



NORTHPINE CITY IMPROVEMENT DISTRICT (NCID)

Compiled in accordance with the City of Cape
Town Special Rating Areas BY-LAW, 2012 as
amended 2016

BUSINESS PLAN
01 JULY 2017 – 30 JUNE
2022

22 AUGUST 2016

NORTHPINE CITY IMPROVEMENT DISTRICT SPECIAL RATING AREA:

- **Principal Contact**

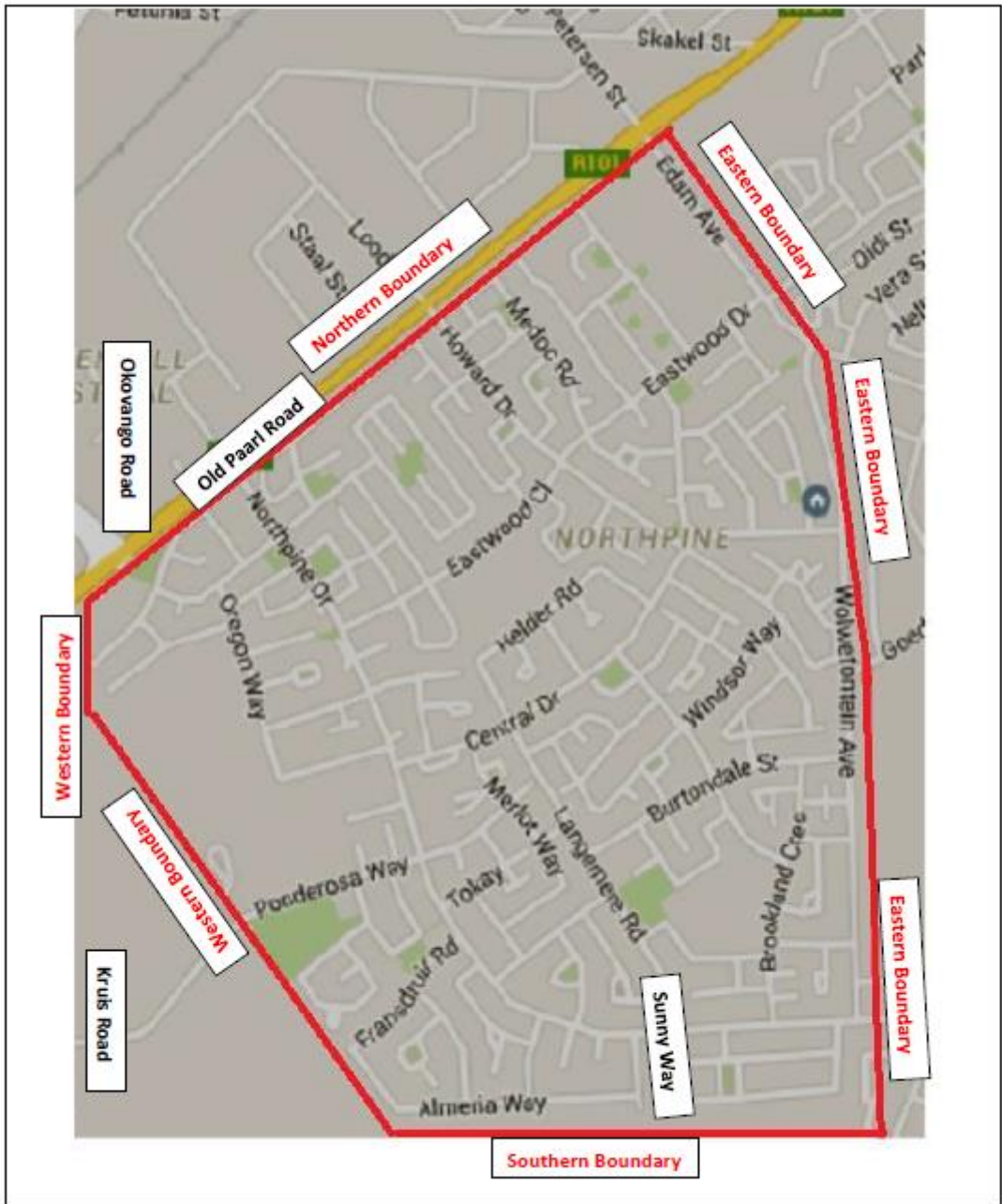
Name of SRA:	Northpine City Improvement District (NCID)
Address	24 Montana Way, Northpine, Brackenfell, 7560
Telephone	083 584 0741 / 061 3401708
Email	northpineNCID@gmail.com
Contact Person:	Mr Lindsay Schereka
Website:	www.northpinecid.co.za

- **Steering Committee Members**

NAME	E-MAIL ADDRESS
Mr Lindsay Schereka	lindsay.schereka@gmail.com
Ms Natalie Khambi	natalie.khambi@gmail.com
Mr Shane Ferguson	shaneferguson33@gmail.com
Ms Elbiena Diedericks	elbienadiedericks76@gmail.com
Ms Desiree Cupido	cupidodc@gmail.com

BOUNDARIES OF THE NCID AREA (AS DEPICTED ON THE MAP BELOW):

Northern Boundary	From the intersection of Okavango way and Old Paarl Road in a eastern direction along Old Paarl Road up to the intersection with Wolwefontein Rd.
Western Boundary	Along the eastern boundary of Brackenfell Industrial Park SHOPRITE Warehouse which is situated in Kruis Road way Brackenfell in a northern direction with the border back to the intersection of Okavango and Old Paarl Roads.
Eastern Boundary	From the intersection of Old Paarl Road and Edam Street in a southern direction with Eon Street up to where the boundary intersect with Wolwefontein Rd in a southern direction to the intersection with Northpine Drive.
Southern Boundary	Along Northpine Drive westward - including all residential erven to the south of Northpine Drive - up to where the boundary intersects with Sunny way in a southern direction up to Almeria way. With Almeria way in a western direction to the southern corner on the eastern boundary of the new Brackenfell Industrial Park.



Map 1 Boundary of the proposed NCID SRA

EXECUTIVE SUMMARY

The development and extension of areas surrounding Northpine, such as Bloekombos, Wallacedene the Brackenfell Industrial Park and the recent housing units erected in adjacent Scottsdene, causes increased pedestrian and vehicular traffic through Northpine. Consequently, levels of loitering and illegal dumping in public spaces have increased. The result is degradation of public spaces and a perceived increase in threats to personal safety of residents.

The Special Rating Area (SRA) model is a suitable framework to enable residents and property owners to address these problems - in particular public safety and security - and including the halting of urban decay and discouragement of public mischief in the area.

□ **Main requirements identified**

Salient issues arising from a survey done in the area are:

1. Residents' concern for safety in public areas
2. Increased presence of transient persons and associated threats to safety and security
3. Deterioration in appearance and upkeep of public areas, and stagnation in development of such.

□ **Vision**

The vision of the NCID is to establish an attractive and welcoming environment where the residents and businesses feel safe and secure, and the visitors feel welcome.

□ **Mission**

The mission of the NCID is:

1. To manage the effective implementation of NCID plans in accordance with the relevant legislation, including but not limited to, section 22 of the Municipal Property Rates Act and the By-Law.
2. To address the challenges in the community by revitalising the neighbourhood through focused urban management and community participation.
3. To improve service delivery by providing municipal top-up services.

□ **Goals**

1. Beautifying Northpine by providing top-up municipal services, introducing a recycling programme and promoting greening of public spaces.
2. Promote economic growth in Northpine by attracting new investment to the area
3. Assist the South African Police Service, City of Cape Town Law Enforcement units and the relevant community structures, by providing visible patrols and through co-operation
4. Increase participation in community projects through social community efforts such as food stalls and market Saturdays.
5. Facilitate better service delivery such as communicating with the relevant structures of the municipality in relation to complaints and follow-ups lodged through communication channels such as C3 notification.

□ **Proposed Services**

1. Provision of safety patrols and monitoring
2. Provide supplementary cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure
3. Support projects of and partner with stakeholders who address social issues in the area.

Table Of Contents

EXECUTIVE SUMMARY4

- **Main requirements identified4**
- **Vision4**
- **Mission.....4**
- **Goals5**
- **Proposed Services5**

A. BACKGROUND & INTRODUCTION8

B. URBAN MANAGEMENT SURVEY9

Survey Methodology9

Safety and Security10

Urban Environment11

Social Environment14

Marketing of Northpine.....15

Conclusion.....15

C. SPECIAL RATING AREA (SRA) CONCEPT16

- **What is an SRA?16**
- **How is an SRA established?.....17**
- **Dissolution of the SRA17**

D. Business & Implementation Plan for the Northpine City Improvement District (NCID).....18

Vision, Mission and Goals of the NCID18

The Goals of the Northpine City Improvement District:18

E. MANAGEMENT OF THE NCID.....20

F. PUBLIC SAFETY AND SECURITY22

G. URBAN ENVIRONMENT	24
H. URBAN MANAGEMENT	26
I. SOCIAL ENVIRONMENT	27
J. MARKETING	28
K. Finance	29
L. CONCLUSION	29

MOTIVATION

A. BACKGROUND & INTRODUCTION

The Establishment of Northpine: (New Garden Cities)

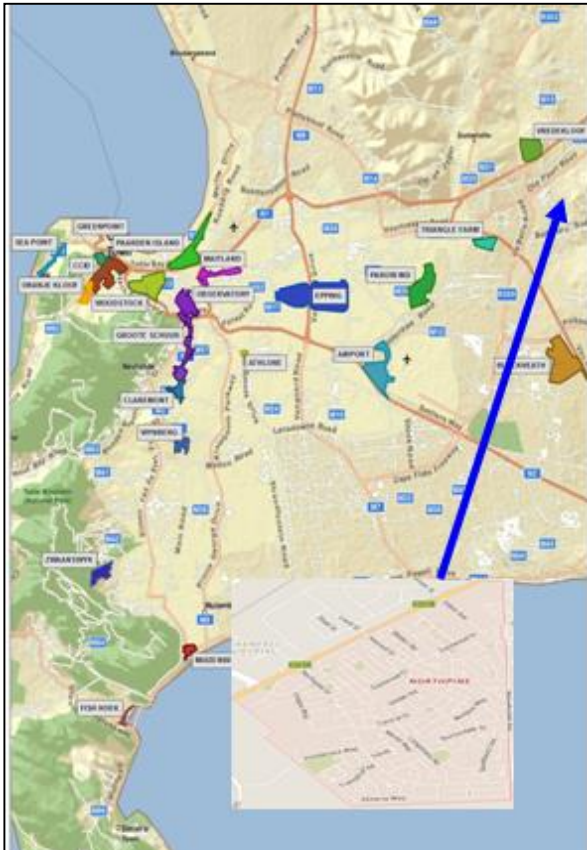


Figure 1 Locality map showing the position of Northpine relative to the rest of the metropole and the major roads

New Garden Cities, registered in 1976 as an Association Not For Gain, has identical objectives to Garden Cities and controlled by a Board. Shortly after formation, the company acquired land which was subsequently exchanged for another site on which to establish its first town – NORTHPINE GARDEN CITY.

Northpine is a residential area, previously known as Northpine Garden Cities. The area is made up of over 2000 (two-thousand) households with two primary schools, one secondary school, eight places of worship and retail businesses. Since being established 39 years ago,

Northpine has undergone a great transformation from being aesthetically well maintained due to Garden Cities strict regulations for properties and the public environment; to showing signs of neglect of public areas due to littering and dumping and increased criminal activity due to drug and alcohol abuse. Property owners of adjacent communities such as Brackenfell CBD, Bellville CBD and Vredeklouf residential

have already invested in their urban management by establishing their own Special Rating Areas commonly known as city improvement districts.

The Special Rating Area (SRA) model was identified as a basis to address problems and counter any potential for further urban decay and the improvement of public safety. The formation of an SRA in the area will enable the establishment of a statutory body (NPC), so incorporated in accordance with the provisions of the Companies Act, Act 71 of 2008, to manage and implement additional public safety and urban management operations in addition

to those services provided by the City of Cape Town. The property owners from the area will pay an additional rate to fund the additional municipal services as set out in this business plan for the SRA. The additional municipal services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

The establishment and management of a SRA has many benefits and if it is managed properly it can result in:

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

The SRA additional rates are collected by the City from property owners in the clearly defined geographically Special Rating Area, and pay over to the NCID, a Non Profit Company (NPC). The budget will be dedicated to the specific area only and coupled by an implementation plan, would focus on the attainment of goals and objectives as referred to in this business plan. The additional service allows individual property owners to benefit from a well-managed area including a shared sense of communal pride, safety and social responsibility.

B. URBAN MANAGEMENT SURVEY

SUMMARY OF FINDINGS:

Survey Methodology

A series of door-to-door visits and group meetings was used in the data collection phase as an initial start to the data collection process. Thereafter, a survey questionnaire was used to collect more data from participants that were made up of Northpine property owners, business owners in Northpine and random people.

The survey focussed on six general urban issues namely:

- Safety and security
- Litter and cleanliness
- Lighting & traffic
- Public environment
- Social environment
- Marketing of Northpine

The collected and analysed data revealed and highlighted the following:

Safety and Security

82% of respondents rated Safety and Security issues as poor to average. Only 10% of surveyed participants perceived the safety of Northpine as good to excellent. The balance of participants to the survey did not give a meaningful response on the survey (“don’t know and “no answer”).

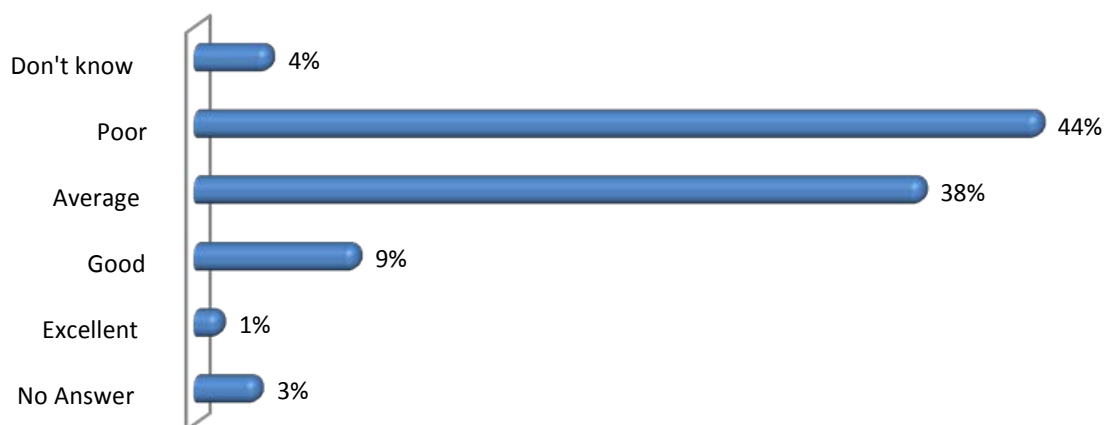


Figure 1 Overall security situations

From the general discussions participants also mentioned that petty crimes such as washing being stolen from the line, outside taps being stolen it came to the fore that crimes such as these goes unreported but it causes residents to feel unsafe.

Urban Environment

- **Litter, cleanliness, the public environment**

The opinion of people regarding litter and cleanliness is supported by the actual evidence of areas within the boundaries of the Northpine CID. Overall, most participants regard the general state of cleanliness as Average (60%) to poor (14%) while only 23% regarded it as good to excellent. This illustrates a substantial measure of dissatisfaction with current circumstances as seen below:



Figure 2 – Litter in Pathways



Figure 3 - Garden waste



Figure 4 - Garden Waste



Figure 5 - Litter on vacant land



Figure 6 - Litter left by “Bin Pickers”

Figure 7 - A complete bath left on the sidewalk

- **Lighting & traffic**

The findings of the perception survey conveyed totals as 50% of the participants regarded street lighting as sufficient whilst 39% said it is insufficient.

Only 37% of the participants regarded the standard of street signage and markings as good to excellent while 60% regarded it as of an average to poor standard.

The questionnaire further highlighted the provision for non-motorised transport.

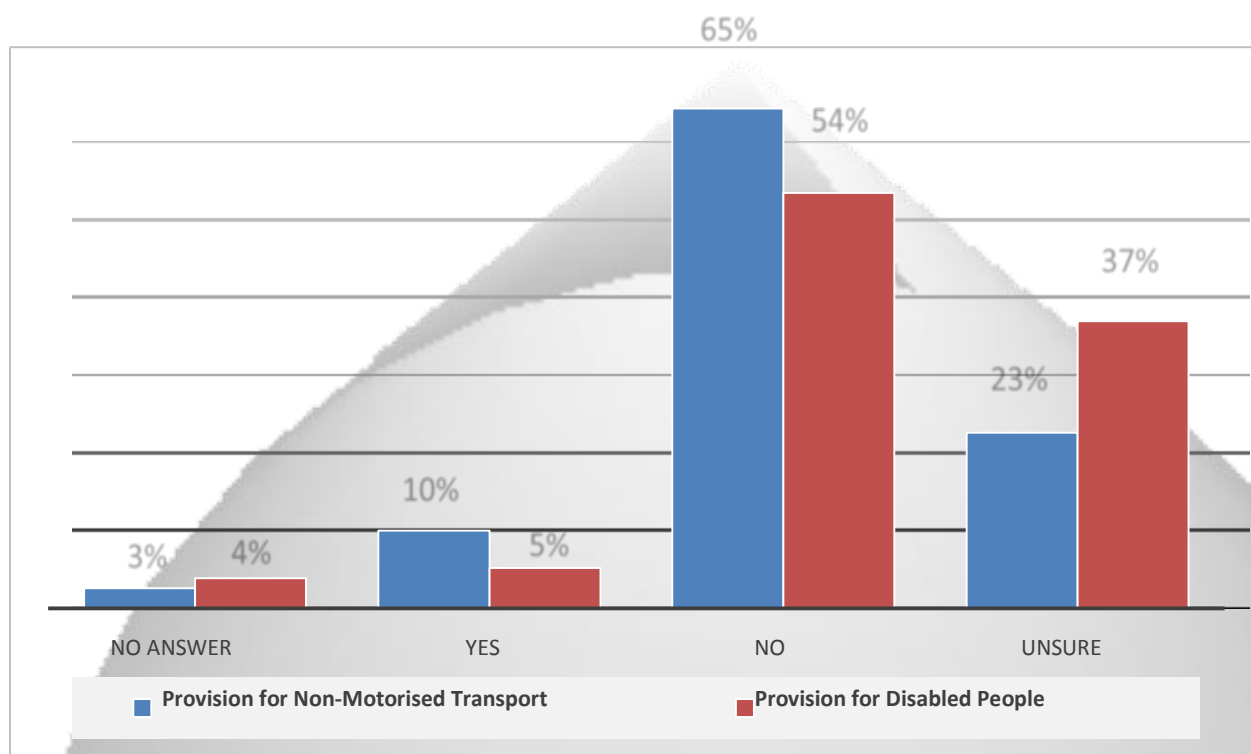


Figure 8 – Are enough Provision made for Non-Motorized Transport (Bikes, Wheelchairs, skateboards etc.) and Disabled People (parking bays, lifts, stairs and entrances)

- **Public environment**

The fourth section of the survey collected opinions regarding the public environment, especially the participants’ opinion regarding the maintenance and safety of pavements and the general state of public spaces and other public amenities. Participants were asked to provide an overall rating of the public environment. As illustrated in Figure 25, 66% of the participants rated the overall quality of the public environment as clean but bland, 18% said its messy and dirty and only 9% said it’s attractive. Our open fields are dirty and the sooner we can do something

about it, and then we can start making our area look more attractive. Figure 26 shows that 48% of the participants said that they are aware that illegal dumping is taking place in Northpine especially on our open fields.

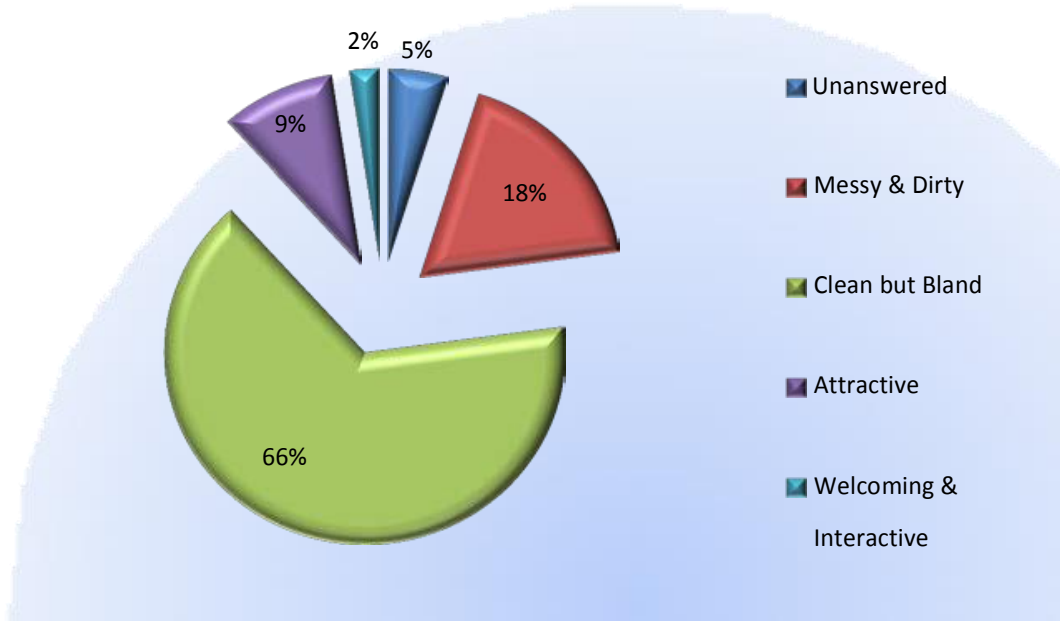


Figure 9 Rating of the overall public environment

Participants were asked to provide an overall rating of the public environment. As illustrated in Figure 9, 66% of the participants rated the overall quality of the public environment as clean but bland, 18% said its messy and dirty and only 9% said it’s attractive. In general the public areas in Northpine are reasonably maintained and clean. However, there is room for improvement as our open fields are dirty and unattractive.

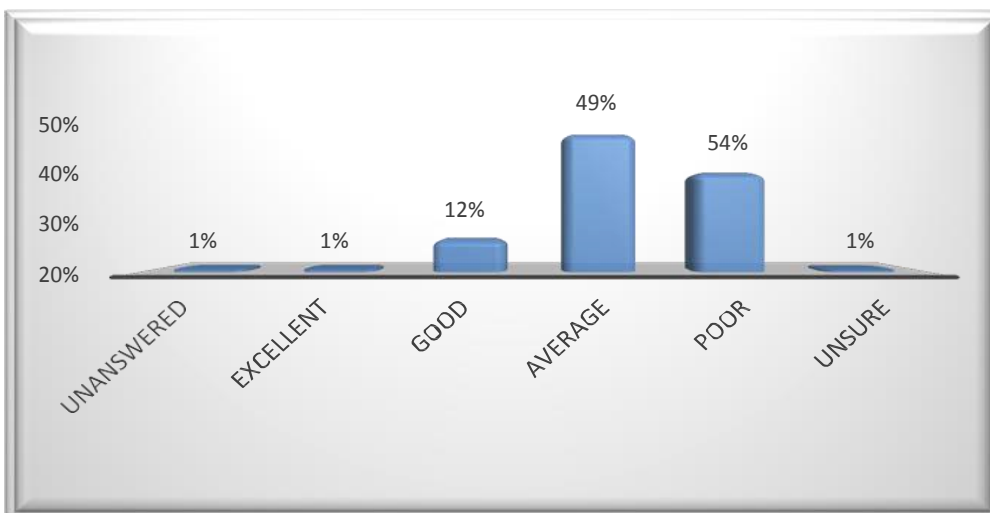


Figure 10 – Rating of our Parks, Public Facilities and Spaces, Natural Elements and Landscaping, i.e. grass, trees, flowers, benches, parks etc.

Participants were also asked to rate our Parks, Public Facilities and spaces, natural elements and landscaping, i.e. grass, trees, flowers, benches, parks etc. as well as the maintenance of infrastructure such as water supply, storm water drains and street gutters. 49% and 54% respectively of respondents indicated said that it's average to poor (35% and 51% respectively). Only 12% and 6% respectively are satisfied with this type of infrastructure.

Social Environment

Most areas experience a level of homelessness with vagrants using the opportunities to beg for food and money. Homeless people utilize public areas such as parks and open areas for shelter and congregate on areas of potential income such as parking areas. . Homelessness seems to be a problem everywhere in the area. This becomes more evident in the fact that 50% (whilst 31% were unsure) of participants perceive homelessness as a problem. If this is considered along with the fact that Northpine has many public open areas and places where homeless people can congregate and more opportunities for begging, this perception is quite valid. Figure 11 illustrates this difference in opinion clearly.

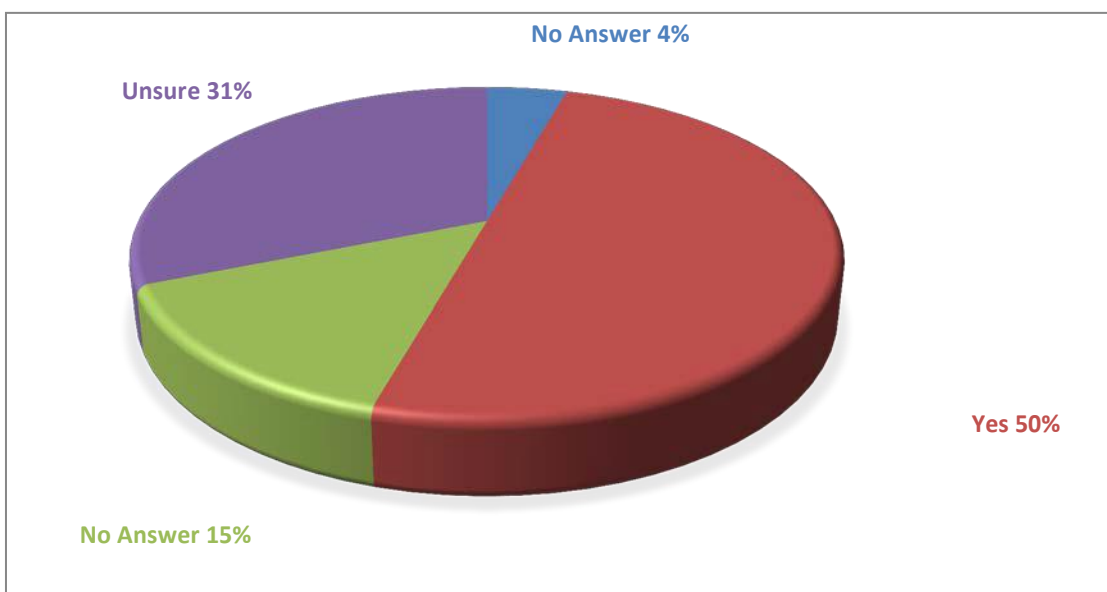
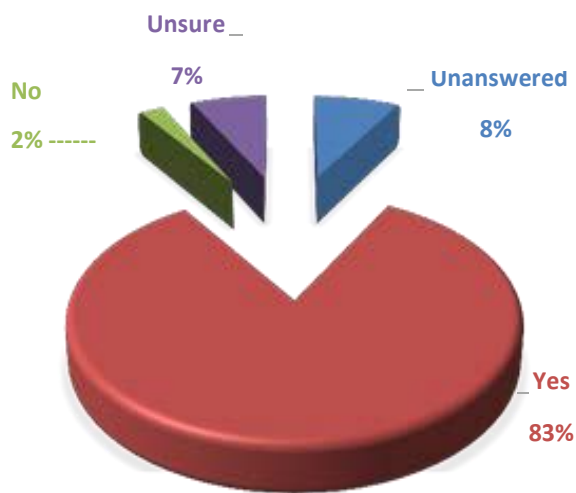


Figure 11 – Is homelessness a problem in Northpine?

Marketing of Northpine

Survey participants were asked if it would be useful to have events in order to improve business opportunities in Northpine. 83% of respondents answered yes and supported the idea. Most supported the idea of having sports event, fresh food markets and carnivals. Participants were asked to indicate what type of events they would prefer and support.

Figure 12 – In your opinion, would it be useful to have events in order to build a community spirit?



Some of the other ideas to help market Northpine included:

- Creating our own Website,
- Community Area clean-up efforts,
- Crime awareness programs,
- A Northpine Newsletter,
- Recycling promotions
- Social Media Coverage

Conclusion

Five hundred and fifty (552) participants of which 432 are residents/property owners, 9 are business/property owners and 111 were random participants completed the full perception survey that was conducted. The survey was conducted over a period of four weeks in May 2016.

Participants were asked to rank the priorities for Northpine and the analysis is illustrated as below:

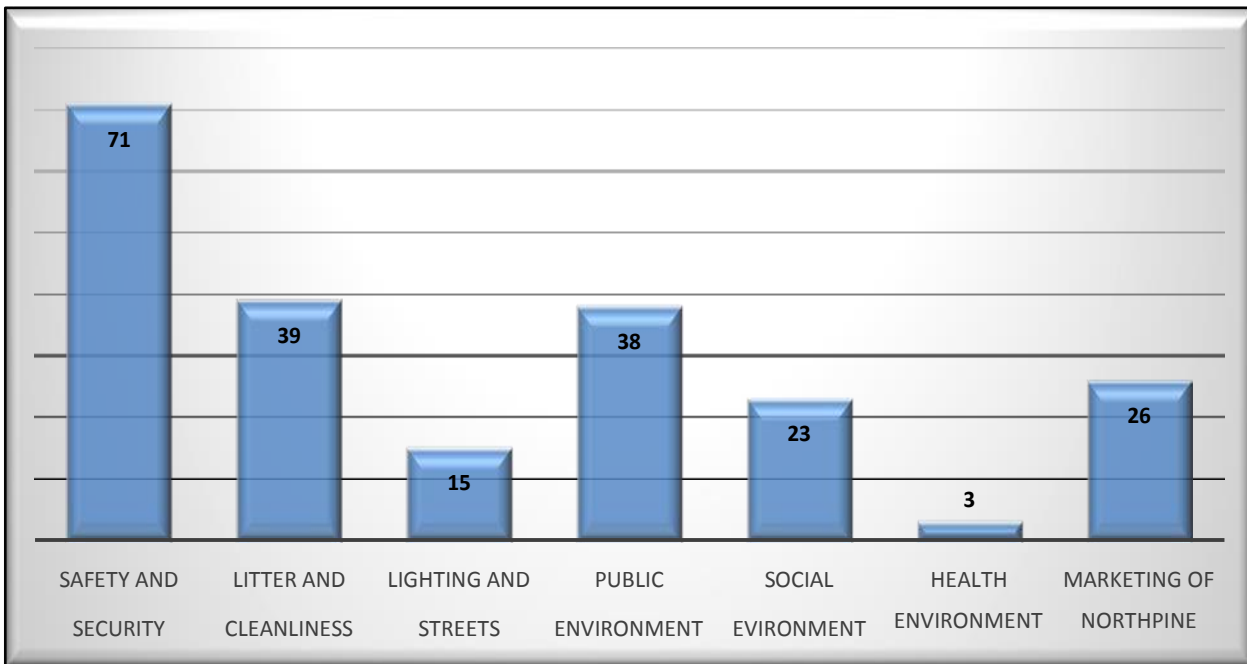


Figure 13 - Ranking of priorities for Northpine

C. SPECIAL RATING AREA (SRA) CONCEPT

- **What is an SRA?**

A Special Rating Area (SRA) refers to a clearly defined geographical area, in which property owners contribute additional rates to fund 'top up' Municipal services for that specific area as per the approved Business Plan.

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

- **How is an SRA established?**

- i) An SRA is initiated by a steering committee, comprise out of property owners within that community who feel the necessity to improve the environment within a defined area.
- ii) They then compile a five-year business plan (including the motivation report, the implementation plan and a budget) indicating how the improvements are to be achieved.
- iii) Present this to the community at a public meeting.
- iv) Thereafter property owners are lobbied for their support where (more than 60% has to give written consent to the formation of a SRA).
- v) Once this has been obtained, the steering committee has to submit an application to the City.
- vi) The application is then advertised in the media and property owners are notified to allow them at least 60 days to render any comments or objections.
- vii) The City then considers the application with the objections at a full sitting of Council.
- viii) If the City has approved the application, a NPC is set up and directors is elected.
- ix) The NPC has to register for VAT, open a bank account, and be registered as a vendor with the City, etc. This must all be in place before the City makes any payment to the SRA.

- **Dissolution of the SRA**

The Council may dissolve a special rating area as per Chapter 4 of the SRA Bylaw.

- a) Upon written application signed by the majority of owners within the boundaries of the special rating area who are liable for paying the additional rate; or
- b) After prior consultation by the CFO with the management body or the community, for any good cause, whereupon he or she may cause the management body to be wound up.
- c) Upon the winding up of a management body, the entire net value of the management body, including its net assets remaining after the satisfaction of all its liabilities, shall be disposed of in terms of the relevant provisions of the Companies Act and the memorandum of incorporation of the management body.

D. Business & Implementation Plan for the Northpine City Improvement District (NCID)

Vision, Mission and Goals of the NCID

□ The Vision

The vision of the NNCID is to establish an attractive and welcoming environment where the citizens feel safe and secure and the visitors feel at home.

□ Mission

The mission of the NCID is:

- To address the challenges in the community by revitalising the neighbourhood through focused urban management and community participation.
- To improve service delivery by providing top-up municipal services
- To manage the effective implementation of NCID plans in accordance with the relevant legislation, including but not limited to, section 22 of the Municipal Property Rates Act and the By-Law.

The Goals of the Northpine City Improvement District:

□ Goals

- Providing top-up municipal services such as grass cutting of public spaces, promoting and maintaining greening of public spaces and waste minimization through recycling projects.
- Promote economic growth in Northpine by hosting markets.

What types of 'top-up' services are provided in a SRA?

Typically, these would be services dealing with Urban Management issues like additional public safety measures, cleansing services, maintenance of infrastructure, upgrading of the environment, and social services, etc.

What are the benefits for SRA members?

By pooling their resources in an SRA, individual property owners can enjoy the collective benefits of a well-managed area, a shared sense of communal pride, safety and social responsibility, and access to joint initiatives such as waste recycling, energy-efficiency programs, etc. In the end, these all translate into a tangible boost in property values and capital investments.

- Ensure public safety in Northpine by introducing proactive visible patrolling in conjunction with the South African Police Service, City of Cape Town Law Enforcement units and the relevant community structures such as the neighbourhood watch.
- Increase participation in community projects through social community efforts such as clean-up events.
- Facilitate better service delivery such as communicating with the relevant departments in relation to complaints and follow-ups lodged through communication channels such as C3 notification.

E. MANAGEMENT OF THE NCID

- **The NCID Board and the City of Cape Town**

The NCID will be managed by a board of directors, elected by the SRA members of Northpine. The board will comprise of the following representatives:

- Directors each assigned to one of the following portfolios:
 - A chairman
 - Finance
 - Operations
 - Administration
 - Projects

The role of NCID Board will be, but is not limited to the following:

- Drive implementation and perform oversight of the approved business plan
- Appoint the NCID manager and administration assistant
- Procurement of services and appointment of service providers
- Convene AGM for NCID members

Elected Board members are responsible for the various portfolios in the company and regular board meetings, normally held monthly, allow the directors to review current operations and apply corrective measures as required.

The board will appoint service providers and staff to manage the day-to-day operations within the SRA. The City of Cape Town is not involved in the day-to-day operations, but merely exercises oversight and legal compliance to the approved business plan.

Who manages the SRA?

An SRA is a NPC managed by a board elected by its members, and operated by a management team appointed by the board. Property owners must sign up for NPC membership to allow them to participate in the SRA's affairs. The City is not involved in their day-to-day operations, but merely exercises financial oversight and legal compliance.

Who monitors the finances?

An SRA is governed by the Companies Act (71 of 2008) and manages its own finances and appoints its own auditors. The audited financial statements form part of the City's consolidated accounts, which are reviewed by the Auditor-General. In addition, monthly financial reports are submitted to the City to monitor and to ensure that expenditure is incurred according to the budget. All SRAs have to submit the Chairman's report and AFS to the relevant Sub council, within two months of their AGM, for noting.

The top-up municipal services provided by the Northpine CID represent the actual needs of the area according to the vision of the property owners for the area. The Northpine CID will be managed by the NCID manager (as stated above), responsible for managing the day-to-day functions and operations of the approved Business and Implementation Plans.

- **AGM Mandate**

An Annual General Meeting (AGM) convened by the NCID Board is held every year to review the performance of the Northpine CID NPC and to confirm the mandate of the SRA members. The audited Annual Financial Statements (AFS), review of budget and implementation plan for the financial next year will be presented and discussed for adoption at the AGM. The AGM will be convened as required by the SRA Bylaw in line with the requirements of the Companies Act.

- **Manager, staff, office**

The NCID manager and supporting staff member/s will be appointed by the NCID Board based on the required competencies needed, and in compliance with the labour legislation.

1. The post will be advertised in the local newspaper.
2. Applications will be screened
3. Candidates will be shortlisted.
4. Shortlisted candidates will be interviewed by a panel consisting of the NCID board members and or relevant stakeholders.
5. To this end, the Office of the NCID will be determined by the elected Board.

- **Auditors**

The Auditors will be appointed at the AGM by the NCID members and in compliance with legislation relevant to such appointment. Auditing firm to be registered with IRBA and relevant registering bodies.

- **Company Secretary**

The Company Secretary will be appointed at the AGM by the NCID members, based on the required competencies and in compliance with relevant legislation.

- **Membership**

Membership to the NCID will need to be applied for by every property owner within the Northpine SRA boundaries. Membership will be available to all property owners within the NCID area.

F. PUBLIC SAFETY AND SECURITY

- **Working relationship with existing safety and/or security services and forums**

In order to improve the public safety and security within the Northpine SRA, there has to be ongoing liaison and interaction with the relevant role players of SAPS, Security Agencies, Traffic, Metro Police and Law-Enforcement and other relevant stakeholders. This would be a key performance area of the NCID Manager and an oversight role of the NCID board.

- **SRA focus and role**

The SRA focus is to provide the residence within the boundary area with a safer public environment. The NCID manager will represent the NCID community at various forums such as Community Policing forums, Sector crime forums, joint SAPS and Security Meeting. The NCID board will receive monthly feedbacks from these meetings and forums through reports from the NCID manager.

- **Service provider**

- ❖ **Plan**

The NCID board will develop a Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided. This will be done by monitoring and evaluating the strategy and performance of all service delivery on a monthly basis.

The Safety and Security plan would include:

- At least three public safety patrol officers patrolling the area on foot, day and night supported by 2 identifiable patrol vehicles. (This will be adjusted according to the needs after evaluation)
- A Control room to monitor CCTV surveillance cameras and communicate with security personnel and relevant stakeholders.
- Radio communications network.
- CCTV camera network and monitoring as set out in the implementation plan time scale.

❖ **Appointment process**

The main service provider that would be responsible for public safety and security in the SRA, would be appointed by the NCID board after due processes are followed. This would include a request for submissions of quotations from various security service providers. The appointment of the security service provider will be done by the NCID board and the performance contract will be set out in a Service Level Agreement (SLA).

The SLA will include the following but is not limited to:

- Performance targets
- Operational requirements
- Contract period
- Remedies for non-performance

❖ **CCTV**

The installation and maintenance of CCTV surveillance programme with specific focus on the entrances of the demarcated SRA. Installation and maintenance will be provided by the security service provider. The purpose of the CCTV cameras is to serve as a deterrent for potential crime as well as fulfil a monitoring function in particular those areas where accessibility is problematic. The budget and implementation plan makes provision for this function.

❖ **General**

The function of the NCID is to make public areas safer for residence and visitors to the Northpine area. It is not meant as a replacement for private security measures. The security service provider will be used for high visibility patrolling of public areas and not for armed response to individual properties.

The focus of the service provider would be to provide visible public safety officers for the area as determined by the NCID. The service provider will deploy public safety resources accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable. The security service provider has to provide weekly security reports in order to enable the NCID manager to recommend to the board if a change in strategy is needed. Continuous interaction and engagement with other stakeholders to the public safety function of the SRA will take place especially during the initial period.

G. URBAN ENVIRONMENT

- **Working relationship with existing forums and City of Cape Town.**

The City of Cape Town has a scheduled roster of services that relates to the cleaning of public areas. The NCID will provide top-up services in the form of clean-up programmes, recycling initiatives, greening of public areas etc. The NCID will also endeavour to build working relationships with Sub-Council Management and relevant

CoCT officials, and department responsible for the relevant services in the NCID through the NCID Manager.

- **SRA focus and role:**

The SRA focus is to identify the need and develop a strategy or response plan to ensure a clean and green urban environ. This will be achieved by means of daily, weekly and monthly defined deliverables that will guide cleaning and greening projects.

- Through co-ordinating waste minimization, the provision of additional litterbins and projects that encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives in addition to the relevant City of Cape Town departments' services
- Parks through supplementing services that the City provides such as cutting of grass and removal of weeds, tree planting and greening of open parks and spaces.
- Health through ensuring that the public spaces in Northpine does not pose health risks to residents and visitors to the area.

- **Service provider**

- ❖ **Plan**

The NCID through the NCID manager will compile a list of prioritized needs to enhance NCID urban environment and liaise with the relevant CoCT departments to address.

The NCID Board will develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider. The board through the manager will monitor and evaluate the plan and performance of all service delivery on a monthly basis. The manager will report findings to the NCID Board with recommendations where applicable.

- ❖ **Appointment process**

Service provider/s will be appointed by the NCID board based on the provisions set out in the approved business and implementation plan. In addition to this the NCID

will partner with NGO's to provide labour through projects for the unemployed, for cleaning, greening and poster removals.

❖ **General**

The responsibility of the NCID is to provide a top-up municipal services in relation to general basic services such as cleaning, up-keep of parks and recreational facilities and beautifying of public spaces, etc.

H. URBAN MANAGEMENT

- **Working relationship with City of Cape Town and SRA.**

The focus of the NCID is to identify problem areas with regards to street lighting and marking, maintenance of storm water drains, maintenance of road surfaces and sidewalks, etc. Through the NCID manager a working relationship with Sub-Council management, relevant CoCT officials and departments will be established to manage the supply, shortcomings and supplements of these services. This is done through the CoCT C3 notification system that serves as the main platform of communication.

- **SRA focus and role:**

- Record, monitor and report status of roads and storm water infrastructure and respond to incidents within the confines of the NCID urban management program.
- Record and report the need for road repairs, pedestrian safety, etc. and engaging relevant stakeholders
- Decrease the occurrence of illegal signage and posters in the NCID by recording and monitoring the requests that council received for signage and postering and the time-frames related to it.

- **Service provider**

- ❖ **Appointment process**

There will be no designated service provider that will manage the urban environment. The NCID manager is responsible for urban management as part of his deliverables and is the first line person for reporting and accountability.

❖ **Plan**

Develop an urban management strategy document with clear deliverables and defined performance indicators to guide urban management implemented by the NCID manager. The NCID manager will also ensure that the needs of the NCID are submitted to CoCT for inclusion with the IDP and the CoCT Capital/Operational budget.

• **General**

Successful and professional relationships with sub-council management and officials resulting in enhanced communication, cooperation and service delivery will ensure the co-ordination of supplementary services that the NCID will provide in relation to the service delivery that the City has to provide.

I. SOCIAL ENVIRONMENT

• **Working relationship with City of Cape Town and SRA**

Liaise with the Social Development department of the CoCT and social organisations through different existing forums to address social problems and issues.

• **SRA focus and role**

- NCID will engage and partner with existing local social organisations, including churches and other role-players, to address relevant issues of vagrants and street children.

- **Service provider**

- ❖ **Plan**

The NCID will be providing information such as contact details, services and programs offered by social organisations to the NCID members. The NCID manager will develop a program and enter into an agreement with NGO's who will provide unemployed persons as labour for supplementary services. In addition the NCID manager will organise and host Saturday market days as means to increase community participation and stimulate economic development.

- ❖ **Appointment process**

The NCID board will determine the level of support in the form of finances based on budgetary provision and priority of needs. The NCID manager will identify social program the NCID will get involved with, manage the relationship and report to the NCID board.

- **General**

It is important to note that the social issues of Northpine might not be as prominent as in other areas, yet it exists and the potential of it to increase and escalate into other problems are very real. It is the responsibility of the NCID to inform and link affected members of the NCID up with the Social Development department of City of Cape Town in the first instance to maximise, if any social upliftment through programmes and projects.. The top-up services that the NCID will look at, relates to support needed by existing NGOs and other registered organisation that do work in the area.

J. MARKETING

- **SRA focus and role:**

The focus of the NCID is to market Northpine and attract investment to the area through developing, updating and distributing information via:

- Web page
- News letters
- Visits

Promotion of the NCID area will be done through branding at local businesses, the NCID website, vehicles of security service providers etc.

K. Finance

The 5-year budget for the implementation and operations of the NCID is set out in Annexure B. Income in the form of additional rates will be derived from all residential and commercial/business properties in the area, and will be collected by the CoCT on behalf of; as well as disbursed to the NCID. Additional funding request can only be applied for through the NCID board and it can only be approved at the Annual General Meeting of the NCID members.

Should property owners receive partial or full relief in respect of rates, such would enjoy full exemption from payment of any SRA additional rates.

NCID Budget is annexed to this business plan

L. CONCLUSION

The benefits of having a SRA in Northpine will far outweigh the additional rates that residents of Northpine will have to pay. It is envisaged that through the implementation and management of the Business Plan set out, Northpine can be restored to the peaceful, safe and community centred suburb, originally established in 1979.

Annexures:

Annexure A: Implementation Plan

Annexure B: NCID Budget for Financial years 2017-2022

Annexure C: Report on the outcome of the Perception Survey