



**PAROW INDUSTRIA**  
**IMPROVEMENT DISTRICT ASSOCIATION NPC(CID/SRA)**  
REG. NO. 2001/027476/08  
Including Tygerberg Business Park  
⇒ *Securing Your Business Environment* ⇐

**APPLICATION FOR EXTENSION OF  
BUSINESS PLAN  
2015-2020**

**OF**

**PAROW INDUSTRIA IMPROVEMENT DISTRICT  
ASSOCIATION NPC (CID/SRA)**  
**(Including a motivation report, implementation plan and 5  
year budget)**

**AUGUST 2014**

**In accordance with the By-Law for establishment of Special  
Rating Areas, promulgated in the Provincial Gazette  
6651/2009**



# PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION NPC (CID/SRA)

Reg no. 2001/027476/08

Including Tygerberg Business Park

⇒ *Securing Your Business Environment* ⇐

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## **MOTIVATION REPORT FOR EXTENSION OF BUSINESS PLAN 2015 – 2020**

### **1. INTRODUCTION**

The CID / SRA is governed by Section 22 of the Municipal Property Rates Act (MPRA), the Municipal Finance Management Act (MFMA), the Companies Act (Non Profit Company - NPC), the SA Constitution and the City of Cape Town's Special Rating Area By-law of 2012.

Parow Industria Improvement District Association NPC (CID/SRA) has been operating since 1 August 2001 providing supplementary services within its geographic boundary. The geographic boundary in question is bounded by Industria Ring Road, Stoker Road, Trans Oranje Road, Garret Street, Koets Street, Trans Karoo Road, Assegaai Road, Parin Road, Cradick Close, Stellenberg Road, Tekstiel Road, Spin Street, Radnor Street and Junction Street, Parow Industria.

The City Improvement District (CID) / Special Rating Area (SRA) model is based on an international practice that is aimed at preventing degeneration of cities and industrial areas from urban decay. This facilitates up liftment, economic growth and sustainable development.

Since implementation, we have continued to strive towards building confidence in the area as a safe, attractive and clean environment in which to conduct business by providing effective response to the high levels of crime and grime which previously existed in the area. Ongoing special attention is paid to our core responsibilities:-

- To supplement and enhance services provided by the City of Cape Town
- To facilitate investment in the area
- To facilitate a co-operative approach between the City and private sector in the provision of municipal services
- To halt degeneration and facilitate upliftment of the industrial area
- To promote economic growth and sustainable development
- To facilitate new job creation activities.

Typically, services deal with urban management issues such as additional public safety measures, cleansing services, maintenance of infrastructure, upgrading of the environment, and social services, etc.

It deems to be mentioned that during the period 1<sup>st</sup> November 2001 to 30<sup>th</sup> June 2014:-

- 570 arrests were made by the CID security service provider
- 715 illegal dumping incidents were prevented by the CID security service provider
- 7 200 black bags / bins of litter were removed by the CID's cleansing service
- 1 942 faulty street lights were reported by the CID to the City of Cape Town
- 1 363 002 km was travelled in patrols by the CID Security in the industrial area
- 153 enquiries were dealt with on the COCT's integrated waste exchange website which resulted in waste generated in the CID area, been diverted from landfill through re-use
- 22 direct jobs were created
- An 18 dome CCTV Surveillance Camera System implemented that is monitored from a state of the art control room.
- A project, the "Dare to Dream Campaign for Parow Industria" was implemented as an initiative aimed at supporting the City of Cape Town in reducing the amount of waste that goes to landfill sites by diverting these waste streams through re-use or re-cycling. A goal was set to become the first truly integrated waste wise community where industrialists, schools and residents all play their part in re-use, re-cycling and reducing waste. This has primarily been achieved through the implementation of an eco-village concept aimed at expanding the scope of the Dare to Dream Campaign beyond "waste only" issues and reaching out towards holistic community up-liftment initiatives. The goal is to create an environment that offers economic, social and environmental benefits to both schools in the immediate vicinity as well as the surrounding community. The system components of the eco-village include a re-cycling Centre, manufacture of products / art work from waste generated, local market place and a café / re-source shop and education centre. To date a local school has benefited from the proceeds of the recycling centre. An employment opportunity was created for a previously unemployed lady through the waste to product component of the project as she generates income by sewing garments, cushions etc from waste fabrics.
- Instrumental in the preparation of a broader evacuation / emergency plan guideline for the industrial area. Regular practice of this plan takes place and ongoing updates on information takes place in order to ensure an accurate data base of the level, volumes and types of hazardous materials stored on premises in the CID area as well as the harmful effects thereof. Equally important is the average number of people and vehicles in the area during the day and night in order to effectively facilitate a partial or full evacuation as circumstances would require.

The institutional arrangements that the CID / SRA has in place are in terms of structural arrangements whereby the NPC administers the special rating area. The CID / SRA is managed by a Board of five Directors and active participation by members in decision making processes is encouraged. The Board of Directors determine funding required each year, appoint contractors to effect the improvements and upgrades as detailed in the attached implementation / business plan. The NPC also receives the additional rate collected by the City of Cape Town and expends the

funds in accordance with an approved business plan. Required funding and contents of the implementation plan are presented to Members for their input and approval.

## **2. MISSION / VISION STATEMENT AND GOALS / OBJECTIVES FOR 2010/2015**

### **2.1 MISSION STATEMENT:-**

Shall strive to develop and market a safe, secure, clean and attractive environment in which to conduct business.

### **VISION:-**

To decrease crime and grime in Parow Industria and Tygerberg Business Park through effective security patrols, camera surveillance and additional cleansing services.

### **2.2 MISSION STATEMENT:-**

To decrease waste and grime in Parow Industria by co-ordinating a project aimed at waste minimization.

### **VISION:-**

To decrease waste and grime in Parow Industria by creating a waste wise community incorporating residents, scholars and industrialists, participation in the City's waste exchange website, formalizing of informal collectors, participation in a schools recycling project, introduction of a drop-off and buy back centre, promoting of a waste minimization club and reducing the amount of waste taken to landfill.

Our goals are to:-

- Decrease crime, grime and waste
- Supplement and enhance basic services provided by the SA Police Service and the City of Cape Town in the form of additional / supplementary security, safety and cleansing services
- To facilitate investment in the area
- To facilitate a co-operative approach between the City and private sector in the provision of municipal services
- To halt degeneration and facilitate upliftment of the industrial area
- To promote economic growth and sustainable development
- To facilitate new job creation activities.

The geographic boundary of the Parow Industria Improvement District Association is bounded by Industria Ring Road, Stoker Road, Trans Oranje Road, Garret Street, Koets Street, Trans Karoo Road, Assegaai Road, Parin Road, Cradick Close, Stellenberg Road, Tekstiel Road, Spin Street, Radnor Street and Junction Street, Parow Industria (see attached map).

## **3. MANAGEMENT AND OPERATIONS**

The Parow Industria Improvement District Association (CID / SRA) is administered as a Non Profit Company (NPC) under registration number 2001/027476/08.

The 100% industrial Special Rating component CID / SRA is managed by a Board of five Directors elected by its members with allocation of portfolios in respect of the following:- Chairperson, Financial, Security, Cleansing, Administration and Projects.

The Board of Directors elected by its members manage the CID that is operated by a management team and service providers that are appointed by the Board. To facilitate investment in the area and promote economic growth and sustainable development coupled with new job creation activities, the CID envisages engaging in numerous activities. These would include awareness campaigns relating to environmental issues, effective communication with property / business owners, security service providers and Law Enforcement. This would further include supporting entrepreneurship, cleansing, urban management, social intervention and marketing initiatives.

#### **4. SERVICES**

The achievement and success of the CID's main objectives for 2015/2020 is aimed at securing a safe, attractive and clean business area. This ultimately requires the implementation of numerous action steps with key performance indicators assigned thereto (these have been incorporated into a detailed business plan as per attached document). In this way there is a responsibility on the CID to deliver in terms of service that is measured against success indicators. A summary of the numerous action steps to be taken in primarily achieving these objectives are indicated below:-

The CID Board of Directors exercise commitment to good, fair and transparent governance as defined in the By-Law by implementing transparent processes when appointing service providers to improve and / or upgrade public areas within the geographic boundaries of the CID. It is ensured that these improved and / or upgraded services are not provided for private properties.

The process and appointment of service providers for the CID is communicated to property owners in newsletters and this is due to be added to the Parow Industria Improvement District's NPC's upgraded website shortly (before the end of October 2014). Briefly summarized, this process of appointing service providers includes obtaining of quotations, comparison of prices, reference checks and short listing with interview processes. Some of the questions posed at interviews incorporate the following:-

- Company information

How long the company in question has been in operation, staff compliment, ownership, management information eg ISO accreditation, business philosophy, extent of public liability.

- People / Staff related questions

Registered for skills development etc, staff training programs, equity plan information, number of misconduct cases per annum, payment situation, incentive systems and uniform policy?

- General

How many vehicles in fleet, type of vehicles, are vehicles fitted with monitoring devices such as tracker, other clients in the CID area, experience in dealing with CID's, general electronic devices being used, is there necessary backup in terms of human resources / vehicles, is the service provider familiar with CID type security in that it is different from static guarding and more of a policing nature, how does the company deal with complaints, how do they see their role in the CID and in terms of the CID's existing relations with the SA Police, COCT etc, views on technology etc.

- Key questions and marketing pitches

What differentiates the company in question from their competitors, especially in the case of the security industry where all staff is basically drawn from the same pool?

Quotations are regularly obtained with a view to comparison of prices.

#### **4.1 SECURITY / LAW ENFORCEMENT INITIATIVES / SAFETY**

##### **4.1.1 Security / Law Enforcement Initiatives**

In order to work towards reducing crime a record of crime statistics and incidents is kept in order to measure performance. One cannot measure performance if there is no base line from which to work. These statistics enable the CID to identify “hot spots”, root causes and environmental design contributing to crime. With this knowledge the root causes of crime are addressed by determining a crime pattern analysis and crime threat analysis in order to combat and address these by implementing effective strategies.

In order to enhance the provision of services by SAPS, liaison with the relevant role players takes place in order to identify shortcomings pertaining to effective policing in the area. A contingency plan with strategies is implemented in order to supplement the services of SAPS.

Reducing crime in the area to a large extent depends heavily on the effective services rendered by the security and camera monitoring service providers. This would require the CID to regulate an efficient service in this regard including liaison with Security Managers, on-site inspections and evaluation of these services.

The implementation of an 18 dome camera surveillance system has proved to be very successful. It has been determined that crime has shifted to areas currently beyond the ambit of the cameras. It is therefore imperative that more phases to the existing camera system be implemented. This will include liaison with relevant role players, determining of a contingency plan with assigned costs. The success of the system depends heavily on efficient monitoring thereof and proper maintenance.

##### **4.1.2 Safety**

The types, high volumes and levels of hazardous materials stored on sites in the industrial area in addition to the close proximity of the airport, Tygerberg Hospital and surrounding residential area coupled with the thousands of employees in the industrial area at any given time requires a broader evacuation / emergency planning guideline for the area. It is imperative that information in this regard is continuously updated to ensure an accurate data base which could help reduce fatalities or damage to property should an emergency situation arise.

The broader evacuation / emergency planning guideline for the CID is reduced to writing in a flip chart format that is strategically placed at all companies within the CID area for ease of reference and necessary action required. A copy is also kept at the CID's control room and controllers have access to updated information pertaining to the numerous hazardous waste types, harmful effects on humans, expected distance / parameters of contamination etc so that this information can be communicated to

relevant role players thereby reducing the risk of injury, damages etc in an emergency.

#### **4.2 CLEANSING INITIATIVES**

In order to address this issue, one first has to identify the root causes and environmental design contributing to grime so that a cleansing service can be co-ordinated accordingly. The CID although providing a cleansing service to its members, focuses beyond “surface cleaning” whereby the area is simply made presentable by preventing illegal dumping and removing litter / sand from verges. This initiative is addressed below in paragraph 4.3 as an urban management initiative.

Problem areas and essential needs pertaining to services provided by the City of Cape Town in terms of cleansing will be identified on an ongoing basis so that these can be channelled to the respective departments at the City for the necessary action.

#### **4.3 URBAN MANAGEMENT INITIATIVES**

##### **4.3.1 Environmental / Grime**

In order to address this issue, one first has to identify the root causes and environmental design contributing to grime that extend past symptoms of “surface cleaning” whereby the area is simply made presentable to addressing the cause. These are aimed at dedication to improve the environment and reduce waste to ensure the benefits are reaped by the generations to come.

The Parow Industria Improvement District Association therefore supports the City of Cape Town in diverting waste from landfill through re-use, re-cycling and reduction. Here the focus is on encouraging business owners to:-

- Practice cleaner production methods/waste minimization
- Identify the source of their waste streams
- Conduct mass and energy balances
- Assign costs to waste streams and set priorities
- Address the sources of the waste streams
- Register available waste/ waste needs on the City of Cape Town’s integrated Waste Exchange Website [www.capetown.gov.za/iwex](http://www.capetown.gov.za/iwex)

Business owners are regularly educated on cleaner production methods, the effects of water and air pollution etc. Recently, the CID started engaging with WISP (Western Cape Industrial Symbiosis Programme) aimed at waste reduction in the CID footprint. The basic premise of the WISP programme is that they gather data at respective companies on waste and resources, creating matches with companies that can reuse or recycle such materials. This holds economic and environmental benefits in terms of savings on the business bottom line and diverting waste from landfill. With extension of the CID’s business plan granted, this would allow the CID to further develop this partnership.

Ongoing promotion of and active participation in the CID’s “Dare to Dream Campaign for Parow Industria” aimed at diverting waste streams from landfill through re-use or re-cycling is imperative in order to achieve a goal that was set to become the first truly integrated waste wise community where industrialists, schools

and residents all play their part in re-use, re-cycling and reducing waste. This project has already been mentioned in paragraph 1 supra.

#### **4.3.2 Urban Decay**

The prevention of urban decay will be addressed in order to ensure that industrialists do not feel unsafe with abandoned buildings and streets / public spaces that are not properly maintained. The CID's response to this will be in terms of developing a co-ordinated strategy aimed at actively addressing urban decay where essential needs pertaining to the City's services are channelled to the respective departments for the necessary action. These would include reports of faulty / insufficient street lighting, illegal dumping, refuse removal, missing / damaged drain covers, trees requiring trimming, maintenance of roads / sidewalks, cutting of grass / dense bush, maintenance of road markings, management of open spaces (wetland and detention pond) etc.

#### **4.3.3 Urban surveillance**

Surveillance of the physical environment is a principle identified as been crucial to reducing opportunities for crime. This item has been mentioned in paragraph 4.1.1 supra. The CID has already implemented an 18 dome surveillance system and intends to expand the system to cover areas not currently within the ambit of existing cameras. This important tool needs to be effectively managed, monitored and maintained.

#### **4.3.4 Evacuation and emergency planning**

An effective broader evacuation / emergency guideline for the CID area is imperative as an urban management initiative given the types, high levels and volumes of hazardous materials stored on premises within the CID area. This initiative is dealt with extensively in paragraph 4.1.2 supra.

#### **4.4 SOCIAL INTERVENTION INITIATIVES**

Social intervention initiatives play an integral part in the CID's activities as these can be seen as positive steps that transform a location into a well sought after area. Job creation to reduce poverty is addressed under the recycling initiative (paragraph 1 supra). The presence of abandoned and neglected children will be addressed through the legal channels and organisations available for this purpose. Animal cruelty will be addressed. Continued support will be given to micro businesses in the area whereby local companies can transfer economic and management skills, giving them an opportunity with a platform for growth and development.

Participation will take place in the Youth Work Project partnering with a broader Government strategy (Dept of Community Safety and Chrysalis Academy) to reduce poverty through the alleviation and reduction of unemployment.

Co-operation will be given to the City of Cape Town in their endeavour towards the implementation of a formal trading plan for the CID. Trader's activities will be promoted amongst CID Members and their employees in support of the informal traders businesses.



#### **4.5 MARKETING**

Building community pride is an important step in obtaining the full participation of all property owners as this has a collective benefit for them in that resources are pooled in order to facilitate a collective benefit. These collective benefits include a well managed area, shared communal pride, safety and social responsibility with access to numerous joint initiatives incorporating re-cycling, job creation etc. These benefits translate into increased property values and capital investments.

The CID will achieve the above by liaison with all property owners and tenants, hosting of social functions, encouraging maintenance of buildings and landscaping of street frontages. Media coverage promoting the area and business prospects of the area will receive attention together with appropriate signage.

A website for the CID will be maintained with this been regularly updated. An electronic format Business Directory for the CID will be implemented and maintained in order to promote services amongst members.

#### **5. FINANCES**

In order to implement the business plan referred to in paragraph 4 supra, one requires the necessary finances. A budget is assigned thereto and attached for your information. Parow Industria Improvement District is a 100% industrial component requiring participation by all property owners within its approved geographic boundary in terms of payment of the SRA Levy with exception of the following categories of owners / properties exempted from such payment:-

- Indigent, Senior Citizens and Disabled Persons who meet the criteria for rates relief
- Properties registered in the name of and used primarily as a place of worship
- Council owned properties used predominantly for official municipal business

The preparation of budgets, regulation of expenditure, careful consideration of capital expenditure, regular inspection of financial status and financial registers, submission of progressive income and expenditure statements to the City of Cape Town with an audit conducted by a reputable auditing firm result in effective management of finances. A review of these steps takes place regularly in terms of identifying any shortcomings or irregularities with the necessary steps taken in that regard. Confirmation takes place at Annual General Meetings of the use of appointed auditors for preparation of financial statements and performance of secretarial duties.

Furthermore, the CID Board of Directors has numerous control mechanisms in place pertaining to approval of expenditure and record keeping in addition to their responsibility in terms of the Memorandum of Incorporation and Companies Act. There are no major risks and a good paper trail exists with financials on an IT system as backup. Income is from the same source (COCT) in static amounts that are reconciled monthly. All expenses are controlled and cheques need to be signed by two directors. No cash is handled. Accounting policies used present fairly the financial position of the CID / SRA as required by the entity. Accounting policies

used are appropriate and the Directors consider the reasonableness of accounting estimates.

## **6. IMPLEMENTATION PLAN**

A detailed implementation plan incorporating objectives, services, action steps and key performance indicators is attached.

## **7. CLOSING**

According to the SA Constitution, the objective of a local authority is to provide an equitable standard in terms of certain basic services to an area such as water, electricity, sanitation and refuse removal, etc. For communities who wish to enjoy municipal services of a higher level the SRA model provides them with the option of paying for these additional services which should be affordable and sustainable. Prior to 2001 the Parow Industria area was in a state of decay and property owners therefore applied to the City of Cape Town for the implementation of a CID which was approved. Subsequent to that numerous applications by the CID were submitted to the City for extension of the business plan as property owners within the geographic boundary desired to continue with additional services aimed at preventing urban decay. To date these have all been approved.

The Parow Industria Improvement District Association requests approval of its application for extension of its business plan for the period 2015 to 2020.

AUSEF RAAD: DIRECTOR  
PAROW INDUSTRIAL IMPROVEMENT DISTRICT ASSOCIATION  
(CHAIRPERSON)