 057 0.6%	33 387 0.6%
Interest & Redemption	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
General Expenditure	960 225 22.9%	1 020 902 22.8%	1 085 447 22.7%	1 154 118 22.6%	1 227 168 22.8%
Accounting fees	18 275	19 646	21 119	22 703	24 406
Administration and management fees	756 000	801 360	849 442	900 408	954 433
Advertising costs	9 000	9 675	10 401	11 181	12 019
Auditor's remuneration	19 350	20 801	22 361	24 038	25 841
Bank charges	2 500	2 688	2 889	3 106	3 339
Contingency / Sundry	7 500	8 062	8 664	9 319	10 015
Insurance	16 000	17 200	18 490	19 877	21 368
Marketing and promotions	20 000	21 500	23 113	24 846	26 709
Meeting expenses	5 000	5 375	5 778	6 211	6 677
Office rental	102 600	110 295	118 567	127 460	137 019
Secretarial duties	4 000	4 300	4 623	4 969	5 342
Bad Debt Provision 3%	125 831 3.0%	134 391 3.0%	143 557 3.0%	153 372 3.0%	161 495 3.0%
TOTAL EXPENDITURE	4 194 356 100.0%	4 479 702 100.0%	4 785 231 100.0%	5 112 385 100.0%	5 383 171 100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	4.27%	6.8%	6.8%	6.8%	5.3%
GROWTH: SRA RATES	4.27%	6.8%	6.8%	6.8%	5.3%



TYGERVALLEY IMPROVEMENT DISTRICT (TVID) 5 YEAR IMPLEMENTATION PLAN 1st July 2022 to 30th June 2027

PROGRAM 1 - TVID MANAGEMENT & OPERATIONS

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Fully operational TVID Management Office	Functional and accessible	Ongoing	➔	➔	➔	➔	➔	TVID Manager / TVID Board	Refer to 2.6
2. Appointment of relevant service providers	Appointment of appropriately qualified service providers.	3 Years	1Y			1Y		TVID Manager / TVID Board	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.
3. Board meetings	Bi-monthly Board meetings.	6	6	6	6	6	6	TVID Manager / TVID Board	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
4. Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Department timeously.	12	12	12	12	12	12	TVID Manager	Refer to Financial Agreement. Submit reports to the CID Department by the 15 th of the following month.
5. Audited Annual Financial Statements	Audited Annual Financial Statements with an Unqualified finding.	1	1Y	1Y	1Y	1Y	1Y	TVID Manager	Submitted to the City by 31 August of each year.
6. Communicate TVID arrears list	Board Members in arrears cannot participate in meetings.	12	12	12	12	12	12	TVID Manager	Observe and report concern over outstanding amounts to Board and CID Department.

PROGRAM 1 - TVID MANAGEMENT & OPERATIONS										
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
7. Annual General Meeting	Annual feedback to members at AGM and complying with legal requirements	1	1Y	1Y	1Y	1Y	1Y	TVID Manager / TVID Board	Host successful AGM before 31 December.	
8. Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	1	1Y	1Y	1Y	1Y	1Y	TVID Manager / TVID Board	Submit proof of submission to CID Department.	
9. Successful day-to-day management and operations of the TVID	Monthly feedback to TVID Board.	Ongoing	➔	➔	➔	➔	➔	TVID Manager		
10. Maintain Website	Website with all the relevant documents as required by the By-Law and Policy	Ongoing	➔	➔	➔	➔	➔	TVID Board TVID Manager	Refer to Program 6-3.	
11. CIPC Compliance <ul style="list-style-type: none">Directors changeAnnual ReturnsAuditors change	CIPC Notifications of changes.	1Y	1Y	1Y	1Y	1Y	1Y	TVID Board	Directors & Auditors change within 10 business days of change. Annual returns within 30 Business days after the anniversary date of the NPC registration.	
12. Monthly Reports to the Directors	Report back on all CID related business to be measured and signed off	12	12	12	12	12	12	TVID Manager	Provide monthly reports to the Directors.	
13. Manage and monitor the C3 notification Process	Complete daily reports of C3 notifications and monitor outstanding issues	12	12	12	12	12	12	TVID Manager		
14. Input to the Integrated Development Plan	Annual submissions to Subcouncil Manager	1Y	1Y	1Y	1Y	1Y	1Y	TVID Manager	October to February of every year.	
15. Input to the City Capital/Operating Budgets	Annual submissions to Subcouncil Manager.	1Y	1Y	1Y	1Y	1Y	1Y	TVID Manager	By September of each year.	
16. Communicate with property owners	Monthly newsletter	Monthly	12	12	12	12	12	TVID Manager	Keep property owners informed.	

PROGRAM 1 - TVID MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
17. Mediate issues with or between property owners	Provide an informed opinion on unresolved issues and assist where possible	Ongoing	➔	➔	➔	➔	➔	TVID Manager & City of Cape Town Departmental Managers and Law Enforcement	
18. Visit TVID members	Communicate and visit TVID members.	Bi-annually	2	2	2	2	2	TVID Manager	Refer also to Program 6-4
19. Promote and develop TVID NPC membership	Have a NPC membership that represents the TVID community NPC membership. Update NPC membership. Ensure that membership application requests are prominent on webpage	Ongoing	➔	➔	➔	➔	➔	TVID Manager / TVID Board	
20. Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the TVID	Successful and professional relationships with subcouncil management, Area Based Manager and City Departments resulting in enhanced communication, cooperation and service delivery	Ongoing	➔	➔	➔	➔	➔	TVID Manager	
21. SRA renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5					1Y	TVID Manager / TVID Board	
22. Annual Tax Compliance Status	Within one month after expiry date.	Annually	1Y	1Y	1Y	1Y	1Y	TVID Manager	Submit PIN to CCT Supply Chain Management Department.
23. Budget Review	Board approved budget review to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	TVID Manager	Submit Board minutes and approved adjustment budget to the CCT by end of February.

PROGRAM 1 - TVID MANAGEMENT & OPERATIONS										
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE		COMMENTS
			Y1	Y2	Y3	Y4	Y5			
24. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	TVID Manager / TVID Board		Submit Board minutes and approved Mid-year performance review to the CCT by end of February. Ensure under/non performance areas are addressed before the end of the financial year.
25. All Directors to receive relevant CID Documents	At the 1 st Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	1Y	1Y	1Y	1Y	1Y	TVID Manager / TVID Board		
26. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1Y	1Y	1Y	1Y	1Y	TVID Manager / TVID Board		
27. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	TVID Manager / TVID Board		
28. VAT reconciliation/Tax Returns	Bi-monthly VAT returns and annual Tax returns	Bi-monthly	6	6	6	6	6	TVID Manager / TVID Board		
29. Annual Approval of Implementation Plan and Budget	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	1	1	1	1	1	TVID Manager / TVID Board		

PROGRAM 2 - TVID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES										
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE		COMMENTS
			Y1	Y2	Y3	Y4	Y5			
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider		This is done comprehensively at the beginning of term and then modified continuously

PROGRAM 2 - TVID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
experience as well as available crime statistics									
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	
3. Determine strategies by means of an integrated approach to improve public safety	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	
4. In liaison with other Public Safety role players and the South African Police Service, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	
5. Approve a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	Documented Public Safety Management Strategy with clear deliverables and defined performance indicators to guide public safety services by the appointed service provider and evaluate levels of service provided.	Revise as often as required but at least annually	1Y	1Y	1Y	1Y	1Y	TVID Manager/ Public Safety Service Provider and approved by the Board	This is done comprehensively at the implementation of the CID and then modified continuously
6. Maintain a manned centrally located office(s) open to the members and residents of the CID to request Public Safety assistance or report information	Appropriately manned and equipped office with skilled staff	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	As per Program 1-1
7. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety	Effective safety and Public Safety patrols in the TVID	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	

PROGRAM 2 - TVID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
personnel and patrol vehicles to be easily identifiable									
8. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches	Incorporate feedback and information in Public Safety and safety initiatives of the TVID	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	
9. Assist the police through participation by TVID in the local Police sector crime forum	Incorporate feedback and information in Public Safety and safety initiatives of the TVID Report on any Public Safety information of the TVID to the CPF	Monthly	12	12	12	12	12	TVID Manager/ Public Safety Service Provider	
10. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the TVID Board with recommendations where applicable	Quarterly	4	4	4	4	4	TVID Manager/ Public Safety Service Provider/ SAPS Crime Intelligence Officer	Refer to Program 1-9
11. On-site inspection of Public Safety Patrol officers	Report findings to the TVID Board with recommendations where applicable	Daily	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	
12. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the TVID Board with recommendations where applicable Provide feedback to forum meeting	Weekly	52	52	52	52	52	Public Safety Service Provider	Incorporate into monthly management report to TVID Board
13. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	
14. Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	3 Years	1Y			1Y		TVID Manager / TVID Board	

PROGRAM 2 - TVID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
15. Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Public Safety Service Provider	

PROGRAM 3 - TVID CLEANSING & ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery.	Annually	1Y	1Y	1Y	1Y	1Y	TVID Manager/ Cleansing Service Provider	Revise as often as required but at least annually. Refer to 1.2
2. Cleansing Strategy to guide cleansing and delivery	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Quarterly	4	4	4	4	4	TVID Manager/ Cleansing Service Provider	
3. Appointed Cleaning service provider.	Appointment of appropriately qualified service provider.	3 Years	1Y			1Y		TVID Manager / TVID Board	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.
4. Additional litter bins and emptying of litter bins.	Quarterly status reports to CCT regarding progress of identified shortcomings	Quarterly	4	4	4	4	4	TVID Manager/ Solid Waste Department	

PROGRAM 3 - TVID CLEANSING & ENVIRONMENTAL INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
5. Cleaning of streets and sidewalks in the TVID	Cleansing each of the streets within the CID boundary at least once within every two month period	Bi monthly	6	6	6	6	6	TVID Manager/ Cleansing Service Provider	
6. Health and safety issues reported to CCT with C3 notifications	Monthly evaluations and inspections of reported C3. Report to the Board. Provide an improved healthy urban environment in the TVID	Ongoing	➔	➔	➔	➔	➔	TVID Manager/TVID Board	
7. Monitor and combat Illegal dumping	Removal of illegal dumping when required and applying applicable penalties through law enforcement against transgressors. Report to the Board	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Cleansing Service Provider/ Law Enforcement Officers/TVID Board	
8. Identify environmental design contributing to grime such as wind tunnels	Quarterly evaluation of the causes of waste Quarterly evaluation of measures implemented and identification of remedial actions. Report to the Board.	Quarterly	4	4	4	4	4	TVID Manager/ Cleansing Service Provider/TVID Board	
9. Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections Report findings to Board.	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ Cleansing Service Provider, Solid waste Department	

PROGRAM 3 - TVID CLEANSING & ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
10. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	Monthly evaluations and inspections Report findings to the Board.	Ongoing	→	→	→	→	→	CID Manager / Solid Waste Department	
11. Local NGO to assist in cleaning programs where applicable	As required coordinate cleaning programs and report to the Board	Ongoing	→	→	→	→	→	CID Manager	Refer to program 4-6 and 5-2
12. Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board	Ongoing	→	→	→	→	→	TVID Manager/ Cleansing Service Provider	
13. Greening campaigns - Arbor Day	Report to the TVID Board with recommendations where applicable	1	1Y	1Y	1Y	1Y	1Y	TVID Manager	

PROGRAM 4 - TVID URBAN MANAGEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify problem areas with respect to: a. street lighting; b. missing drain covers / cleaning of drains c. maintenance of road surfaces; sidewalks d. cutting of grass / removal of weeds	Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report monthly to the Board	Ongoing Monthly reporting to the Board.	→	→	→	→	→	TVID Manager	Use the established service levels to design the provision of supplementary services without duplication of effort.

PROGRAM 4 - TVID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
e. road markings / traffic signs									
2. Identify and report infrastructure supplementing of existing Council Services: f. Street lighting g. Dumping h. Refuse Removal i. Waterworks j. Sewerage k. Roads and Storm water l. Traffic signals and line painting m. Pedestrian safety n. Road repairs	Monitor and evaluate. Report findings to the TVID Board with recommendations where applicable	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register	→	→	→	→	→	TVID Manager	
3. Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the TVID Board with recommendations where applicable	4	4M	4M	4M	4M	4M	TVID Manager	
4. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	Development of a long-term sustainable work program	Ongoing	→	→	→	→	→	TVID Manager	This is done comprehensively at the term renewal and then modified and managed continuously Also refer to Program 5-2 and 3-10
5. Illegal Poster Removal	City of Cape Town infrastructure free from illegal posters	Ongoing	→	→	→	→	→	TVID Manager	

PROGRAM 4 - TVID URBAN MANAGEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
Notify and monitor the removal of illegal posters by the City of Cape Town									

PROGRAM 5 - TVID SOCIAL INTERVENTION INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine strategies by means of an integrated approach to address / homelessness and the relief measures available, current and future.	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ NGOs	This is done comprehensively at the implementation of the CID and then modified continuously
2. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	➔	➔	➔	➔	➔	TVID Manager/ NGOs	This will be a long-term plan of action that will take time to develop – Refer to Program 4-6 and 3-10
3. Coordinate Social Development programs and initiatives with City Social Development Department	Meet quarterly, Keep minutes and report quarterly	Quarterly	4	4	4	4	4	TVID Manager/Board/City Social Development Department	
4. Public awareness program on social issues	Publish on web page	Ongoing	➔	➔	➔	➔	➔	TVID Manager	

PROGRAM 6 - TVID MARKETING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Newsletters / Newsflashes	Informative newsletters distributed.	Quarterly	4	4	4	4	4	TVID Manager	Also refer to Program 1-16
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects c. Social Issues	Regular media exposure	Ongoing	➔	➔	➔	➔	➔	TVID Manager	
3. Establish and maintain Website	Up to date and informative website in compliance with CID legislation.	Ongoing	➔	➔	➔	➔	➔	TVID Manager	Refer to Program 1-10
4. Regular Member visits and meetings	Monthly feedback to TVID Board at Directors Meeting	Ongoing	➔	➔	➔	➔	➔	TVID Manager	Refer to Program 1-18
5. Establish the TVID Business Directory and link to website	Up to date directory	Every 6 months	2	2	2	2	2	TVID Manager	
6. TVID Signage	Signage to be visible and maintained	Ongoing	➔	➔	➔	➔	➔	TVID Manager	

LIST OF RATEABLE PROPERTIES WITHIN THE TVID

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Offices	3 400 000	301	ANTRIM ROAD		0	657792	3522
Non-Residential	Vac Land Oth Z	14 172 000	235	DURBAN ROAD		0	1069791	39686
Non-Residential		1 000	237	DURBAN ROAD		0	1069790	39680
Non-Residential	Offices&Retail	13 760 000	251	DURBAN ROAD		0	657789	35217
Non-Residential	Retail	15 730 000	255	DURBAN ROAD		0	659307	3764
Non-Residential	Retail	3 540 000	259	DURBAN ROAD		0	659306	3761
Non-Residential	Serv St&Other	15 200 000	261	DURBAN ROAD		0	658189	3569
Non-Residential	Vac Land Oth Z	2 120 000	262	DURBAN ROAD		0	25209900	40755
Non-Residential	Offices&Retail	52 730 000	263	DURBAN ROAD		0	658162	3566
Non-Residential	Serv St&Other	22 000 000	273	DURBAN ROAD		0	702695	3558
Non-Residential	Offices	22 440 000	274	DURBAN ROAD		0	657790	35218
Non-Residential	Offices&Retail	5 570 000	277	DURBAN ROAD		0	658069	3554
Non-Residential	Offices&Retail	16 350 000	278	DURBAN ROAD		0	778713	38661
Non-Residential	Offices	16 690 000	281	DURBAN ROAD		0	657480	34754
Non-Residential	Offices&Retail	31 700 000	282	DURBAN ROAD		0	785006	38660
Non-Residential	Offices	4 560 000	283	DURBAN ROAD		0	657880	3531
Non-Residential	Office	1 350 000	285	DURBAN ROAD	1	100759	448543	3530
Non-Residential	Office	860 000	285	DURBAN ROAD	2	100760	448543	3530
Non-Residential	Office	2 280 000	285	DURBAN ROAD	3	100761	448543	3530
Non-Residential	Offices&Retail	28 790 000	290	DURBAN ROAD		0	708072	38659
Non-Residential	Offices	7 150 000	295	DURBAN ROAD		0	657818	3525
Non-Residential	Offices	3 310 000	297	DURBAN ROAD		0	657809	3524

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Offices	2 880 000	299	DURBAN ROAD		0	657798	3523
Non-Residential	Offices&Retail	79 000 000	304	DURBAN ROAD		0	1037744	36101
Non-Residential	Offices	34 010 000	309	DURBAN ROAD		0	657039	34108
Non-Residential	Retail	2 180 000	314	DURBAN ROAD		0	658295	3594
Non-Residential	Vacant Residential Land	1 400 000	316	DURBAN ROAD		0	658224	3575
Non-Residential	Offices&Retail	24 270 000	322	DURBAN ROAD		0	972004	39603
Non-Residential	Vac Land Oth Z	-	236B	DURBAN ROAD		0	1075316	39683
Non-Residential	Offices&Retail	63 530 000	68	EDWARD ROAD		0	657043	34112
Non-Residential	Offices&Retail	29 650 000	70	EDWARD ROAD		0	655849	33178
Non-Residential	Offices&Retail	20 910 000	76	EDWARD ROAD		0	654921	32144
Non-Residential	Offices&Retail	72 460 000	82	EDWARD ROAD		0	74285884	41032
Non-Residential	Offices&Retail	43 160 000	86	EDWARD ROAD		0	644660	21665
Non-Residential	Offices&Retail	26 560 000	92	EDWARD ROAD		0	644659	21664
Non-Residential	Offices&Retail	64 350 000	94	EDWARD ROAD		0	793814	38766
Non-Residential	Offices&Retail	21 930 000	102	EDWARD ROAD		0	654510	31651
Non-Residential	Offices&Retail	54 390 000	110	EDWARD ROAD		0	658216	35741
Non-Residential	Offices	2 930 000	114	EDWARD ROAD		0	657941	3538
Non-Residential	Offices	11 800 000	116	EDWARD ROAD		0	655847	33171
Non-Residential	Office	2 320 000	120	EDWARD ROAD	1	86898	448106	31652
Non-Residential	Office	1 960 000	120	EDWARD ROAD	2	86899	448106	31652
Non-Residential	Office	2 330 000	120	EDWARD ROAD	3	86900	448106	31652
Non-Residential	Office	2 230 000	120	EDWARD ROAD	4	86901	448106	31652
Non-Residential	Office	1 260 000	120	EDWARD ROAD	5	86902	448106	31652
Non-Residential	Office	2 210 000	120	EDWARD ROAD	6	86903	448106	31652
Non-Residential	Office	980 000	120	EDWARD ROAD	7	86904	448106	31652

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Toilet	100 000	120	EDWARD ROAD	8	86905	448106	31652
Non-Residential	Toilet	100 000	120	EDWARD ROAD	9	86906	448106	31652
Non-Residential	Toilet	130 000	120	EDWARD ROAD	10	86907	448106	31652
Non-Residential	Offices	6 670 000	124	EDWARD ROAD		0	657984	3543
Non-Residential	Clinics etc	4 940 000	130	EDWARD ROAD		0	658016	3546
Non-Residential	Offices	29 810 000	132	EDWARD ROAD		0	659114	37276
Non-Residential	Offices&Retail	4 720 000	136	EDWARD ROAD		0	696017	3549
Non-Residential	Office	-	140	EDWARD ROAD	4	161946	696079	38063
Non-Residential	Offices	68 340 000	1	HAVENGA STREET		0	27392868	40381
Non-Residential	Offices	4 400 000	126	MINI STREET		0	657995	3544
Non-Residential	Offices&Retail	11 930 000	1	MISPEL STREET		0	707917	38178
Non-Residential	Vac Land Oth Z	2 410 000	2	MISPEL STREET		0	1073965	39682
Non-Residential	Private Road/Open space	1 000	66	MISPEL STREET		0	659340	3802
Non-Residential	Hotel	54 900 000	5	MISPEL WAY		0	648300	25256
Non-Residential	Offices	58 000 000	13	MISPEL WAY		0	654132	31241
Non-Residential	Retail	8 840 000	21	MISPEL WAY		0	708132	38745
Non-Residential	Vac Bus Land	27 700 000	23	MISPEL WAY		0	958750	38746
Non-Residential	Offices&Retail	24 200 000	2	PALM ROAD		0	655632	32935
Non-Residential	Offices	870 000 000	1	SPORTICA CRESCENT		0	654918	32140
Non-Residential	Office	6 060 000	25	WILLIE VAN SCHOOR AVENUE	1	147428	805940	35891
Non-Residential	Office	4 570 000	25	WILLIE VAN SCHOOR AVENUE	2	147429	805940	35891
Non-Residential	Office	12 610 000	25	WILLIE VAN SCHOOR AVENUE	3	147430	805940	35891
Non-Residential	Office	6 200 000	25	WILLIE VAN SCHOOR AVENUE	4	147431	805940	35891
Non-Residential	Office	5 560 000	25	WILLIE VAN SCHOOR AVENUE	5	147432	805940	35891
Non-Residential	Office	1 820 000	25	WILLIE VAN SCHOOR AVENUE	6	147433	805940	35891

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Office	4 020 000	25	WILLIE VAN SCHOOR AVENUE	7	147434	805940	35891
Non-Residential	Office	3 060 000	25	WILLIE VAN SCHOOR AVENUE	8	147435	805940	35891
Non-Residential	Office	330 000	25	WILLIE VAN SCHOOR AVENUE	9	171681	805940	35891
Non-Residential	Office	7 050 000	27	WILLIE VAN SCHOOR AVENUE	1	154903	805939	39187
Non-Residential	Office	5 760 000	27	WILLIE VAN SCHOOR AVENUE	2	154904	805939	39187
Non-Residential	Office	8 460 000	27	WILLIE VAN SCHOOR AVENUE	3	154905	805939	39187
Non-Residential	Office	380 000	27	WILLIE VAN SCHOOR AVENUE	4	154906	805939	39187
Non-Residential	Office	7 330 000	27	WILLIE VAN SCHOOR AVENUE	5	154907	805939	39187
Non-Residential	Office	8 460 000	27	WILLIE VAN SCHOOR AVENUE	6	154908	805939	39187
Non-Residential	Office	380 000	27	WILLIE VAN SCHOOR AVENUE	7	154909	805939	39187
Non-Residential	Office	7 330 000	27	WILLIE VAN SCHOOR AVENUE	8	154910	805939	39187
Non-Residential	Office	5 650 000	27	WILLIE VAN SCHOOR AVENUE	9	154911	805939	39187
Non-Residential	Office	380 000	27	WILLIE VAN SCHOOR AVENUE	10	154912	805939	39187
Non-Residential	Office	5 070 000	27	WILLIE VAN SCHOOR AVENUE	11	154913	805939	39187
Non-Residential	Office	1 570 000	27	WILLIE VAN SCHOOR AVENUE	12	154914	805939	39187
Non-Residential	Office	1 570 000	27	WILLIE VAN SCHOOR AVENUE	13	154915	805939	39187
Non-Residential	Storeroom	36 000	27	WILLIE VAN SCHOOR AVENUE	14	154916	805939	39187
Non-Residential	Office	3 880 000	29	WILLIE VAN SCHOOR AVENUE	2	183350	658253	35781
Non-Residential	Office	4 750 000	29	WILLIE VAN SCHOOR AVENUE	3	183351	658253	35781
Non-Residential	Office	4 190 000	29	WILLIE VAN SCHOOR AVENUE	4	183352	658253	35781
Non-Residential	Office	4 750 000	29	WILLIE VAN SCHOOR AVENUE	5	183353	658253	35781
Non-Residential	Office	4 190 000	29	WILLIE VAN SCHOOR AVENUE	6	183354	658253	35781
Non-Residential	Office	4 750 000	29	WILLIE VAN SCHOOR AVENUE	7	183355	658253	35781
Non-Residential	Office	4 190 000	29	WILLIE VAN SCHOOR AVENUE	8	183356	658253	35781
Non-Residential	Office	1 750 000	29	WILLIE VAN SCHOOR AVENUE	9	183357	658253	35781

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Office	2 290 000	29	WILLIE VAN SCHOOR AVENUE	10	183358	658253	35781
Non-Residential	Office	3 510 000	29	WILLIE VAN SCHOOR AVENUE	11	183359	658253	35781
Non-Residential	Office	2 090 000	29	WILLIE VAN SCHOOR AVENUE	12	183360	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	13	183361	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	14	183362	658253	35781
Non-Residential	Office	1 810 000	29	WILLIE VAN SCHOOR AVENUE	15	183363	658253	35781
Non-Residential	Office	2 420 000	29	WILLIE VAN SCHOOR AVENUE	16	183364	658253	35781
Non-Residential	Office	3 580 000	29	WILLIE VAN SCHOOR AVENUE	17	183365	658253	35781
Non-Residential	Office	2 860 000	29	WILLIE VAN SCHOOR AVENUE	18	183366	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	19	183367	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	20	183368	658253	35781
Non-Residential	Office	1 810 000	29	WILLIE VAN SCHOOR AVENUE	21	183369	658253	35781
Non-Residential	Office	2 420 000	29	WILLIE VAN SCHOOR AVENUE	22	183370	658253	35781
Non-Residential	Office	3 580 000	29	WILLIE VAN SCHOOR AVENUE	23	183371	658253	35781
Non-Residential	Office	2 860 000	29	WILLIE VAN SCHOOR AVENUE	24	183372	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	25	183373	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	26	183374	658253	35781
Non-Residential	Office	1 810 000	29	WILLIE VAN SCHOOR AVENUE	27	183375	658253	35781
Non-Residential	Office	2 420 000	29	WILLIE VAN SCHOOR AVENUE	28	183376	658253	35781
Non-Residential	Office	3 580 000	29	WILLIE VAN SCHOOR AVENUE	29	183377	658253	35781
Non-Residential	Office	2 860 000	29	WILLIE VAN SCHOOR AVENUE	30	183378	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	31	183379	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	32	183380	658253	35781
Non-Residential	Office	1 810 000	29	WILLIE VAN SCHOOR AVENUE	33	183381	658253	35781
Non-Residential	Office	2 420 000	29	WILLIE VAN SCHOOR AVENUE	34	183382	658253	35781

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Storeroom	1 440 000	29	WILLIE VAN SCHOOR AVENUE	35	183383	658253	35781
Non-Residential	Office	2 860 000	29	WILLIE VAN SCHOOR AVENUE	36	183384	658253	35781
Non-Residential	Common property	1 000	29	WILLIE VAN SCHOOR AVENUE	37	183385	658253	35781
Non-Residential	Office	125 768	29	WILLIE VAN SCHOOR AVENUE	38	183386	658253	35781
Non-Residential	Office	3 930 000	29	WILLIE VAN SCHOOR AVENUE	39	183387	658253	35781
Non-Residential	Office	1 600 000	29	WILLIE VAN SCHOOR AVENUE	40	183388	658253	35781
Non-Residential	Office	2 730 000	29	WILLIE VAN SCHOOR AVENUE	41	183389	658253	35781
Non-Residential	Office	140 000	29	WILLIE VAN SCHOOR AVENUE	42	183390	658253	35781
Non-Residential	Office	140 000	29	WILLIE VAN SCHOOR AVENUE	43	183391	658253	35781
Non-Residential	Office	1 750 000	29	WILLIE VAN SCHOOR AVENUE	44	183392	658253	35781
Non-Residential	Office	1 330 000	29	WILLIE VAN SCHOOR AVENUE	45	183393	658253	35781
Non-Residential	Office	2 180 000	29	WILLIE VAN SCHOOR AVENUE	46	183394	658253	35781
Non-Residential	Office	2 710 000	29	WILLIE VAN SCHOOR AVENUE	47	183395	658253	35781
Non-Residential	Office	170 000	29	WILLIE VAN SCHOOR AVENUE	48	183396	658253	35781
Non-Residential	Office	190 000	29	WILLIE VAN SCHOOR AVENUE	49	183397	658253	35781
Non-Residential	Office	1 820 000	29	WILLIE VAN SCHOOR AVENUE	50	183398	658253	35781
Non-Residential	Office	1 350 000	29	WILLIE VAN SCHOOR AVENUE	51	183399	658253	35781
Non-Residential	Office	2 180 000	29	WILLIE VAN SCHOOR AVENUE	52	183400	658253	35781
Non-Residential	Office	2 710 000	29	WILLIE VAN SCHOOR AVENUE	53	183401	658253	35781
Non-Residential	Office	170 000	29	WILLIE VAN SCHOOR AVENUE	54	183402	658253	35781
Non-Residential	Office	190 000	29	WILLIE VAN SCHOOR AVENUE	55	183403	658253	35781
Non-Residential	Office	1 820 000	29	WILLIE VAN SCHOOR AVENUE	56	183404	658253	35781
Non-Residential	Office	1 350 000	29	WILLIE VAN SCHOOR AVENUE	57	183405	658253	35781
Non-Residential	Office	2 180 000	29	WILLIE VAN SCHOOR AVENUE	58	183406	658253	35781
Non-Residential	Office	2 710 000	29	WILLIE VAN SCHOOR AVENUE	59	183407	658253	35781

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Office	170 000	29	WILLIE VAN SCHOOR AVENUE	60	183408	658253	35781
Non-Residential	Office	190 000	29	WILLIE VAN SCHOOR AVENUE	61	183409	658253	35781
Non-Residential	Office	1 820 000	29	WILLIE VAN SCHOOR AVENUE	62	183410	658253	35781
Non-Residential	Office	1 350 000	29	WILLIE VAN SCHOOR AVENUE	63	183411	658253	35781
Non-Residential	Office	2 180 000	29	WILLIE VAN SCHOOR AVENUE	64	183412	658253	35781
Non-Residential	Office	2 710 000	29	WILLIE VAN SCHOOR AVENUE	65	183413	658253	35781
Non-Residential	Office	170 000	29	WILLIE VAN SCHOOR AVENUE	66	183414	658253	35781
Non-Residential	Office	190 000	29	WILLIE VAN SCHOOR AVENUE	67	183415	658253	35781
Non-Residential	Office	1 820 000	29	WILLIE VAN SCHOOR AVENUE	68	183416	658253	35781
Non-Residential	Office	1 350 000	29	WILLIE VAN SCHOOR AVENUE	69	183417	658253	35781
Non-Residential	Office	2 960 000	29	WILLIE VAN SCHOOR AVENUE	70	183418	658253	35781
Non-Residential	Storeroom	261 000	29	WILLIE VAN SCHOOR AVENUE	71	183419	658253	35781
Non-Residential	Storeroom	12 000	29	WILLIE VAN SCHOOR AVENUE	72	183420	658253	35781
Non-Residential	Storeroom	66 000	29	WILLIE VAN SCHOOR AVENUE	73	183421	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	74	183422	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	75	183423	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	76	183424	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	77	183425	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	78	183426	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	79	183427	658253	35781
Non-Residential	Storeroom	36 000	29	WILLIE VAN SCHOOR AVENUE	80	183428	658253	35781
Non-Residential	Storeroom	36 000	29	WILLIE VAN SCHOOR AVENUE	81	183429	658253	35781
Non-Residential	Storeroom	39 000	29	WILLIE VAN SCHOOR AVENUE	82	183430	658253	35781
Non-Residential	Storeroom	36 000	29	WILLIE VAN SCHOOR AVENUE	83	183431	658253	35781
Non-Residential	Storeroom	42 000	29	WILLIE VAN SCHOOR AVENUE	84	183432	658253	35781

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Storeroom	39 000	29	WILLIE VAN SCHOOR AVENUE	85	183433	658253	35781
Non-Residential	Storeroom	54 000	29	WILLIE VAN SCHOOR AVENUE	86	183434	658253	35781
Non-Residential	Storeroom	99 000	29	WILLIE VAN SCHOOR AVENUE	87	183435	658253	35781
Non-Residential	Storeroom	102 000	29	WILLIE VAN SCHOOR AVENUE	88	183436	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	89	183437	658253	35781
Non-Residential	Storeroom	33 000	29	WILLIE VAN SCHOOR AVENUE	90	183438	658253	35781
Non-Residential	Storeroom	36 000	29	WILLIE VAN SCHOOR AVENUE	91	183439	658253	35781
Non-Residential	Storeroom	36 000	29	WILLIE VAN SCHOOR AVENUE	92	183440	658253	35781
Non-Residential	Storeroom	42 000	29	WILLIE VAN SCHOOR AVENUE	93	183441	658253	35781
Non-Residential	Storeroom	39 000	29	WILLIE VAN SCHOOR AVENUE	94	183442	658253	35781
Non-Residential	Office	630 000	29	WILLIE VAN SCHOOR AVENUE	95	183443	658253	35781
Non-Residential	Office	680 000	29	WILLIE VAN SCHOOR AVENUE	96	183444	658253	35781
Non-Residential	Storeroom	45 000	29	WILLIE VAN SCHOOR AVENUE	97	183445	658253	35781
Non-Residential	Storeroom	75 000	29	WILLIE VAN SCHOOR AVENUE	98	183446	658253	35781
Non-Residential	Storeroom	114 000	29	WILLIE VAN SCHOOR AVENUE	99	183447	658253	35781
Non-Residential	Office	3 820 000	29	WILLIE VAN SCHOOR AVENUE	100	183448	658253	35781
Non-Residential	Office	490 000	29	WILLIE VAN SCHOOR AVENUE	101	183449	658253	35781
Non-Residential	Offices	55 690 000	35	WILLIE VAN SCHOOR AVENUE		0	659335	37979
Non-Residential	Offices	229 860 000	51	WILLIE VAN SCHOOR AVENUE		0	654916	32139
Non-Residential	Office	3 660 000	53	WILLIE VAN SCHOOR AVENUE	1	139649	805519	39200
Non-Residential	Office	1 810 000	53	WILLIE VAN SCHOOR AVENUE	2	139650	805519	39200
Non-Residential	Office	890 000	53	WILLIE VAN SCHOOR AVENUE	3	139651	805519	39200
Non-Residential	Office	850 000	53	WILLIE VAN SCHOOR AVENUE	4	139652	805519	39200
Non-Residential	Shop	1 680 000	53	WILLIE VAN SCHOOR AVENUE	5	139653	805519	39200
Non-Residential	Storeroom	33 000	53	WILLIE VAN SCHOOR AVENUE	6	139654	805519	39200

ANNEXURE C

Category	Use Description	Total Val	St No	Street	Unit No	Sect ID	LIS Key	ERF No
Non-Residential	Office	3 840 000	53	WILLIE VAN SCHOOR AVENUE	7	139655	805519	39200
Non-Residential	Office	4 970 000	53	WILLIE VAN SCHOOR AVENUE	8	139656	805519	39200
Non-Residential	Office	1 770 000	53	WILLIE VAN SCHOOR AVENUE	9	139657	805519	39200
Non-Residential	Office	16 270 000	53	WILLIE VAN SCHOOR AVENUE	10	139658	805519	39200
Non-Residential	Office	21 690 000	53	WILLIE VAN SCHOOR AVENUE	11	139659	805519	39200
Non-Residential	Office	15 150 000	53	WILLIE VAN SCHOOR AVENUE	12	139660	805519	39200
Non-Residential	Office	7 480 000	53	WILLIE VAN SCHOOR AVENUE	13	139661	805519	39200
Non-Residential	Office	2 350 000	53	WILLIE VAN SCHOOR AVENUE	14	139662	805519	39200
Non-Residential	Office	9 050 000	53	WILLIE VAN SCHOOR AVENUE	15	139663	805519	39200
Non-Residential	Storeroom	15 000	53	WILLIE VAN SCHOOR AVENUE	16	139664	805519	39200
Non-Residential	Offices	145 130 000	55	WILLIE VAN SCHOOR AVENUE		0	800740	36081
Non-Residential	Neighbourhood Shopping Centres	48 300 000	156	WILLIE VAN SCHOOR AVENUE		0	657040	34109