

ITEM NUMBER: C 22/04/25***RECOMMENDATION FROM THE EXECUTIVE MAYOR: 15 APRIL 2025***

MC 35/04/25 APPLICATION TO EXTEND THE TERM OF THE PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID) FROM 1 JULY 2025 TO 30 JUNE 2030 (LSU: R2380)

It is **RECOMMENDED** that:

- (a) Council approve, in terms of section 27 of the City Improvement District By-law, the extension of the Parow Industria Improvement District (PIID) term from 1 July 2025 to 30 June 2030.
- (b) Council approve the Parow Industria Improvement District's new 5-year Business Plan for the period 1 July 2025 to 30 June 2030.
- (c) The City of Cape Town imposes the levying of an additional rate on properties in the Parow Industria Improvement District from 1 July 2025, in terms of section 22(1)(b) of the Local Government: Municipal Property Rates Act (MPRA), Act 6 of 2004.



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

REPORT TO MAYCO

DATE: 15 APRIL 2025

1. ITEM NUMBER: **MC 35/04/25**

2. SUBJECT:

APPLICATION TO EXTEND THE TERM OF THE PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID) FROM 1 JULY 2025 TO 30 JUNE 2030

AANSOEK OM VERLENGING VAN DIE TERMYN VAN DIE PAROW INDUSTRIA-VERBETERINGSDISTRIK (PIID) VAN 1 JULIE 2025 TOT 30 JUNIE 2030

ISICELO SOKWANDISWA KWEXESHA LOKUSEBENZA KWESITHILI SOPHUCULO LWESIXEKO I-PAROW INDUSTRIA (PIID) UKUSUSELA NGOWO 1 KWEYEKHALA 2025 UKUYA KOWAMA 30 KWEYESILIMELA 2030

LSU: R2380

3. **RECOMMENDATION FROM THE SPATIAL PLANNING AND ENVIRONMENT PORTFOLIO COMMITTEE: 3 APRIL 2025 (SPE 21/04/25)**

It is **RECOMMENDED** that:

- (a) Council approve, in terms of section 27 of the City Improvement District By-law, the extension of the Parow Industria Improvement District (PIID) term from 1 July 2025 to 30 June 2030.
- (b) Council approve the PIID's new 5-year Business Plan for the period 1 July 2025 to 30 June 2030.
- (c) The City of Cape Town imposes the levying of an additional rate on properties in the PIID from 1 July 2025 in terms of section 22(1)(b) of the Local Government: Municipal Property Rates Act (MPRA), Act 6 of 2004.

**AANBEVELING VAN DIE PORTEFEULJEKOMITEE OOR RUIMTELIKE
BEPLANNING EN OMGEWING: 3 APRIL 2025 (SPE 21/04/25)**

Daar word aanbeveel dat:

- (a) Die Raad ingevolge artikel 27 van die Verordening op op Stadsverbeteringsdistrikte goedkeuring verleen vir die verlenging van die termyn van die Parow Industria-verbeteringsdistrik (PIID) van 1 Julie 2025 tot 30 Junie 2030.
- (b) Die Raad die PIID se nuwe vyfjaar-sakeplan vir die tydperk 1 Julie 2025 tot 30 Junie 2030 goedkeur.
- (c) Die Stad Kaapstad die heffing van 'n bykomende tarief vir eiendomme in die PIID vanaf 1 Julie 2025 ingevolge artikel 22(1)(b) van die Wet op Plaaslike Regering: Munisipale Eiendomsbelasting (MPRA), Wet 6 van 2004, oplê.

**ISINDULULO ESISUKA KWIKOMITI YOCWANGCISO LWEMIHLABA
ENGAMABALA NOKUSINGQONGILEYO: 3 EKATSHAZIIMPUZI 2025
(SPE 21/04/25)**

Kundululwe ukuba:

- (a) IBhunga maliphumeze, ngokwecandelo²⁷ loMthetho kaMasipala ongoMmandla woPhuculo lweSithili seSixeko sokwandiswa kwexesha lokuqhubeka/lokusebenza kweSithili soPhuculo lweSixeko iParow Industria (PIID) ukususela ngowo 1 kweyeKhala 2025 ukuya kowama30 kweyeSilimela 2030.
- (b) IBhunga maliphumeze isicwangciso sendlela yokusebenza esitsha sePIID seminyaka emihlanu kwisithuba esisusela kowo1 kweyeKhala 2025 ukuya kowama30 kweyeSilimela 2030.
- (c) ISixeko saseKapa masinyanzelise umrhumo olixabiso elongezelelekileyo kwii-propati ezikummandla we- PIID ukususela ngowo-1 Julayi 2025, ngokungqinelana necandelo 22(1)(b) loMthetho wobuRhulumente boMmandla ongamaXabiso eePropati zikaMasipala (MPRA) ongunomb.6 wangowama2004.

REPORT TO: SPATIAL PLANNING AND ENVIRONMENT PORTFOLIO COMMITTEE

1. ITEM NUMBER SPE 21/04/25

2. SUBJECT

**APPLICATION TO EXTEND THE TERM OF THE PAROW INDUSTRIA
IMPROVEMENT DISTRICT (PIID) FROM 1 JULY 2025 TO 30 JUNE 2030**

**AANSOEK OM VERLENGING VAN DIE TERMYN VAN DIE PAROW INDUSTRIA-
VERBETERINGSDISTRIK (PIID) VAN 1 JULIE 2025 TOT 30 JUNIE 2030**

**ISICELO SOKWANDISWA KWEXESHA LOKUSEBENZA KWESITHILI
SOPHUCULO LWESIXEKO I-PAROW INDUSTRIA (PIID) UKUSUSELA NGOWO 1
KWEYEKHALA 2025 UKUYA KOWAMA 30 KWEYESILIMELA 2030**

R2380

3. DELEGATED AUTHORITY

In terms of section 27 of the City Improvement District By-law, 2023

This report is for DECISION BY

- ☐ **Committee name** : Spatial Planning and Environment Directorate (For Support)
- ☐ The Executive Mayor together with the Mayoral Committee (MAYCO)
- ☒ Council

4. DISCUSSION

The Parow Industria Improvement District (PIID), was established in 2001 and is now applying for their seventh term as the current term expires on 30 June 2025.

In terms of section 27 of the City Improvement District By-law - promulgated as per Provincial Notice No. 8743, Council received an application on 06 January 2025 to extend the term of the PIID from 1 July 2025 to 30 June 2030 (attached as annexure A).

The new Business Plan consists of a Motivation Report that defines the need and framework required to provide supplementary municipal services, an Implementation Plan proposing relevant action steps to implement the services and the 5-year Budget which reflects the funding required to provide these services (attached as annexure B).

The Business Plan proposes a continuation of the same services as implemented during previous years with an 8.7% increase in the additional rates required to fund the budget in the first year and increases in the outer years of 8.9%, 8.9%, 8.8% and 8.9% without compromising service delivery.

The PIID budget is funded by the property owners (additional ratepayers) and collected by the City in a sustainable manner as additional rates. This is in terms of section 22(1)(b) of the Local Government: Municipal Property Rates Act (MPRA), Act 6 of 2004 which allows the City of Cape Town to impose the additional rate on the properties in the PIID. These contributions are proportionately based on property values. The required additional rates are modelled before finalisation of the new Business Plan to ensure affordability and sustainability in continued service delivery.

In terms of section 27(2)(b) of the CID By-law, members of the management body, additional ratepayers and the local community must be notified and included in a consultation process before the renewal application is submitted to the City. Accordingly, the Annual General Meeting (AGM) held on 21 November 2024 was advertised in two daily newspapers on 25 October 2024 and a notice with the agenda was sent to all additional ratepayers and stakeholders (refer annexure C). The term extension was a key item on the AGM agenda, with all relevant documents readily accessible on the PIID website. Additionally, these documents were made available for in-person inspection at the PIID offices.

The term extension as per the new PIID Business Plan (1 July 2025 to 30 June 2030) was supported and approved by the members of the PIID as per the AGM draft minutes (refer annexure D) as informed through the successes achieved in the previous term as evidenced in their Annual Report.

The Business Plan was available to members of the management body, additional ratepayers and local community for inspection for a period of 30 days after the conclusion of the AGM, requesting them to make written comment or objection. No objections or comments were received and therefore no further amendments were made to the Business Plan (refer annexure E).

A memo was sent to all relevant Service Departments requesting them to review the new Business Plan and submit comments to ensure service delivery alignment in terms of the IDP. All the comments received are recorded in annexure F and sent to the PIID for consideration and further engagement with the Service Departments.

A nil response from the other Departments consulted means that the proposed new PIID Business Plan is not in conflict with the functions of the respective Departments with whom they will interact should the application to extend the term be successful.

- 4.1. Financial Implications ☒ None ☐ Opex ☐ Capex
- ☐ Capex: New Projects
- ☐ Capex: Existing projects requiring additional funding
- ☐ Capex: Existing projects with no Additional funding requirements

4.2. Policy and Strategy ☐ Yes ☒ No

4.3. Legislative Vetting ☐ Yes ☒ No

4.4. Legal Implications ☐ Yes ☒ No

4.5. Staff Implications ☐ Yes ☒ No

4.6. Risk Implications ☐ Yes The risks for approving and/or not approving the recommendations are listed below:

☒ No Report is for decision and has no risk implications.

☐ No Report is for noting only and has no risk implications.

- 4.7. POPIA Compliance ☒ Yes It is confirmed that this report and the content of the annexures have been checked and considered for POPIA compliance.

5 RECOMMENDATIONS

Not delegated: for decision by Council:

It is recommended that:

- a) Council approve, in terms of section 27 of the City Improvement District By-law, the extension of the Parow Industria Improvement District (PIID) term from 1 July 2025 to 30 June 2030.
- b) Council approve the PIID `s new 5-year Business Plan for the period 1 July 2025 to 30 June 2030.
- c) The City of Cape Town imposes the levying of an additional rate on properties in the PIID from 1 July 2025 in terms of section 22(1)(b) of the Local Government: Municipal Property Rates Act (MPRA), Act 6 of 2004.

Nie gedelegeer nie: vir besluitneming deur die Raad:

Daar word aanbeveel dat:

- a) Die Raad ingevolge artikel 27 van die Verordening op op Stadsverbeteringsdistrikte goedkeuring verleen vir die verlenging van die termyn van die Parow Industria-verbeteringsdistrik (PIID) van 1 Julie 2025 tot 30 Junie 2030.
- b) Die Raad die PIID se nuwe vyfjaar-sakeplan vir die tydperk 1 Julie 2025 tot 30 Junie 2030 goedkeur.
- c) Die Stad Kaapstad die heffing van 'n bykomende tarief vir eiendomme in die PIID vanaf 1 Julie 2025 ingevolge artikel 22(1)(b) van die Wet op Plaaslike Regering: Munisipale Eiendomsbelasting (MPRA), Wet 6 van 2004, oplê.

Azigunyaziswanga: isigqibo seseBhunga:

Kundululwe ukuba:

- a) IBhunga maliphumeze, ngokwecandelo 27 loMthetho kaMasipala ongoMmandla woPhuculo lweSithili seSixeko sokwandiswa kwexesha lokuqhubeka/lokusebenza kweSithili soPhuculo lweSixeko iParow Industria (PIID) ukususela ngowo 1 kweyeKhala 2025 ukuya kowama30 kweyeSilimela 2030.
- b) IBhunga maliphumeze isicwangciso sendlela yokusebenza esitsha sePIID seminyaka emihlanu kwisithuba esisusela kowo1 kweyeKhala 2025 ukuya kowama30 kweyeSilimela 2030.
- c) ISixeko saseKapa masinyanzelise umrhumo olixabiso elongezelelekileyo kwii-propati ezikummandla we- PIID ukususela ngowo-1 Julayi 2025, ngokungqinelana necandelo 22(1)(b) loMthetho wobuRhulumente boMmandla ongamaXabiso eePropati zikaMasipala (MPRA) ongunomb.6 wangowama2004.

ANNEXURES

- Annexure A: Application letter
- Annexure B: PIID Business Plan for the period 1 July 2025 to 30 June 2030
- Annexure C: AGM advertisements and notice with the agenda
- Annexure D: PIID AGM draft minutes
- Annexure E: Comments and Objections
- Annexure F: Service Departments Memo and Business Plan comments

FOR FURTHER DETAILS CONTACT

NAME	Joepie Joubert	CONTACT NUMBER	021 400 5138
E-MAIL ADDRESS	Joepie.Joubert@capetown.gov.za		
DIRECTORATE	Spatial Planning and Environment	FILE REF NO	Spatial Planning and Environment-Urban Regeneration(000000527925)

Approval Form

Supported for inclusion on the agenda



APPLICATION TO EXTEND THE TERM OF THE PAROW INDUSTRIA IMPROVEMEN

Report Reference: 527925
Meeting: Section 79 Portfolio Committee - Spatial Planning and Environment
Meeting Date: 03.04.2025
Meeting Venue: Committee Room D

Contact Person: Nonhlanhla Ngubane
Contact Telephone: 021 400 4195
Contact Email: NONHLANHLA.NGUBANE@CAPETOWN.GOV.ZA

Item	Section	Approver	Approval	Approved Date	Approver Comments
01	Author	JOEPIE JOUBERT	Approved	07.03.2025 15:35:59	
02	Director/Directorate Support Manager/Chief	JOEPIE JOUBERT	Approved	07.03.2025 15:51:13	
03	Executive Director	Robert McGaffin	Approved	07.03.2025 17:40:55	
04	Additional Approver: Section Head	Marsha Van der Poel	Approved	10.03.2025 14:04:36	
05	Legal Compliance	Joan Mari Holt	Approved with Comments	12.03.2025 10:51:51	Certified as legally compliant based on the contents of the repo

ECS Officer:



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

Registration number: 2001/027476/08

P.O. Box 287, Parow, 7499

Including Tygerberg Business Park

⇒ *Securing Your Business Environment* ⇐

**APPLICATION LETTER
FOR EXTENSION OF THE CID TERM**

Attention: Mr Joepie Joubert

Directorate: Spatial Planning and Environment
Department: Urban Regeneration
Branch: City Improvement Districts
City of Cape Town
16th Floor
12 Hertzog Boulevard
CAPE TOWN
8000

06 January 2025

Dear Sir,

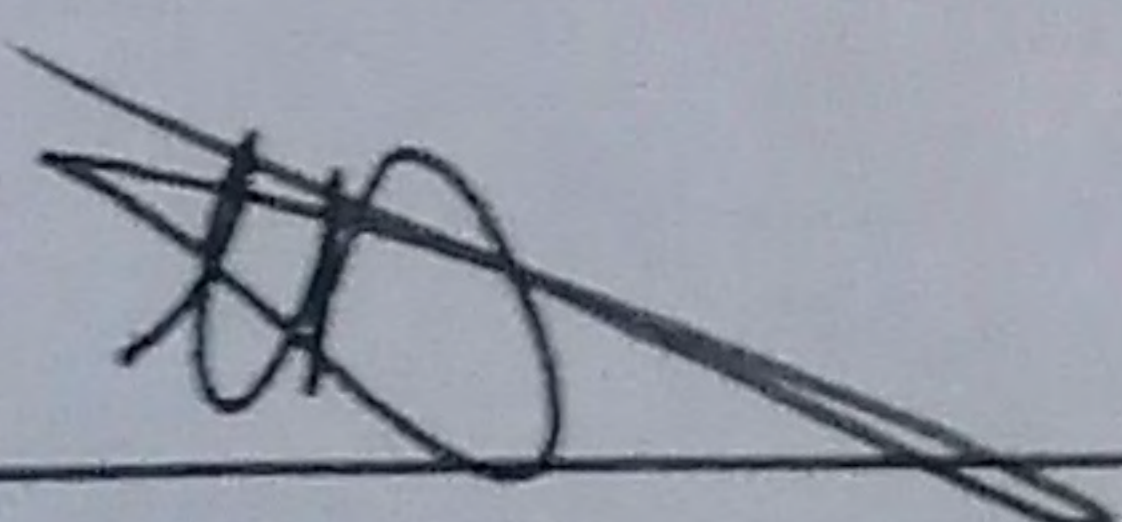
RE: Application for the extension of term of the Parow Industria Improvement District (the “PIID”)

1. The Parow Industria Improvement District NPC hereby wish to apply for City Council approval of the extension of the CID term for the period 01 July 2025 – 30 June 2030.
2. This application is made in terms of Section 27(2) of the City of Cape Town's: City Improvement District By-Law, 2023.
3. The strategic focus areas of the new Business Plan are:

- 3.1. improving public safety;
 - 3.2. maintaining and cleansing of public areas including, but not limited to cleaning of road verges and illegal dumping;
 - 3.3. environmental development including, but not limited to, beautification, greening, landscaping, treeing and upgrading of public spaces;
 - 3.4. promoting social and economic development in an environmentally sustainable manner; and
 - 3.5. managing the Parow Industria Improvement District NPC in an efficient and cost effective manner which facilitates accountability to the community.
4. In support of the application, the following compulsory documentation is attached:
- 4.1. The new Business Plan (Motivation report, Implementation plan and Term budget), marked "B";
 - 4.2. Advertisements and notices of the Annual General Meeting (AGM), marked "C";
 - 4.3. Resolution as per the draft AGM minutes, marked "D" confirming the members approval of:
 - the new 5-year Business Plan; and
 - to continue for a further 5-years;
 - 4.4. any written objections of additional ratepayers received, marked "E";
 - 4.5. a summary of any comments received from the local community, marked "E"; and
 - 4.6. a summary of any comments received from City Departments, marked "F".

We trust that this application will meet with the City Council's approval and thank you for your kind consideration thereof.

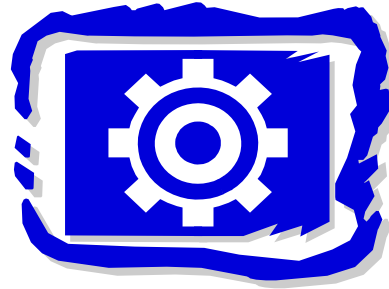
Yours faithfully,



Andrew Dennis Thomson

PAROW INDUSTRIA IMPROVEMENT DISTRICT BUSINESS PLAN

01 JULY 2025 – 30 JUNE 2030



Registration number: 2001/027476/08

“Securing your business environment”.

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

TERM RENEWAL FOR THE PAROW INDUSTRIA IMPROVEMENT DISTRICT:

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

Auditor: Nexia Cape Town
 Accountant: SDK Chartered accountants

Principle Contacts name:	E-mail address:	Company:	Portfolio:
Tracy Engelke	tracy@parowindustriacid.co.za	Parow Industria CID	CID Manageress
Andrew Thomson	Andrew@chantec.co.za	Chantec	Chairperson
Allan Hunt	AllanH@penbev.co.za	Peninsula Beverages	Finances
Ralph Raad	ralph@cfw.co.za	CFW Industries	Public safety
Michael Birch	michael@mbps.co.za	Michael Birch Family trust	Cleansing
Richard Ayres	Richard@timberland.co.za	Timberland	Administration

Contents:**PART A: Motivational Report**

Introduction.....	4
Geographical area of the PIID.....	6
PIID Mission.....	9
PIIDVision.....	9
PIID Goals.....	9
The strategic objectives of the PIID	10
Core values of the PIID.....	10
Consistency with Integrated Development Plan (IDP).....	11
Proposed services and/or projects.....	12
Improving Public safety	13
Camera monitoring.....	14
Maintenance and Cleansing.....	16
Environmental Development.....	18
Social and Economic Development.....	19
Communication.....	20
Financial impact of the CID.....	20
Proposed management structure.....	22
Permissible amendments to the Business Plan.....	23
List of rateable properties within the CID.....	23

PART B: Implementation plan**PART C: Term Budget**

A. MOTIVATIONAL REPORT

Introduction

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

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

A CID is a community driven venture, allowing the local community, property owners and local businesses to organize and fund improvements of specific areas within the City. Once established by the City, a non-profit company (the “CID company”) carries out the improvements and upgrades proposed in its business plan, funded by an additional rate levied on ratable property located within the CID. In the case of Parow Industria CID only non-residential property owners contribute to the improvements and upgrades.

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

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

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

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

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

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

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

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

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

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

Geographical area of the PIID

The PIID geographic boundary is depicted in the map below.

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

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

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

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

597

PAROW INDUSTRIA

City Improvement District



0 37.5 75 150 225 300
Meters

1:3 250

Transverse Mercator Projection,
Central Meridian 19° East,
WGS84 Ellipsoid using the
Hartebeesthoek94 Datum

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

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

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

THIS MAP WAS COMPILED BY:
CORPORATE GIS
Information & Knowledge
Management

Contact Information: Tel: +27 21 487 2711
Fax: +27 21 487 2621
city_maps@capetown.gov.za

Date: 30th August 2024



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

PAROW INDUSTRIA

City Improvement District



0 37.5 75 150 225 300
Meters

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

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

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

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

THIS MAP WAS COMPILED BY:
CORPORATE GIS
Information & Knowledge
Management

Contact Information: Tel: +27 21 487 2711 Fax: +27 21 487 2821
city.maps@capetown.gov.za

Date: 30th August 2024



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

598

PIID Mission

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

PIID Vision

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

PIID Goals

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

Accountability: We answer for the execution of our responsibilities.

Performance: We will strive to achieve our strategic objectives.

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

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

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

The strategic objectives of the PIID

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

The core values of the PIID

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

Consistency with Integrated Development Plan (IDP):

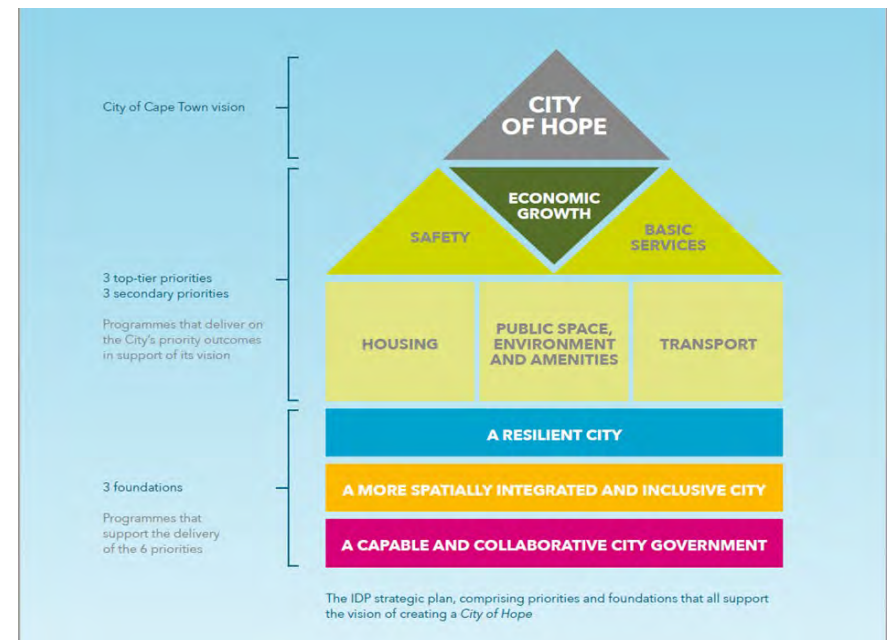
Introduction

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

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

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

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



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

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

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

Proposed Services and/or projects

Background:

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

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

Improving Public Safety

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

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

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

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

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

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

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

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

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

Camera Monitoring

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

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

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

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

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

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

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

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

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

606

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

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

Maintenance and Cleansing

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

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

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

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

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

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

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

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

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

Projects

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

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

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

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

Environmental Development

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

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

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

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

Social and Economic Development

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

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

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

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

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

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

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

Communication

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

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

Financial Impact of the CID

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

The Expenditure Budget for each year of the Business Plan:

611

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

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

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

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

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

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

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

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

Proposed Management Structure

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

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

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

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

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

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

Permissible Amendments to the Business Plan

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

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

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

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

List of all rateable properties within the CID

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



PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID)

5 YEAR IMPLEMENTATION PLAN

1st July 2025 to 30th June 2030

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

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

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

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

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

MAINTENANCE AND CLEANSING

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

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

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

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

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

SOCIAL AND ECONOMIC DEVELOPMENT

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

COMMUNICATION

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

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

622 PAROW INDUSTRIA IMPROVEMENT DISTRICT

PART C

5 YEAR BUDGET AS PER BUSINESS PLAN

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1650 Masjinerie & Toerusting
1655 Allertel
1660 Troeteldiere
1665 Fografie
1670 Om Te Ruil
1675 Gesoek Om Te Koop

HUIDDIENSTE

1801 Bouwerk
1805 Skoonmaakdienste
1810 Elektries
1815 Elektronies
1820 Te Huur
1825 Tuin & Besproeiing
1830 Ryskole
1835 Huisverbeterings
1840 Aanplant & Masjinerie
1845 Allertel
1850 Plaagbeheer
1855 Loodgieters
1860 Rommelverwydering
1865 Sekuriteit
1870 Vervoer & Berging

VOLWASSENES

2001 Geselslyne
2005 Klubs & Vermaak
2010 Masserings
2015 Privaat
2020 Vakatures

LANDBOU

2201 Bye & Byeboerdery
2205 Implemente, masjinerie
2210 Lewende Hawe En Pluimvee
2215 Organies
2220 Ander Diere
2225 Produkte
2230 Tenks & Damme

SAKE

2401 Te Huur
2405 Te Koop
2410 Beleggings
2415 Geleenthede
2420 Dienste
2425 Gesoek

VAKANSIE & REIS

2601 Toere & Aktiwiteite
2605 Reisagents
2610 Bootvaarte
2615 Voertuighuur
2620 Buitelugtoerusting
2625 Gastehuisse b&o hotelle
2630 Tyddee
2635 Akkommodasie
2650 Sportgebeurtenisse
2655 4x4-roetes
2660 Plaasverblyf
2700 Bestemmings
2701 Suider-afrika
2705 Namibie
2710 Buiteland
2715 Mosambiek
2720 Ander
2725 Bosveld
2730 Botswana
2735 Krugerpark
2800 Provinsies
2801 Wes-kaap
2805 Oos-kaap
2830 Mpumalanga
2810 Vrystaat
2815 Gauteng
2820 Kwazulu-natal
2825 Limpopo
2830 Mpumalanga
2835 Noord-kaap
2840 Noordwes

3601 Gesoek
3605 Administratief
3610 Landbou
3615 Argitekte
3620 Vakmanne handel
3625 Au Pairs
3630 Bankwese verseke
3635 Boubedryf
3640 Bel-kontaksentrum
3645 Gemeenskapsdien
3650 Bestuurders
3655 Ingenieurswese
3660 Opvoeding
3665 Eiendomsagents
3670 Betrekkings Gesoek
3675 Finansiële
3680 Algemeen
3685 Hare/skoonheid
3690 Gasvryheid spys
3695 It-rekenaars
3701 Regslul
3705 Medies
3710 Motorbedryf
3715 Oorsee
3720 Deeltids-tydelik
3725 Personeel/mh Par
3730 Personeelagentsk
3735 Professioneel bes
3740 Kleinhandel
3745 Sekretariële pa
3750 Sekuriteit
3755 Skakelbord ontv
3760 Verkope & Bem
3765 Opleidingskursus
3770 Tegnies
3775 Vaardighede

REGSKENNISGEWING & TENDERS

4085 Herregistrasies
4091 Egskeiding huwel
4095 Hofbevele sekwe
4010 Algemene Kennis
4015 Sakelissensies
4020 Aiv-vergaderings
4025 Dorpsbeplanning
4030 Dorpsvestiging st
4035 Dranklissensies
4040 Verlore Dokument
4045 Ois
4050 Advertensieborde
4055 Pensioen-voors
4065 Verkoop Van Saak
4070 Aannemings
4075 Slopings
4080 Tenders

BOEDELKENNISGEWING

44201 Boedels: Kredite
44205 Boedels: Likwid
44210 Kuratorskap
44215 Insolvente Boede
44220 Boedeloorgawes
44225 Rehabilitasies

VEILINGS

4401 Openbare Veiling
4405 Geregtelike Veil
4501 Geregtelike Veil
4601 Verkope
4605 Dienste

GROEN

4601 Verkope
4605 Dienste

BESTUURDER:

Tammy van Zyl 021 910 6514
e-pos: tvanzyl@media24.com



Kennisgewing van Algemene Jaarvergadering

Die BBID NPC gaan 'n algemene jaarvergadering hou. Alle belanghebbendes word genooi na 'n oorsig van die afgelope boekjaar se aktiwiteite en die beplanning vir 2025/2026.

Datum: 19 November 2024
Tyd: 18:00
Plek: LO Rall Saal, Laerskool Brackenfell

Net bona fide-lede van die BBID kan oor die resolusies voorgelê by die ledevergadering stem. Hierdie lidmaatskap is gratis beskikbaar aan alle eienaars van eiendom in die BBID se gebied wat vir die bykomende heffing aanspreeklik is (betalers van bykomende heffings), maar hulle moet voor 12 November 2024 geregistreer wees.

Om as lid te registreer of nog inligting en dokumentasie te kry, gaan na www.bbld.co.za of bel 021 9814909



KENNISGEWING VAN ALGEMENE JAARVERGADERING

Die Parow Industria Improvement District NPC (PIID) gaan 'n algemene jaarvergadering hou. Alle belanghebbendes word genooi na 'n oorsig van die afgelope boekjaar se aktiwiteite en om die verlenging van die CID-termyn goed te keur.

Datum: 2024-11-21
Tyd: 16:00
Plek: CFW Raadsaal, 1A Parin Road, Parow Industria

Net bona fide-lede van die Parow Industria Improvement District (PIID) kan oor die resolusies voorgelê by die ledevergadering stem. Hierdie lidmaatskap is gratis beskikbaar aan alle eienaars van eiendom in die Parow Industria Improvement District (PIID) se gebied wat vir die bykomende heffing aanspreeklik is (betalers van bykomende heffings), maar hulle moet voor 12 November 2024 geregistreer wees.

Enige bykomende belastingbetaler wat teen die aansoek om die uitbreiding van die CID-termyn gekant is, kan binne 30 dae na afloop van die algemene jaarvergadering 'n skriftelike beswaar indien, waarna die Raad die aansoek kan goedkeur, sou besware nie van minstens 51% van bykomende belastingbetalers ontvang word nie.

Lede van die plaaslike gemeenskap (insluitende eiendomsbesitters, inwoners, huurders, regspersone, burgerlike organisasies en nieregnerings-, privatesektor- of arbeidsorganisasies) kan binne 30 dae na afloop van die algemene jaarvergadering skriftelike kommentaar oor die nuwe vyfjaar-sakeplan indien.

Om as lid te registreer of vir meer inligting en dokumentasie, besoek www.parowindustriacid.co.za. Om 'n skriftelike beswaar of kommentaar in te dien, e-pos tracy@parowindustriacid.co.za of skakel 021 932 4799



638

PAROW INDUSTRIA

IMPROVEMENT DISTRICT ASSOCIATION NPC (CID/SRA)

Registration number: 2001/027476/08

Including Tygerberg Business Park

⇒ Securing Your Business Environment ⇐

Notice is hereby given of the Annual General Meeting (AGM) of the Parow Industria Improvement District (PIID) that will take place on 21 November 2024 at 16:00 at boardroom, CFW Industries, 1A Parin Road, Parow Industria where the following items will be discussed:

AGENDA

1. Registration
2. Welcome & Apologies
3. Membership
 - 3.1 Resignations
 - 3.2 New members
4. Quorum to constitute a meeting
5. Previous AGM minutes
 - 5.1 Approval
 - 5.2 Matters arising
6. Chairperson's Report
7. Feedback on operations 2023/24
8. Approval of the Annual Report for 2023/24
9. Noting of Audited Financial Statements 2023/24
10. Approval of extension of the CID term and new Business Plan for 2025 – 2030 *(includes the approval of the 2025/26 annual budget, surplus utilisation and Implementation Plan)*
11. Appointment of a Registered Auditor
12. Confirmation of Company Secretary
13. Election of Board Members
14. General
15. Q & A
16. Adjournment

Please note the following:

The present Directors of the Parow Industria Improvement District CID and their respective portfolios are:

Name	Current CID Portfolio
Andrew Dennis Thomson	Chairman
Allan Hunt	Finance
Richard Lane Ayres	Administration
Michael Walther Birch	Cleansing
Ralph Jazzar Raad	Safety and Security

The local community (including property owners, residents, tenants, body corporates, civic organisations and non-governmental, private sector or labour organisations), stakeholders and interested parties are invited to attend, however, only property owners registered as members of the company may vote.

- Per Article 12.2.1 of the Memorandum of Incorporation (MOI), only property owners who are liable for paying the additional rate (additional rate payers) are entitled to Membership of the Company.
- Per article 15.11.5 of the MOI, any members who are in arrears with payment of the additional rate for more than 60 days, shall not be entitled to vote at a members' meeting or taken account of when determining whether a members' meeting is quorate, for so long as they are in arrears, unless they can prove that they have declared a formal dispute with the City or have entered into an appropriate payment arrangement with the City.
- Every member shall be entitled to one vote per R10,000,000.00 (ten million rand) (or portion thereof), of the municipal valuation of each of their rateable properties within the CID to a maximum of ten votes per property, provided that the total number of votes assigned to any single member, or to any number of members under common ownership or control shall not exceed thirty-three and one-third (33-1/3) percent of the total number of votes which may be cast.
- For members under common ownership or control:
 - o those properties with a valuation of R5,000,000 or more, one vote will be assigned per property; and
 - o those below R5,000,000 will get one vote per R10,000,000 of the combined municipal valuation of all such properties.
- Owners wishing to apply for membership should do so via the website or by email. New membership applications should be received by 14 November 2024 to be approved and accepted at a meeting of the Board of directors of the Parow Industria Improvement District NPC prior to the AGM.
- Any member may appoint a Proxy to attend the meeting on his/her behalf. Forms of Proxy may be downloaded from the website or requested by email. The proxy form must be delivered to the offices of the Company no less than 24 hours prior to the advertised time of the start of the meeting, failing which it shall not be deemed to be valid.
- Enquiries should be addressed as far in advance as possible, by email as above or by letter to the registered office of the company. The Annual Financial Statements can be downloaded from the website.
- Article 16.1.9 of the MOI states "As required by item 5(1)(b) of Schedule 1 to the Act, at least one third of the longest serving Directors shall retire from office at every AGM. Retiring Directors shall retain office until the close or adjournment of the AGM. A retiring Director shall, however, be eligible for re-election." Therefore, the following Directors: Mr Raad and Mr Thomson will resign. They have made themselves available for re-election as directors.
- Forms for nomination of directors may be downloaded from the website or be requested by email. These forms must be delivered to the offices of the Company no less than 7 days prior to the advertised time of the start of the meeting, failing which it shall not be deemed to be valid.
- Section 27(2)(b)(iii) (aa) of the CID By-law states 'any additional rate payer (ARP) opposed to the application shall submit a written objection to the management body within 30 days of the conclusion of the AGM on a form accompanying the notice or otherwise made available by the management body'.

- Section 27(2)(b)(iii) (bb) of the CID By-law states 'the Council may approve the application if written objections are not received from at least 51% of ARPs in any other sub-category of CID not classified as residential'.
- Section 27(2)(b)(iii)(cc) of the CID By-Law states, 'members of the local community shall submit any comments on the new 5-year business plan in writing within 30 days of the conclusion of the AGM'.
- Section 27(2)(c) of the CID By-Law states 'In the event that the management body makes any material amendments to the business plan after the AGM, the management body must convene a further members' meeting in accordance with the notice requirements in subsection (2)(b) for purposes of approving the amended business plan and soliciting written objections and comment as contemplated in subsection (2)(b)(iii) (with the changes required by the context'.

The following documentation is available on the Parow Industria Improvement District website at www.parowindustriacid.co.za

- Membership list
- Advertisements, notice to members and CoR 36.2 form
- Minutes of previous AGM
- Agenda
- Audited AFS (Full set)
- Business Plan 2025-2030
- Membership application form
- Nomination as Director form
- Proxy Form
- Annual report

To submit a written objection or comment e-mail tracy@parowindustriacid.co.za or call 021 9324799.



PAROW INDUSTRIA
IMPROVEMENT DISTRICT ASSOCIATION NPC (CID)

Reg. no. 2001/027476/08

Including Tygerberg Business Park

Securing Your Business Environment

CID OFFICE: Enq Mrs Engelke; Tel /Fax (021)9324799; E-mail tracy@parowindustriacid.co.za 8 Parin Road, Parow Industria

Directors: A.D Thomson (Chairperson); A Hunt ; R.L. Ayres; R J Raad, M.W Birch

MINUTES OF THE 22ND ANNUAL GENERAL MEETING OF THE PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION (CID) HELD ON 21ST NOVEMBER 2024 AT 16:00 AT CFW INDUSTRIES BOARDROOM, 1A PARIN ROAD, PAROW INDUSTRIA

Notice was given of the Annual General Meeting of the Parow Industria Improvement District Association. The notice was circulated to all property owners via e-mail. Notices were also published in two local newspapers (Cape Times of 25 October 2024 and Die Burger of 25 October 2024 and placed on the CID's website www.parowindustriacid.co.za

1. REGISTRATION

Tracy indicates the first point on the agenda is registration. Requests that everyone ensure that they signed in the attendance register on arrival.

2. WELCOME & APOLOGIES

Tracy welcomes all business owners present on behalf of the board of directors and asks if there are any apologies other than those received prior to the meeting? None are made.

Tracy notes that some housekeeping rules are :

Tracy requests that everyone sticks with the agenda as it appears on the screen and note that today's session is the wrapping up of the legal requirements for the 2023/2024 book year which ran from 1 July 2023 to 30 June 2024, as well as the approval of extension of term of the CID for the next five-year term commencing 1 July 2025 and running until 30 June 2030. It is requested that questions are kept for the Q and A session.

Tracy also asks that when approval is sought it must please be with a show of hands as we need majority approval on issues and not just a secondment.

Tracy then requests approval of the agenda as displayed and asks if there are any items for placing under general. There are no new points for under General from the floor. Tracy adds that Ravensmead has requested an opportunity to say something and this is placed under general. The agenda is deemed unanimously accepted by all present at the meeting.

The following persons are in attendance as per the attendance register:

Ralph Raad (CID director and representative for all 6 Raad owned companies)

Richard Ayres (CID Director and Timberlane representative)

Andrew Thomson (CID Chairperson and Chantec representative)

Michael Birch (CID Director and Michael Birch family Trust representative)
 Allan Hunt (CID director and Peninsula Beverages representative)
 Tracy Engelke (CID Manageress)
 Zaandria Liebenberg (CID Assistant)
 Marsha van der Poel (COCT)
 Councillor Jackie Visser
 Captain Theresa Swanepoel (Ravensmead SAPS)
 Mr Khan (Byers)
 Mr Hennie Coetezer (Byers)
 Sian Joy Eksteen (Austen Dundas properties)
 Colleen Loff (Austen Dundas properties)
 Aiden De Vos (Luciemeer investments)
 A Geldenhuys (V & G Personal products)
 A Bredenkamp (Platinum buildings)
 Tess Rodriques (Dalis bakery)
 Mr Chris Coxwell (Robjane properties)

Apologies:

No apologies are recorded.

No proxies were received prior to the meeting.

3. Membership:

Tracy indicates that the following notice of changes in Membership is recorded: -
 There are currently 31 registered members on the Parow Industria Improvement District's Membership list.

3.1 Resignations:

There were no physical resignations in the 2023/2024 book year. Sondor Industries Pty Ltd however ceased to be a member in January 2024 due to no longer being a property owner in the area.

3.2 New members:

During 2023/2024 There was one new membership.
 Oregon Trust who joined on 6/11/2023.

Recently Prop X who bought the Sondor erf registered as a member on 2024-09-13 and Luciemeer Investments on 2024-11-11.

4. Quorum to constitute a meeting

Tracy indicates that a quorum is established as more than 10% of the Members are in attendance, inclusive of proxies. (15 out of 31 are present) 3 members are a quorum. Tracy states that the notice of the meeting was published in the Cape Times and Die Burger dated 25 October 2024. Notices were sent out electronically with signed Form CoR36.2. This was

also placed on the CID's website www.parowindustriacid.co.za. The meeting is deemed to be duly convened.

All those present at the meeting are informed that in terms of the CID's MOI, every registered member has one vote for every R10 000 000 (ten million) of municipal valuation or portion thereof, but subject to a maximum of ten votes. Furthermore, no member who is in arrears with payment of the additional rate (CID / SRA Levy) for more than 60 days shall be entitled to vote for so long as he / she is in arrears except if the member can prove that he / she is in a dispute or has entered an appropriate payment arrangement with the City. The CID manager has obtained written proof of valuations in respect of all member's present (and proxy forms received) to determine the number of votes per members. She has also perused the latest CID levy arrears list received from the City of Cape Town and confirms that there are no members participating in terms of voting who are in arrears of more than 60 days where this has not been paid or proof provided showing that the member is in a dispute or has entered an appropriate payment arrangement with the City.

5. PREVIOUS MINUTES OF MEETING:

5.1 Approval:

Tracy indicates that the minutes of the previous Annual General Meeting dated 23 November 2023 are considered read as this was available on the CID's website. Tracy requests approval of the minutes. There were 10 persons who can vote in terms of a show of hands of which 7 did approve with a show of hands which is more than 50%.

5.2 Matters Arising:

None

6. CHAIRMANS REPORT 2023/2024

Mr Thomson addresses the meeting as per attached Chairmans report.

7. FEEDBACK ON OPERATIONS 2023/2024:

Tracy indicates that today is the PIID's 22nd AGM. The CID is managed by a board of 5 directors with herself as Manager and Zaandria as assistant in the CID office.

Tracy states that since comprehensive newsletters go out each month to keep everyone updated in terms of crime, reactive and proactive stats and also what happened in a particular month this presentation will be short to avoid repetition, as it is taken that the newsletters are being read. Should it happen that you are not getting the newsletter then kindly contact the CID office so that the situation can be rectified.

The CID also sends out notices as soon as there is an incident which affects all such as a strike, electricity outages etc so that everyone is updated, and this prevents the CID office phone ringing off the hook with the same message needs to be repeated multiple times.

The CID's main focus remained public safety and camera monitoring within the public space which cost R3 391 993.00 for the book year.

Tracy states that Byers has been the CID service provider for public safety, camera monitoring as well as cleansing for the past two and a half years. Byers is also the preferred service provider for 15 other CID's so they are clearly doing something right.

For the period under review the CID had expanded on our camera network from 38 cameras to 62 by installing 24 statics on existing PTZ poles which are monitored 24/7/365 days a year by 2 controllers. Tracy states that this is an invaluable asset in the fight against crime and makes early detection so much easier.

2 patrol vehicles raked up 144 196km in the book year. Each vehicle has one responder with 3 foot patrollers deployed at hotspots with specific deployments at peak times. On nightshifts there is an extra responder on the one vehicle.

The team attended to 27 unsecured premises that equates to 2 incidents a month where business owners failed to lock up properly and if not addressed by the CID would have left their premises vulnerable for opportunistic crime.

The 1 141 trolley checks are a proactive measure to identify possible stolen goods and take the necessary action which puts the message out there that you must not even come into this area in an attempt to steal and/or sell stolen goods.

Tracy indicates that with regards to Cleansing:

COCT solid waste department is the primary cleansing provider. In reality we see COCT solid waste cleaners once a week. This means that the CID supplementary service which costs R529 452.00 a year is actually the main service.

The CID cleaners accumulated 2 808 bins and 2 063 black bags of refuse in the reporting period.

Tracy indicates that with regards to the crime situation:

From the CID side there was a total of 33 incidents with 10 arrests as opposed to the 79 of the previous year.

The main categories are depicted on the presentation, but the full figures are available on the website.

Tracy indicates that she is not going to go into detail as every month with the newsletter every crime is broken down for your cognizance.

Tracy states that with crime escalating all over and our vulnerable position with our Uitsig border and gang infested Ravensmead the CID did well to keep crime in check. In the corresponding period Ravensmead SAPS had 66 murders, 79 attempted murders and 2 attempted murders on police officials. Tracy states that with Mr Khan expertise, her 30 years SAPS experience and the good working relationship built up with Captain Swanepoel it is a formidable team who is able to identify threats, profile suspects and put measures in place to combat/reduce opportunity which results in this reduction in crime.

Tracy indicates that daily the CID works proactively at hotspots and throughout the rest of the area to reduce opportunity and react when required. The biggest problem experienced is the break in from outside the CID boundaries, which is alluded to at each meeting and indicated as such in the newsletters. The CID has no recourse except to keep requesting Ravensmead SAPS to step up their patrols on these borders, and to request business owners to properly secure their premises with electric fencing, alarms, on site security, etc.

With regards to reporting of issues to COCT – The amounts of incidents logged remain constant. The CID logs issues, obtains a reference number, waits the indicated lead time for repairs before following up with the relevant depot. Last resort is reporting for sub council and councillor intervention. A lot of work goes on behind the scenes before results are seen by business owners.

Tracy states that the PIID was the first CID to sign a MOA with RIM. This allows us to effect certain work out of own resources should the budget allow. As a pilot long outstanding pavement reinstatements were done. Street name signage and CCTV warning signage was placed under the auspices of the MOA.

Tracy indicates that other successes in the year include :

Stoker road was resurfaced

Road markings were refreshed throughout the area.

No stopping lines were incorporated in small Assegai.

Retention pond clearing was conducted by COCT.

Upgrading of the electrical infrastructure took place throughout the area.

14 stormwater drain top slabs were replaced with new specifications.

Current initiatives being attended to is the installation of a new camera at the back of a premises in Stellenberg Road in order to monitor the boundary refence of the substation to prevent a reoccurrence of the vandalism in April where the entire area was without electricity for an entire day.

The CID board also met with traffic and Law enforcement officials with regards to the traffic problems in the area and letters were circulated in this regard. Currently the City is busy with the long outstanding water reinstatements in the area.

Tracy states that since we will be dealing with the extension of term she will show a few photos of before and after to remind everyone how far the CID has come.

A survey was conducted in September 2024 with very positive results and everyone is of the opinion that this area would not be on the standard it is without there being a CID.

In closing Tracy states that whatever limitations the CID has the impact cannot be denied and it is felt that all will agree that the area can no longer do without the supplementary services provided by the CID.

8. APPROVAL OF THE ANNUAL REPORT FOR 2023/2024

Tracy indicates that the Annual report for 2023/2024 was available on the website, and it is taken that it was read. A copy is available at the venue. She then requests approval thereof, unless anyone present would like her to run through the 23-page document. Nobody requires her to run through the document

The document is approved by a show of 7 out of 10 hands.

9. NOTING OF AUDITED ANNUAL FINANCIAL STATEMENTS 2023/2024

Tracy indicates that the audited financial report was circulated in advance via email to registered members and also placed on the CID website for perusal by all business owners. Copies are available at the Annual General meeting. The financials met audit requirements

and the CID is deemed to be in a healthy financial position. There were no capacity constraints or challenges, no discounted activities or supply chain management related challenges. The CID received an unqualified audit which has been the case since inception in 2001.

In accordance with a finance agreement that exists between the Parow Industria CID and the city of Cape Town, the City pays over 97% of the annual budget to the CID in 12 instalments and retains 3% as a provision for bad debts. Accordingly, the City of Cape Town paid over R 6 374 033.00 (excl VAT) and allocated R197 135.00 to the rolling bad debt reserve for the 2023/2024 financial year. Rolling bad debt reserve of R494 306.86 was refunded to the Parow Industria Improvement District Association in 2023/24.

Tracy requests noting of the 2023/2024 audited financial statement with a show of hands. The Financial Report presented by Tracy is unanimously accepted by the members present at the meeting.

10. APPROVAL OF EXTENTION OF THE CID TERM AND NEW BUSINESS PLAN FOR 2025-2030:

Tracy indicates that there are 4 documents that require approval under this point and all were available on the CID website, and copies are available here, so it is taken that they were read.

1. Approval of the new Business Plan 2025-2030 : Tracy states that with the CID being in operation for 23 years, the renewal business plan does not differ much from previous years as it is a matter of maintaining what we have and ensuring that we continue to improve year on year, taking changing environments and technology into consideration. Tracy asks if anyone needs her to run through this 22-page document or can it be taken as read and request approval? Nobody requires Tracy to run through the document and 8 out of 10 approve the document with a show of hands.
2. Approval of the Implementation plan which talks to the business Plan: Tracy asks if anyone need her to run through this document, which was on the website and available on site, or can it be taken as read and request approval? 8 persons approve with a show of hands out of a possible 10 persons.
3. Approval of the 2025/2026 Budget:. Tracy indicates that the budget was available on the website and talks to the business plan and implementation plan, but basically the budget comes down to an 8.7 % increase in rates. The board is of the opinion that this is reasonable and in line with the current economic climate in order to sustain the current services provided with no negative impact on services going forward. Tracy requests approval by a show of hands. 8 out of 10 persons approve by a show of hands.
4. Approval of surplus utilization for 2025/2026 budget: Tracy informs that this was placed on the website. As an overview R550 000 of surplus funds has been placed back into the budget and will be spent as follows : R30 000 will be spent on the continuation of the SPCA sterilization project and assistance in the area, R110 000 for grass cutting every second month throughout the area, R30 000 for tree trimming when require to ensure that camera views remain unobstructed and R180 000 for

reinstatement projects – this is upgrading of sidewalks etc where required. R200 000 will be placed at capital expenditure for camera upgrades/replacements and accessories. Tracy asks for approval with a show of hands. 8 out of 10 persons approve with a show of hands.

11. APPOINTMENT OF REGISTERED AUDITORS FOR 2025/2026

Tracy indicates that the CID has been using Nexia Cape Town and enquires whether anyone has objection to the CID continuing to use their services and that of SDK chartered accountants to compile the relevant audit and financial statements. There are no objections. Tracy asks approval with a show of hands and all members unanimously agree that the Association continue with the services of Nexia Cape Town and SDK Chartered accountants.

12. CONFIRMATION OF COMPANY SECRETARY FOR 2025/2026

Tracy indicates that Mr Morse performed the functions of company secretary since the 2019/2020 book year. Mr Morse retired on 2024-08-31. Mr Morse was replaced as portfolio director by Mr Allan Hunt who took over Mr Morse portfolio at Peninsula Beverages. Tracy enquires whether there is any objection to Mr Hunt performing secretary duties. As there are no objections raised, Tracy asks for approval for Mr Hunt to continue in this capacity with a show of hands. This is unanimously accepted by the members present at the meeting.

13. ELECTION OF BOARD MEMBERS

Tracy indicates that the existing Board of Directors are R. Raad, A Hunt, R.L. Ayres, M Birch and A.D. Thomson. Reference is made to Clause 12.1.7 of the Parow Industria Improvement District's MOI which stipulates "As required by item 5(1)(b) of Schedule 1 to the Act, at least 1/3 (one third) of the directors shall resign every year at the AGM but shall be eligible for re-election." Mr Thomson and Mr Raad resign at the Annual General Meeting, and both is made available immediately for re-election. Forms for nomination of Directors were available on the CID website or could be requested from the CID office. This was communicated via e-mail to property / business owners. No new nomination was received in respect of Directorship on the CID Board. Tracy Engelke requests a proposal that the 3 directors remain in their position, and that Mr Raad and Thomson be re-elected. As there are no objections, Tracy requests approval with a show of hands and this is then unanimously accepted by those present at the meeting.

14. GENERAL:

- 14.1 Captain Swanepoel of Ravensmead SAPS thanks the CID and their appointed service Provider, Byers for their assistance in the fight against crime and hands over certificates to Mr Andrew Thomson, Chairman of the PIID, and Mr Khan of Byers Security.

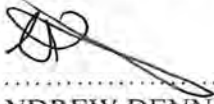
15. QUESTIONS AND ANSWERS:

Tracy asks if there are any questions? There are no questions.

Mr Aiden de Vos of Luciamer investments just mentions that he has a problem with trucks speeding in Tekstiel street but that he notes it was addressed in the presentation so is eager to wait and see the results. Tracy states she will also follow up with traffic services to enhance their patrols in Tekstiel street in the interim.

15. ADJOURNMENT

Tracy thanks everyone for attending and wishes everyone a safe festive season.
The meeting adjourns at 16:48 whereafter refreshments are served.



.....
ANDREW DENNIS THOMSON
CHAIRMAN : PIID

(Minutes taken by T Engelke)

From: TRACY (PAROW CID) <tracy@parowindustriacid.co.za>
Sent: Friday, 31 January 2025 14:46
To: Alma Stoffels
Cc: Nonhlanhla Ngubane; Joepie Joubert; Marsha Van der Poel
Subject: RE: Business Plan 2025-2030 Comments or Objections - Parow Industrial
Attachments: FW: PIID: APPLICATION FOR EXTENSION OF THE CID TERM: 2025-2030

CAUTION: This email originated outside of the City of Cape Town's network. Please do not click on any links or open attachments unless you know and trust the source. **STOP. THINK. VERIFY.**

Hi Alma,

I did attach an Annexure for both of those with my application I sent through (see attached email) as per Annexure E and F to indicate none were received.
Would you like it in another format?

Kind regards

Tracy Engelke
(CID MANAGER)

Tel/Fax (021) 932-4799
E-Mail: tracy@parowindustriacid.co.za
Address: 8 Parin Road, Parow Industria, 7499
Website: www.parowindustriacid.co.za

Parow Industria CID Control Room: (021) 932 4800 | 072 197 5001



PAROW INDUSTRIA
IMPROVEMENT DISTRICT ASSOCIATION NPC (CID/SRA)

Registration number: 2001/027476/08

Including Tygerberg Business Park

⇒ *Securing Your Business Environment* ⇐

City of Cape Town's Media and News: <http://www.capetown.gov.za/media-and-news>
PIID Monthly Newsletters: <https://www.parowindustriacid.co.za/newsletters/>

From: Alma Stoffels <Alma.Stoffels@capetown.gov.za>
Sent: 31 January 2025 02:15 PM
To: TRACY (PAROW CID) <tracy@parowindustriacid.co.za>
Cc: Nonhlanhla Ngubane <Nonhlanhla.Ngubane@capetown.gov.za>; Joepie Joubert <Joepie.Joubert@capetown.gov.za>; Marsha Van der Poel <Marsha.VanderPoel@capetown.gov.za>
Subject: Business Plan 2025-2030 Comments or Objections - Parow Industrial

Good Day Tracy

With reference to **Section 27 (2)(b)(iii)(aa)** of the City Improvement District By-law, confirm if any **written objections** have been received by the CIDs management body within 30 days of the conclusion of the AGM?

With reference to **Section 27 (2)(b)(iii)(cc)** of the City Improvement District By-law, confirm if any **written comments** have been received by the secretary of the CIDs management body within 30 days of the conclusion of the AGM?

Regards

Alma Stoffels

Senior Professional Officer: CID Compliance, Spatial Planning and Environment

Tel: 021 400 2097 | Cell: 072 119 6221 | E-mail: alma.stoffels@capetown.gov.za

[CCT Web](#) | [Contacts](#) | [Media](#) | [Report a fault](#) | [e-Services](#)



Disclaimer: This e-mail (including attachments) is subject to the disclaimer published at: <http://www.capetown.gov.za/general/email-disclaimer> Please read the disclaimer before opening any attachment or taking any other action in terms of this e-mail. If you cannot access the disclaimer, kindly send an email to disclaimer@capetown.gov.za and a copy will be provided to you. By replying to this e-mail or opening any attachment you agree to be bound by the provisions of the disclaimer.



Virus-free. www.avast.com

PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID) BUSINESS PLAN COMMENTS

DIRECTORATE	DEPARTMENT/BRANCH/SECTION	RESPONDANT	COMMENTS
COMMUNITY SERVICES AND HEALTH	Dept: Community Arts and Culture development	Lisle Lombard	- Community, Arts and Culture Department has no objection to the extension of Parow Industria Improvement District (PIID) term for the period 2025-2030.
URBAN MOBILITY	Dept: Roads Infrastructure Management	Jeanine du Preez	- Please ensure that the Parow Industria CID include all the possible Urban Mobility interventions listed in attached documentation, as it will give them the opportunity to utilize the available MOA to full extent within their service area.
SAFETY AND SECURITY	Dept: Disaster Management Planning and Liaison Dept: Metro Police Branch: CCTV & Radio	Mandy Suzette Thomas Barry Schuller	- I have no objections to any of the business plans. - Parow Industria Improvement District have registered their CCTV cameras and if they have any new cameras installed, they can contact my office, in order to update the camera location registry (database). - Nothing else from our side, thank you.
URBAN WASTE MANAGEMENT	Dept: Waste Services Branch: Waste Minimisation	Alison Evans	- Refer to the attached memo.



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

DIRECTORATE: URBAN WASTE MANAGEMENT

ALISON EVANS
Waste Minimisation Branch

MEMORANDUM

T: +27 21 400 4580

E: Alison.Evans@capetown.gov.za

DATE: **31 JANUARY 2025**
TO: **Alma Stoffels, SPO: CIDs Compliance**
Nonhlanhla Ngubane, PO: Urban Regeneration
SUBJECT: **Urban Waste Management: Waste Markets Comment on the following CIDs' Business Plans:**

1. Boston Community Improvement District (BCID)
2. Cape Town Central City Improvement District (CCID)
3. Airport Industria City Improvement District (AICID)
4. Claremont Improvement District (CICD)
5. Elsies River City Improvement District (ERCID)
6. Fish Hoek Business Improvement District (FHBID)
7. Groote Schuur Community Improvement District (GSCID)
8. Lower Kenilworth Improvement District (LKID)
9. Maitland City Improvement District (MAITCID)
10. Parow Industria Improvement District (PIID)
11. Scott Estate & Baviaanskloof Community Improvement District (SEBCID)
12. Somerset West Improvement District (SWCID)
13. Welgemoed City Improvement District (WCID)
14. Wynberg Improvement District (WID)
15. Zeekoevlei Peninsula City Improvement District (ZVPCID)

Please note that these comments are in addition to the General Waste Minimisation-related guidelines on Page 69 to Page 71 of the 2024 CID Guideline, published in November 2024.

1. Background and CID Policy context to waste management

The City of Cape Town's (CoCT) CID Policy refers to the City's Integrated Waste Management Policy as it pertains to the planning of cleaning and maintenance services for a CID, including these CIDs, as follows.

The extract below is taken from the CoCT CID policy:

36 Cleansing and Maintenance Services

- 36.1 Before entering into any service provider agreements with third parties for the provision of cleansing and/or maintenance services on behalf of the CID, the NPC must liaise with the Director: Waste Services to plan and co-ordinate the provision of such services and avoid wasteful duplication of services rendered by the City.
- 36.2 Any cleansing and maintenance services by the NPC and its agents must be performed in line with the City's Integrated Waste Management Policy of the Waste Services Department, as may be in force at any relevant time.

Section 7 of the City's Integrated Waste Management (IWM) Policy (Policy Number 60829, October 2020) describes the roles and responsibilities of various stakeholders and roleplayers in Cape Town waste management. Section 7.3 c) describes the role of CIDs specifically, as per the extract from the IWM Policy below.

With respect to waste minimisation, it should be noted that recycling, as well as environmental and social responsibility (linked to waste minimisation) are included in the responsibilities of CIDs.

c) Waste management and minimisation in City Improvement Districts (CID's)

- (i) The City Improvement Districts are Non Profit Companies that are initiated, driven, managed and funded by the local community within a predetermined boundary and are approved by Council.
- (ii) CIDs provide only supplementary municipal services including 4 focus areas which are Public safety, Cleaning relating to refuse removal, illegal dumping, recycling as well as, Environmental and Social responsibility.
- (iii) All CIDs are subject to the City's IWM Policy as the Solid Waste Department has to review the component of the CIDs' Business Plan relating to the cleaning function as the City retains oversight and has to ensure that the cleaning functions performed by the CIDs are aligned with the City's IDP and Waste Management Policy and processes.

2. City's Integrated Waste Management Policy's focus on waste minimisation

The City's Integrated Waste Management Policy includes a strong focus on waste minimisation principles, and required waste minimisation activities, pertaining to all stakeholders in Cape Town, including CIDs.

The Integrated Waste Management Policy includes all relevant waste minimisation information and requirements in Section 8.1 of the policy, which it is recommended that the above CID business plans align with, in all aspects where it is relevant to the CID members, as waste generators.

The extract below is taken from the City's IWM Policy and highlights the importance of waste minimisation, and the principles which should be embedded in CIDs' waste management services:

8.1. Waste Minimisation

Waste minimisation forms the core of the National Environmental Management: Waste Act, 2008, (NEMWA) and the National Waste Management Strategy, 2012 (NWMS), which aim to ensure that the negative health and environmental impacts of waste can be minimised, landfill airspace can be optimized, and waste beneficiation can be realised. This requirement for waste minimisation is not a "business-as-usual" approach, as it requires responsible and proactive participation by all stakeholders.

The City of Cape Town (City) commits to pursue, establish, facilitate and communicate waste minimisation mechanisms, initiatives, and partnerships proactively, and to facilitate participation from the public, commerce and industry. Applied waste minimisation primarily promotes waste avoidance, and also encourages and implements strategies aimed at increasing the separation at source, re-use, recycling and recovery of waste materials which result in waste diversion from landfill sites.

Multi stakeholder participation and engagement, shared responsibility and partnerships, and a commitment to cleaner production and sustainable consumption, are key to the success of waste minimisation. This approach requires resources and infrastructure contributions from commerce, industry and the City, including changed production processes to reduce the amount of waste generated.

Changes are required in the production, marketing, packaging, selling and consumption stages of product or service lifecycles, requiring an intentional and comprehensive effort by all stakeholders to ensure that waste and its impacts can be reduced through waste minimisation.

The City's role in waste minimisation includes the facilitation or implementation of various waste minimisation programmes such as separation of recyclables at source, either door to door or via drop-off sites or Materials Recovery Facilities (MRFs), for onward processing by the recycling industry, crushing of clean builder's rubble and organic waste composting.

8.1.1. Waste minimisation and diversion principles

The following principles, as applied to waste minimisation and diversion, form the basis of the approach to waste minimisation in this policy, based on pragmatic and sustainable cost-benefit considerations, balanced by expenditure priorities, while striving to achieve National, Provincial and City waste diversion targets in accordance with spatial and development strategies:

- a) The "waste avoidance, or prevention before waste generation" principle promotes the avoidance of waste above other waste management options;

- b) The "cradle-to-cradle" principle is an approach to product and system design, that models human industry on nature's processes, viewing materials as nutrients for the same or new cycles;
- c) The "circular economy" approach is embraced, which can be achieved through long-lasting design of products, maintenance, repair, reuse, remanufacturing, refurbishing, and closed recycling loops;
- d) The principle of "separation at source, streaming and diversion" makes provision for waste streams to be separated where possible;
- e) The "producer responsibility" principle maintains that, because producers have the greatest control over product design and marketing, they therefore have the greatest ability and responsibility to reduce the toxicity and waste generated by their products;
- f) The 80/20 "Pareto Principle" acknowledges that not all waste can be avoided or diverted from landfill, resulting in a prioritisation of waste avoidance and diversion systems which optimise the return on effort and expenditure needed for minimisation initiatives.

3. CIDs' responsibilities in terms of waste minimisation and recycling

In summary, each CID is required to embed the above waste minimisation principles starting with mechanisms for waste avoidance (including cleaner production principles and/or industrial symbiosis where necessary) and minimisation (recycling, composting, circular economy thinking) before disposal or landfilling into their business plan.

This applies to waste cleaned up (litter picking and litter bins) or collected and transported waste from illegal dumping sites, as well as influencing, raising awareness or circulating waste minimisation/management information to its members to responsibly manage their own waste.

When litter is picked up or emptied from green litter or black wheelie bins, the CID, where practically possible, should ensure that recyclables, electronic and lighting waste are extracted for separate processing through well-established accredited recycling service providers, or for collection by an accredited service provider. To reduce operational expenses this activity should be coordinated with the applicable Producer Responsibility Organisations (PROs).

Since organic waste has been prioritized by the City's Waste Management officer due to the organic waste to landfill ban by 2027, instituted by the provincial Department of Environmental Affairs and Development Planning (DEA&DP), all CIDs must prioritise the above organic (garden greens and food) waste diversion programs, and ensures that its members are informed about the [ban](#) accordingly.

In some instances some CID Business Plans do speak about waste minimisation, but a more specific and measurable waste minimisation section to the business plan is required. The plan should indicate waste minimisation programmes to be implemented as per the above general guidelines and principles and in line with the specific requirements below. It should also include related timeframes, as well as a commitment to report waste diversion tonnages at least on an annual basis.

Specific requirements applicable to CIDs operating in residential areas **within** a Think Twice service area

In this respect, being in a residential area which is covered by the City's Think Twice recycling collection service, the CID should support the City and our contractor's marketing and awareness raising efforts to ensure that as many residents as possibly participate in the City's Think Twice recycling service. Further details of this service in your area can be found on the [Waste Recyclers Map](#), including contact details of the relevant contractor. Further, the CID should encourage residents to drop off their garden waste at their closest [waste drop-off site](#), and also compost at home. One way the latter can be done is by active participation in the City's [Home Composting Programme](#), where residents can obtain free home composting containers when the programme comes to your area.

Specific requirements applicable to CIDs operating in residential areas **outside** of a Think Twice service area

In this respect, being in a residential area which is not currently covered by the City's Think Twice recycling collection service, the CID should consider facilitating a joint recycling collection service for its members, using an accredited recycling collection service provider. Such services may require payments from residents, BUT if a bulk service is arranged, the cost per household would be lower. Prospective private recycling service providers can be found on the [Waste Recyclers Map](#) and should be requested to provide a valid Accreditation Letter, signed by the Director: Waste Services. Further, the CID should encourage residents to drop off their garden waste at their closest [waste drop-off site](#) and also compost at home. One way the latter can be done is by active participation in the City's [Home Composting Programme](#), where residents can obtain free home composting containers when the programme comes to your area.

In addition, the CID is encouraged to contact Producer Responsibility Organisations (PROs) as they may have the capacity to work with the CID, and/or alongside the above service provider, providing financial or logistical assistance to enable the separation of their products (packaging, e-waste and lighting) for sale to the recycling markets, thus reaching common waste minimisation goals. A list of currently active PROs is attached as Annexure A.

Specific requirements applicable to CIDs operating in commercial areas

In this respect, being in a commercial area of Cape Town, the CID should facilitate a joint recycling collection service, as well as a joint organic garden and/or food waste collection service for its members if the latter is appropriate to the waste produced, using one or more accredited recycling and organic waste collection service providers. Such services would likely require payment from participating members, BUT if a bulk/combined service is arranged, the cost per business would be lower. Prospective private recycling and organic waste service providers can be found on the [Waste Recyclers Map](#) and should be requested to provide a valid Accreditation Letter, signed by the Director: Waste Services.

In addition, the CID is encouraged to contact Producer Responsibility Organisations (PROs) for packaging, electronic or lighting waste, as they may have the capacity to work with the CID, and/or alongside the above recycling service provider, providing financial or logistical assistance to enable the separation of their products (packaging, e-waste and lighting) for sale to the recycling markets, thus reaching common waste minimisation goals. A list of currently active PROs is attached as Annexure A. Annexure A: A list of currently active Producer Responsibility Organisations (PROs). - END

Kind regards,

Alison
Digitally signed
by Alison Evans
Date: 2025.02.04
12:15:23 +02'00'

Alison Evans
Head: Waste Markets



MEMORANDUM

12 December 2024

REQUEST FOR INTERDEPARTMENTAL COMMENT: PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID) BUSINESS PLAN

SAFETY AND SECURITY

Public Safety

Law Enforcement

Att: Johannes Brand

Acting Chief

Jason Hamilton

Deputy Chief

Att: Ramapulana Ramaboea

Project Finance Specialist

Metro Police

CCTV & Radio

Att: Barry Schuller

Director

CCTV Response Unit and Operations

Att: Jean Hesqua

Senior superintendent

CCTV Technical and Projects

Att: Christopher Moller

Senior superintendent

CCTV Investigations and Support

Att: Kevin Cole

Superintendent

Johan Richter

Sergeant

Traffic Services

Operational Co-ordination

Att: Maxine Bezuidenhout

Assistant Chief

Att: Erin Whare

Acting Assistant Chief

Disaster and Risk Management

Att: Moegamat Kippie

Head

Training and Capacity Building (Commerce and Industry)

Att: Marlene Myburgh

Head

Disaster Management Planning and Liaison

Att: Mandy Thomas

Administrative Officer

Public Awareness and Preparedness

Att: Charlotte Powell

Head

Fire & Rescue Services

Att: George Hendricks

Divisional Commander

Att: Liam Scheepers

Specialist Clerk

Public Communication Emergency Centre

Att: Suretha Visser

Manager

SPATIAL PLANNING AND ENVIRONMENT**Planning and building development management**

Att: Tygerberg district

Environmental Management

Att: Maurietta.Stewart

Head

Urban planning and design

Att: Gert Kruger

Principal Professional Officer

Leona Bruiners

Principal Professional Officer

URBAN MOBILITY

Att: Jeanine Du Preez

District manager

Deon Botha

Principal Professional Officer

URBAN WASTE MANAGEMENT**Waste Services****Cleansing**

Att: Eugene Hlongwane

Manager

Integrated Planning**Events and Partnerships**

Att: Priscilla Booysen

Head

Collections

Att: Ncedo Mcani

Head

By-Law Enforcement

Att: Alfredo Roman

Head

Disposal

Att: Margot Ladouce

Manager

Waste Markets

Att: Alison Evans

Head

Community Recycling Centres

Att: Lanese Hesselman

Head

WATER AND SANITATION**Bulk Services****Catchment Storm water & River management**

Att: Ben De Wet

Head

Khwezi Mahlangu

Senior Professional Officer

Technical Services

Att: Thembakazi Gobodo

District Manager

Nolukhanyo Goniwe

Principal WPC Inspector

COMMUNITY SERVICES AND HEALTH**City Health**

Att: Marilyn Dennis

Head

Environmental Health

Att: Andy Lucas

Head

Substance Abuse

Att: Letitia Bosch

Principal Professional Officer

Specialised Environmental Health

Att: Ian Gildenhuys

Head

Recreation and Parks

Att: David Dunn

Senior Professional Officer

Lynn January

Area Manager

Arborist/urban forester

Att: Altus de Wet

Ecological coordinator

Att: Sihle Jonas

Nursery coordinator

Att: Jan Botes

Community Arts and Culture development

Att: Lisle Lombard	Area Manager
Moses Vusi Magagula	Area Head
Abobarka Abrahams	Area Head

ECONOMIC GROWTH**Economic development and investments****Informal trading**

Att: Hilary Joseph	Senior Professional Officer
Ntuthuko Mchunu	Senior Professional Officer

Property Transactions

Att: Charlene Davis	Head
---------------------	------

Dear Colleagues

The Board of the Parow Industria Improvement District (PIID) is in the process of extending the PIID term for the period 2025-2030.

They obtained overwhelming support from their members at the recent AGM and have now applied for Council to consider extending their term for a further five years. If approved the new five-year term will start on 1 July 2025 and terminate on 30 June 2030.

You are requested to review the attached business plan and provide the CID Branch with any comments that could influence the final business plan before it is submitted to Council for consideration.

Please familiarise yourself with the content of the attached Business Plan (Motivation report, Implementation Plan and Budget) and more specifically with the component that relates to your functional area for possible.

All comments on the Business Plan must be submitted to the CID Branch no later than **31 January 2025**. Kindly note that your input will be incorporated into the report presented to the Council when the application is considered.

DESTINATION FOR COMMENTS: Alma.Stoffels@capetown.gov.za
Nonhlanla.Ngubane@capetown.gov.za

PLEASE NOTE:

We kindly request that you share your comments with us no later than **Friday, 31 January 2025**. If you need additional time to respond, please let us know before this deadline. Should we not hear from you by the specified date, we will assume that you support the matter.

We try with utmost accuracy to ensure that this memo reaches the responsible person in the service department/directorate. However, if this no longer falls within your ambit of responsibility, please advise so that we can approach the correct official(s).

Yours faithfully

Joepie
Joubert

Digitally signed by
Joepie Joubert
Date: 2024.12.12
14:08:43 +02'00'

Joepie Joubert
Manager: City Improvement Districts



661

PAROW INDUSTRIA

City Improvement District



0 37.5 75 150 225 300
Metres

1:3 250
Transverse Mercator Projection,
Central Meridian 19° East,
WGS84 Ellipsoid using the
Hotelling60 datum

Please Note:

- Every effort has been made to ensure the accuracy of information in this map at the time of publication.
- The spatial data portrayed in this map is as current, accurate and complete as provided by the various line departments responsible for the maintenance of these datasets.
- The City of Cape Town accepts no responsibility for, and will not be liable for, loss, error or omission, or any other form of damage.

THIS MAP WAS COMPILED BY:
CORPORATE GIS
Information & Knowledge
Management

Contact Information: Tel: +27 21 487 2711
Fax: +27 21 487 2821
city.mgis@capetown.gov.za

Date: 30th August 2024



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

662

PAROW INDUSTRIA

City Improvement District



0 37.5 75 150 225 300
Meters

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

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

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

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

THIS MAP WAS COMPILED BY:
CORPORATE GIS
Information & Knowledge
Management

Contact Information: Tel: +27 21 487 2711
Fax: +27 21 487 2821
city.maps@capetown.gov.za

Date: 30th August 2024



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.