LOWER KENILWORTH IMPROVEMENT DISTRICT

(LKID)

BUSINESS PLAN

1 JULY 2020 - 30 JUNE 2025

(in accordance with its By-Law for Special Rating Areas, approved on 28 May 2012 and Special Rating Area Amendment By-Law 2016)

Prepared by :

LKID

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CONTENTS

- 1.1 Overview Information
- 1.2 Steering Committee
- 2. Geographic Boundaries & Diagram
- 3. Background
 - 3.1 History
 - 3.2 Characteristics of the Area
- 4. Executive Summary
- 5. Mission, Vision, Goals & Objectives
- 5.1 Mission
- 5.2 Vision
- 5.3 Goals & Objectives
- 6. CID Concept
- 7. Consistency with the Integrated Development Plan
- 8. Institutional Arrangements
- 9. Proposed Services
- 9.1 Management
- 9.2 Public safety
- 9.3 Communications
- 9.4 Environmental / Urban management
- 9.5 Cleansing Management
- 9.6 Social Responsibility
- 10. Budget
- 10.1 Five Year Budget
- **11.Implementation Plan**
- 12. Conclusion
- 1. Appendix 1 ; Five Year Budget
- 2. Appendix 2 ; Implementation Plan
- 3. Appendix 3 ; Urban Management Survey

1.1 Overview Information

Name : Lower Kenilworth Improvement District Commencement Date : 1 July 2020 Municipality : City of Cape Town

1.2 Steering Committee

Pete Linnegar (Chair)	petelinnegar@yahoo.com
Neil Kisch	capekisch@gmail.com
Dot Roux	dot@plurisync.biz
Rory Moore	<u>rory@drmbiz.co.za</u>

2. Area Geographic Boundaries

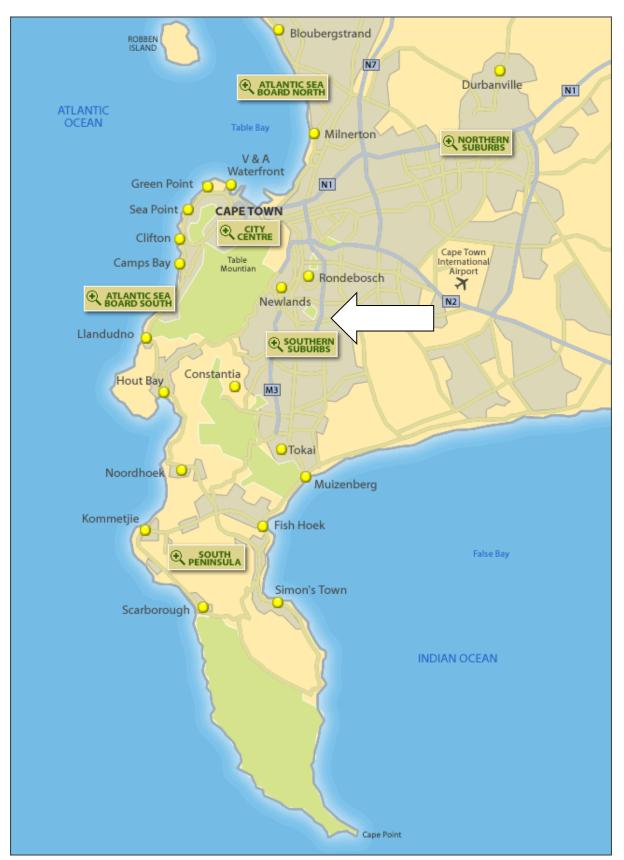
In the map below of the Cape Peninsula, the white arrow indicates the location of the suburb of Kenilworth in relation to the greater Cape Town. We are part of the Southern Suburbs located adjacent to the railway line running from Cape Town to Simonstown.

Neighbouring suburbs are Claremont & Rondebosch to the north and Wynberg to the south. The suburb has access to the M3 and M5 highways running into the City.

Kenilworth is divided by the railway line and LKID is the compact neighbourhood just east of the railway line.

The western boundary of our neighbourhood is the railway line running between Kenilworth and Wynberg stations. The northern boundary is Kenilworth Road running from Kenilworth station to Rosmead Avenue. The eastern boundary is Rosmead Avenue. The southern boundary is Wetton Road running from Rosmead Avenue to the Railway Line.

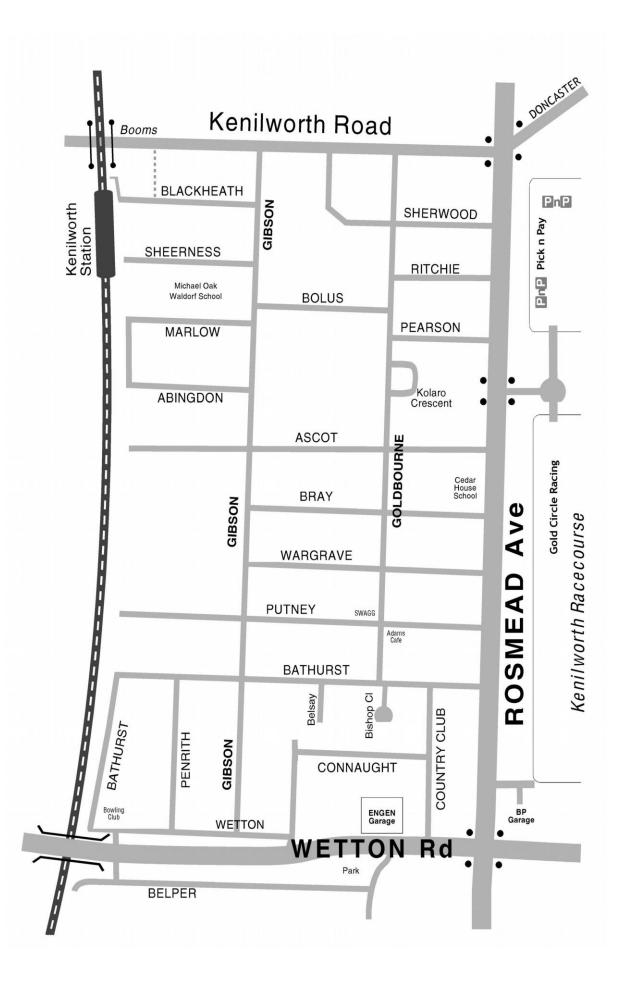
Our south-westerly neighbour is the Wynberg CID. To the west above the railway line the community there is pursuing a CID establishment and to the north we have the Harlyn neighbourhood watch covering Harfield Village whose residents have not opted to form a CID. Our eastern neighbour is the Kenilworth Race Course where a major development is proposed and we are keeping in close contact with the developer.



Page 5 of 19

Our Eastern boundary, Rosmead Avenue.





3. Background

3.1 History

The Kenilworth Residents Association (KRA) was established in the early 1990's to represent the interests of the residents of our area. In 2005 crime in the area was starting to get out of control and the committee at that time resolved to establish a system of Street Guards in order to patrol the area. Some years later it was decided to formalise the Street Guard system and the security companies active at that time were invited to a meeting and requested to come up with proposals. Nothing was forthcoming. The committee then approached Princeton Security, who are Pick n Pay's security company of choice, and requested them to make a proposal. At that stage they were contemplating a move into the residential market and hence a partnership was established. Residents were encouraged to move over to Princeton for their private security service and Princeton located a dedicated response vehicle in the area. This service consisted of 6 Street Guards located at strategic points throughout the neighbourhood at very affordable rates for our residents. This drove the crime in our area to the lowest levels ever.

However over time salaries have escalated and in the tough economic times experienced by our residents, less and less folks were able to contribute to the street guards and we had to reduce the number of street guards down to 2 with a concurrent increase in crime. The KRA committee decided that something different was required and hence to investigate the SRA/CID option which would be substantially more affordable for all. This lead to the formation of a Steering Committee of property owners in the area to progress this initiative.

3.2 Characteristics of the Area

The area is very diverse, with large and small homes, 2 schools, and several blocks of flats and complexes. The larger more established homes are towards the Kenilworth Road side of the area, with the homes becoming smaller and more along the lines of a "Chelsea type "village towards Wetton Road. The two schools Michael Oak and Cedar House are centrally located and particularly in the case of Cedar House the scholars walk between the 3 campuses in the area. There are small business nodes around the Putney Road / Goldbourne Road corner as well as around Kenilworth Station, Wetton Road and Rosmead Avenue. The flats and apartment complexes tend to be located on the outer boundaries of the area.

One particular street, Blackheath Road, has access via a path to Kenilworth Station and is used by many to access the station. There have been several muggings along this pathway. The area where Wetton Road joins the railway line has access to the bridge over the line and the area below the bridge has been problematic for some time. There is a corridor from Wetton Road under the bridge which people use to access Wynberg Station, the taxi rank and the bus terminus. This corridor has become littered with temporary shelters and serves as an escape route for criminals preying on the homes in our area. The fence along the railway line in this area is virtually non-existent. The eastern boundary of the area, along Rosmead Avenue, is occupied by the Kenilworth Race Course. During major race days we see an increase in vehicles parking in our area accompanied by self-appointed parking guards. There are plans in place for a major development at the racecourse including restaurants, shops, a hotel and 350 apartments.

4. Executive Summary

The residents of Lower Kenilworth wish to establish a Special Rating Area called Lower Kenilworth Improvement District (LKID) to ensure that we maintain and improve our suburb. We wish to protect and enhance our property values and local environment, and safeguard our residents, scholars, businesses and visitors by providing topup Municipal Services and Public Safety in the common areas. We have 2 schools in the area and one in particular has 3 campuses with scholars walking between these locations for their daily lessons.

The LKID will provide services over and above those provided by the City in the area, specifically addressing :

- 1. Public safety
- 2. Cleansing & Social Management
- 3. Environment / Urban Management
- 4. Communication

The number one priority as per the Urban Management Survey (UMS) is public safety. Accordingly this Business Plan proposes a plan to install up to 40 CCTV cameras in a grid throughout the area.

These cameras will be leased over a 5 year period as technology is advancing so fast these days that the cameras will be outdated in 5 years. These cameras will be connected to a 24 x 7 monitoring station which will in turn have a dedicated tactical response vehicle to respond to suspicious activities. We will attend a local forum with all the local security institutions including SAPS, City's Law Enforcement, the Neighbourhood Watch Patrol, the CPF and other Security companies operating in the area.

Page 9 of 19

Communal areas that include verges and public spaces will be kept cleaner by engaging with NGO's who are active in this field and can provide and supervise manpower to provide topup cleaning services, which will be an enhancement to services provided by the City.

This cleaning function will assist in our Social Responsibility objective where we can prevail upon the NGO we appoint, to utilise local labour and thus help the homeless people living on our boundaries by giving them employment and associated interaction to re-enter them into the community.

Infrastructure damage, such as potholes, burst pipes, stormwater drains and curbing will be monitored by the environmental and urban management Director, who will work closely with the City service departments to ensure problems are efficiently resolved by reporting it to the City.

We also want to enhance the 'greening' of our suburb by planting indigenous trees along our streets. We would like to see the plain trees along Rosmead Avenue which have died, replaced to re-establish the tree-lined avenue it used to be.

We will also strive to implement a recycling service to assist residents to dispose of recyclable material as part of our Environmental Programme.

The CID will be managed by a Non-Profit Company. The Board of Directors who are elected by the members, will meet monthly under an elected chairperson, to ensure the implementation of the Business Plan. Specific details are provided in section 8.

5 Vision, Mission & Objectives

5.1 Mission Statement

To provide an environment that is safe, clean and environmentally friendly for our residents, businesses and scholars which leads to a pleasant working, living and learning experience for all.

5.2 Vision

In partnership with the City we will continue to work for the economic and environmental upliftment of the area by maintaining acceptable levels of public safety, cleanliness and social responsibility and good governance which will encourage positive investment in the area.

5.3 Goals & Objectives

To market our area as an attractive location to live.

To make the area safe and clean for community stakeholders.

To assist in the management of the homeless roaming the area.

6 The CID Concept

The process of establishing a City Improvement District (CID) in the City of Cape Town generally involves the following steps :

- The geographic boundaries of the improvement district have to be established
- All property owners and the broader community within the defined area should be consulted
- An Urban Management Survey(UMS) is circulated to measure the perceptions of the broader community and highlights specific needs and shortcomings
- A comprehensive Business Plan is then developed to address the needs of the area
- The Business Plan is then presented to the community at a public meeting conducted in accordance with Section 5 of the SRA By-Law.
- A consent period is provided to obtain not less than 60% of the property owners support for this Business Plan.
- After submitting the application a period of more than 60 days will be allowed for objections.
- The City Council has the final approval of an application.
- Once the CID is approved, all property owners within the CID have to pay an additional property rate (except those that qualify for full or partial relief in terms of the City Rates By-Law / Policy)
- The City collects the additional municipal property rates from the property owners within the CID boundary, and pays the CID Non Profit Company (NPC) monthly one twelfth of its approved budget less 3% which is retained as a provision against bad debt, in order to implement the Business Plan.
- The CID has its own Board of Directors, who are property owners, elected by the members of the NPC. A political representative from the City is appointed to the Board and will attend Board meetings in an observer capacity.
- The Board is responsible for the management of the CID within the framework of the approved CID business plan and will oversee the implementation thereof
- The Board appoints service providers and/or staff to manage the day-to-day operations within the CID as per the business plan

- The CID is established for an initial period of 5 years.
- A CID may be dissolved after establishment in accordance with the SRA By-Law of the City.
- The City must maintain its current level of services. The CID services remain supplementary and are not a replacement for City baseline services.

7 Consistency with the Integrated Development Plan

The establishment of a CID in the LKID area will support the City of Cape Town's Integrated Development Plan :

Opportunity City – The LKID will create employment opportunities through its commitment to enhance management of vegetation, maintenance of the environment and cleansing of the area. Contributing to Objective 1.3 : economic inclusion and Objective 1.4 : Resource efficiency and security.

Safe City – Through the area safety and security plan based on the Physical Protection System, the LKID will seek to improve further public safety for the benefit of residents in LKID, contributing to Objective 2.1 : Safe communities.

Caring City – The LKID will support social upliftment through the creation of employment opportunities, contributing to Objective 3.1 : Excellence in basic service delivery.

Inclusive City – The LKID will work closely with the CCT to promote the building of integrated communities taking part in public participation programmes and building relationships with other areas, contributing to Objective 4.3 : Building integrated communities.

Well Run City – The LKID will through its participation as a NPC ensure the funds raised through the additional property rate, will be used in an open and transparent manner to the benefit of the community, contributing to Objective 5.1 : Operational sustainability.

8 Institutional Arrangements

The LKID, if approved, will commence on 1 July 2020 as a non-profit company (NPC) established in terms of the Companies Act 71 of 2008. This entity will be audited independently and managed by Board Members elected from property owners within the boundaries of the CID, at a Members meeting.

It will be managed as follows :

- By a Board of Directors who will meet monthly under an elected chairperson.
- The Board of Directors shall comprise a minimum of 3 Directors. Every Director will be assigned portfolios as per the Business Plan.
- Election of Board Members annually at an Annual General Meeting (AGM).

- One third of Directors must step down annually, but could be re-elected at the AGM.
- Any registered property owner paying the additional property rate, can become a member of the NPC, free of charge on application to the Board. Membership cannot be refused.
- Only members of the NPC (or their delegated proxy) are eligible to vote at Members meetings of the NPC, whilst the broader community may comment and participate in all the CID activities but may not vote.
- The Board of Directors will be responsible for the implementation of the Business Plan.
- The performance of the Board of Directors in the achievement of its objectives as detailed in the BP will be monitored by the members.
- The NPC will have a memorandum of incorporation (MOI) as prescribed by the City and as regulated in terms of the Companies Act 71 of 2008.
- The Annual Financial Statements will be externally audited and the NPC will appoint through a competitive process, a part time accountant to prepare monthly reports and similar requirements.
- The progressive monthly income and expenditure reports will be tabled at Board meetings and forwarded to the City monthly.
- Annual Financial Statements must be presented at the AGM to the members and consolidated with the City of Cape Town's Annual Financial Statements.
- The NPC is required to obtain approval for Annual Budgets and Implementation Plans of the next financial year at the AGM, before submitting to the City for inclusion in the City's annual budget process.

The CID is established for an initial period of 5 years. Term renewals are required if the members approve a further 5 year term at the last AGM of the 5th term. A CID may be dissolved after establishment in accordance with the SRA By-Law of the City of Cape Town.

9 Proposed Services

9.1 Management

The Inaugural Board will be assigned the roles below, as described for the initial period of 6 months, whereafter a Members meeting will be held to elect Board Members for the LKID by the members. The Board will meet monthly and the community may attend the meeting for the first 30 minutes thereof. All property owners paying the additional property rate may become members via an application process to the Board, free of charge. Board members will not receive remuneration. No application for membership by property owners will be refused.

A political representative will be appointed to the Board as an observer by the Executive Mayor.

Provision has been made in the budget for a part time accountant, secretarial assistance and office rental within the neighbourhood.

Services as stipulated in the BP will be provided by service providers who will be appointed by the Board of Directors. Competitive quotes will be obtained for evaluation, score and decision by the Board. Service provider selection decisions will be recorded in the minutes of the meeting.

The Board of Directors shall have the following portfolios below. Feedback per portfolios will be given at Board Meetings on the implementation of the Business Plan.

ROLE	PORTFOLIO
Chairperson	Oversight role, chair meetings, overall direction. Delegation of specified tasks.
Treasurer / Company Secretary	Maintaining oversight of the accountant, Annual Financial Statements, VAT returns, certificates, financial reports, Annual Budgets. to the Board and the City. Payment of contractors and staff. Annual tax clearance certificates. Annual returns. Compliance with the Companies Act and legislative framework and King IV principles.
Public Safety	Manage contracts with the Public Safety Service Provider. Monitoring service and response times. Interaction with the NHW, Law Enforcement, CPF and SAPS. Investigation and recommendation for improving public safety in the area.
Environment / Urban Management	Promoting sustainable development projects in the LKID. Biodiversity monitoring and neighbourhood recycling. Communication with City officials regarding planned and emergency repairs & upgrades.
Cleaning & Social Management	Monitoring of the cleanliness of the area. Liaison with City Officials regarding the needs of the area. Top up cleaning via a contracted service. Liaison with local social services to use local homeless and unemployed in the operation.

Page 14 of 19

Communications	PR Communications, website maintenance and update content. Maintenance of the whatsapp groups. Quarterly newsletters.
Secretary	Arranging meetings, keeping of minutes. Preparation for and arranging the AGM. Membership list kept up to date and filing of required documentation.

9.2 Public Safety

Public safety has been identified by the UMS as the number one priority for the area. The Board plans to install a comprehensive CCTV system throughout the neighbourhood, monitored 24 x 7, and linked to a tactical response service. These cameras will be leased over a 5 year period as we expect that technology advances will make the cameras outdated within the 5 year period. The cameras will be equipped with intelligent software and be monitored from a central control room set up by the successful service provider. Should the cameras identify a problem the tactical response team will be mobilised and the manager public safety and SAPS will be notified. The tactical response will be provided by a vehicle dedicated to our area, staffed by 3 public safety officers on rotational shifts covering 24 hours. The vehicle will be permanently stationed in the area and will continually patrol the public areas. Residents will be notified to be alert via our whatsap group. We will also share information with the areas adjoining our suburb to alert them to possible criminal activity.

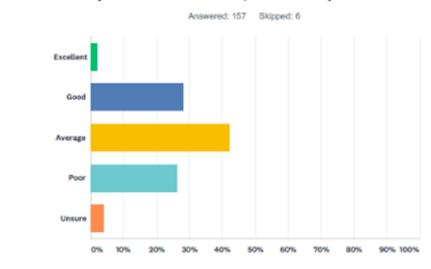
The LKID will provide - up to 40 CCTV cameras

- 24 x 7 monitoring of these cameras
- A dedicated tactical response vehicle 24 x 7
- 3 public safety officers working shifts

In year 1 some 81% of our budget will be allocated to improving Safety & Security.

The graph Q4 below, from our Urban Management Survey indicates that 68% of our respondents feel that our public safety is average or poor.

Page 15 of 19



Q4 How would you rate the overall public safety situation in our area?

ANSWER CHOICES	RESPONSES	
Excellent	1.91%	3
Good	28.03%	44
Average	42.04%	66
Poor	26.11%	41
Unsure	3.82%	6
Total Respondents: 157		

9.3 Communications

An internet based social media platform (whatsapp groups, website, facebook) will be established and maintained to ensure residents are kept abreast of incidents in the area. A separate whatsapp chat group is also available for residents to communicate on general day-to-day issues.

The responsible director will maintain our email address database, to enable communication with residents as well as the LKID website which will be updated monthly. Quarterly newsletters will be made available to the community.

Community activities will be encouraged to develop a sense of community pride and belonging and getting to know each other better. 79% of respondents would like to see community events and the major preferences are Food Markets and Arts & Craft Markets. Areas that have been identified to hold these events are Kolaro Park off Goldbourne Road or the sidewalk on the corner of Putney and Goldbourne where there is a small business node.

9.4 Environment / Urban Management

The director responsible will work closely with the City Service Departments to ensure speedy repairs to roads, pavements and drainage when needed. Reports on burst water pipes, blocked or damaged storm water drains, potholes, illegal dumping, fading road markings and broken or missing street

signs will be logged with the City's C3 system and the member will monitor that these issues are resolved adequately or escalate within the City and report to the Board.

The director will also investigate and implement a suitable recycling solution for the neighbourhood. There are various NGO's operating in this sphere and we will need to conduct a cost/benefit study. It is our objective to re-establish the trees which have died, lining Rosmead Avenue to return this avenue to its former leafy beauty. A campaign will be initiated in consultation with the City, to plant trees along the roads to the southern end of our neighbourhood.

The LKID will also perform supplemental services such as:

- Community gardens
- Repairing damaged sign posts
- Caring for the new trees planted General maintenance (broken window policy)
- -Refreshing road markings

We will utilise the services of an NGO employing homeless people in the area, to undertake this work.

9.5 Cleansing Management

From our UMS, 22% of our respondents would like to see a cleaner neighbourhood, the second priority after safety. The Board will develop a cleansing strategy with clear deliverables as to the level of cleanliness we wish to achieve. The director responsible will liaise with the City officials to maximise efficiency and enhanced service delivery. We will work with NGO's in our area who can provide and supervise labour to conduct supplementary cleaning services of the public spaces throughout the neighbourhood. We will negotiate with the successful NGO to utilise homeless people in the area to give them an income. The director responsible will monitor and evaluate the performance of the NGO with respect to the state of cleanliness required, and take remedial action where necessary. Refuse bags filled by the cleaners will be taken to the City Dump on Rosmead Avenue adjacent to the Wynberg fire station. The director will also coordinate the provision of additional litter bins throughout the neighbourhood and identify HES issues which need to be addressed. The Board will work in conjunction with local social welfare and job creation organisations to develop supplementary services to improve the Urban Environment. We have allocated 3% of our budget to this service.

9.6 Social Responsibility

The CID Director will make contact with the City's Social Development Dept, various NGO's and social welfare organisations operating in the area, to coordinate social intervention actions and develop a comprehensive strategy for addressing social issues. Social intervention can only be achieved by offering unemployed people an alternative. Our top-up cleansing service will help to address this issue as in 8.4 and 8.5 above.

10 Budget

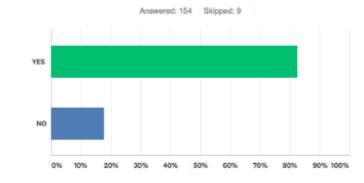
It is interesting to note that 82% of our respondents are willing to pay additional rates to achieve the goals we have set. (See Q27 below) These are average monthly amounts based on all property owners.

Of the 82% the following ranges of additional rates were revealed :

We believe that at the level of R150 – 200 per property per month we can produce a budget which will meet all our objectives.

The budget has been developed using a "bottom up" approach after having received cost estimates from service providers and consulting other Cape Town CID's in areas comparable to ours as provided to us by the City.

The additional property rates are collected by the City from property owners in the area and used to fund the budget of the LKID, a non-profit company (NPC). The budget will be dedicated to the specific area only and will be spent in accordance with the approved Business Plan. The additional property rates paid by the property owners in the area are based on an equitable split based on municipal valuation. The cost of the additional services allows individual property owners to benefit from the well managed area.



Q27 Would you be prepared to pay an additional property rate for additional municipal services and improved public safety?

ANSWER CHOICES	RESPONSES	
YES	82.47%	127
NO	17.53%	27
Total Respondents: 154		

10.1 Five Year Budget

A detailed five year budget is included in Appendix 1 with a first year amount of R1 523 506 and an annual increase of 6%.

Additional property rates attract VAT @ 15%. Individual contributions for Year 1 of the Business Plan can be calculated as follows:

Residential Property :

- 1. Municipal valuation x R 0,000777 = Annual contribution (VAT excl)
- 2. Annual contribution (VAT excl) / 12 = Average monthly contribution (VAT Excl)
- 3. Average monthly contribution (VAL excl) x 1,15 = Av monthly contribution (VAT incl)

Eg R2 500 000 x R 0,000777 = R1 942,50 / 12 = R161,88 x 1,15 = R186,16

Non-Residential Property :

- 1. Municipal valuation x R 0,001825 = Annual contribution (VAT excl)
- 2. Annual contribution (VAT Excl) / 12 = Average monthly contribution (VAT Excl)
- 3. Average monthly contribution (VAT Excl) x 1,15 = Av monthly contribution (VAT incl)

Eg R2 500 000 x R 0,001825 / 12 = R380,21 x 1,15 = R437,24

Based on this Year 1 budget of R1.523 million the estimated amount that residents will pay each month, based on the municipal value of their property will be :

Property Value	Mthly Contribution Residential	Mthly Contribution Non-Residential
	(VAT incl)	(VAT incl)
1.0 million	R 74	R175
1.5 million	R112	R262
2.5 million	R186	R437
5.0 million	R372	R874
Average	R184	R544

11 Implementation Plan

A detailed implementation plan is included in Appendix 2.

12 Conclusion

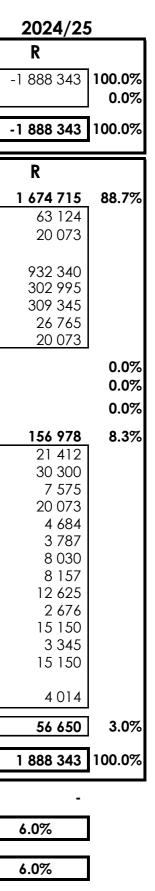
It is the opinion of the Steering Committee that the benefits of having a CID in Lower Kenilworth will far outweigh the additional rates that residents of the area will have to pay. This opinion appears to be shared by the majority of the respondents to the Urban Management Survey. We believe that through the implementation and proper management of the Business Plan, LKID will become a peaceful, safe and caring community which will encourage folks to move into our suburb.

LOWER KENILWORTH IMPROVEMENT DISTRICT (LKID)

5 YEAR BUDGET AS PER BUSINESS PLAN

	2020/21	2021/22	2022/23	2023/24
INCOME	R	R	R	R
Income from add. Rates Other: Specify	-1 523 506 100.0% 0.0%	-1 585 107 100.0% 0.0%	-1 680 614 100.0% 0.0%	-1 781 451 100.0% 0.0%
TOTAL INCOME	-1 523 506 100.0%	-1 585 107 100.0%	-1 680 614 100.0%	-1 781 451 100.0%
EXPENDITURE	R	R	R	R
Core Business Cleansing services Environmental upgrading Law Enforcement Officers / Traffic Wardens Public Safety Public Safety - CCTV monitoring Public Safety - CCTV - Leasing of cameras Social upliftment Urban Maintenance	1 326 530 87.1% 50 000 15 900 738 500 240 000 245 030 21 200 15 900 15 900	1 406 122 88.7% 53 000 16 854 782 810 254 400 259 732 22 472 16 854 16 854	1 490 488 88.7% 56 180 17 865 829 779 269 664 275 315 23 820 17 865 17 865	1 579 918 88.7% 59 550 18 937 879 565 285 844 291 835 25 250 18 937 18 937
Depreciation Repairs & Maintenance Interest & Redemption	0.0% 0.0% 0.0%	0.0% 0.0% 0.0%	0.0% 0.0% 0.0%	0.0% 0.0% 0.0%
General Expenditure Accounting fees Administration and management fees Advertising costs Auditor's remuneration Bank charges Communication Computer expenses Contingency / Sundry Insurance Meeting expenses Office rental Printing / stationery / photographic Secretarial duties Seed Capital Telecommunication	151 271 9.9% 16 960 24 000 24 000 6 000 15 900 3 710 9 930 6 360 6 360 6 461 10 000 2 120 12 000 2 650 12 000 20 000 3 180	131 432 8.3% 17 978 25 440 6 360 6 360 16 854 3 933 2 809 6 742 6 848 10 600 2 247 12 720 2 810 12 720 3 371 3 371	139 708 8.3% 19 056 26 966 26 966 6 742 17 865 4 168 3 370 7 146 7 260 11 240 2 382 13 480 2 977 13 483 3 573 3 573	148 089 8.3% 20 200 28 584 7 146 18 937 4 419 3 573 7 575 7 695 11 910 2 525 14 290 3 156 14 292 3 787
Bad Debt Provision 3%	45 705 3.0%	47 553 3.0%	50 418 3.0%	53 444 3.0%
TOTAL EXPENDITURE	1 523 506 100.0%	1 585 107 100.0%	1 680 614 100.0%	1 781 451 100.0%
(SURPLUS) / SHORTFALL	-	-	-	-
GROWTH: EXPENDITURE	N/A	6.0%	6.0%	6.0%
GROWTH: SRA RATES	N/A	6.0%	6.0%	6.0%

APPENDIX 1



LOWER KENILWORTH IMPROVEMENT DISTRICT (LKID) 5 YEAR IMPLEMENTATION PLAN 1 July 2020 - 30 June 2025

PROGRAM 1 - LKID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY	Y1	Y2	Y3	Y4	Y5	PERFORMANCE INDICATOR	COMMENTS
1. Appointment of assistants.	LKID Board	Ongoing						Competent people to assist in running the LKID.	As required, competitive process
 Continued operation of the LKID Management office 	LKID Board	Ongoing		-				Efficient operation and office open to public.	
3. Appointment of relevant service providers	LKID Board	In 1 st year and year 4	1	0	0	1	0	Appointment of suitably qualified service providers by competitive process	Public safety service provider 4-year contract. Service providers evaluated annually.
4. Board Meetings	LKID Board	Monthly	12	12	12	12	12	Monthly Board Meeting minutes	First 30 mins open to the community.
5. Financial reports to CCT and LKID Board	Finance portfolio	Monthly	12	12	12	12	12	Submit reports timeously by the 15 th of following month to CCT.	Refer to Finance Agreement
 Audited financial statements 	Treasurer/Company Secretary	Annually	1	1	1	1	1	Unqualified audit reports submitted to the City by 31 August each year.	
7. Communicate LKID arrears list	Treasurer/Company Secretary	Monthly	12	12	12	12	12	Observe and report concern over outstanding amounts.	No Director can participate in Board

									Meetings if in arrears with CCT.
8. Feedback to members at AGM	LKID Board	Annually	1	1	1	1	1	AGM completed by 31 December. Approval of : - Annual Report - AFS - Election of Directors - Next year IP & Budget - In year 5 renewed application.	Once a year.
 Submit Annual Report and Annual Financial Statements to Subcouncil. 	Treasurer/Company Secretary	Annually	1	1	1	1	1	Submit AFS and Annual Report to subcouncil within 3 months of AGM.	
10. Successful day-to-day operation of the LKID	LKID Directors	Ongoing					1	Monthly feedback to Board.	
11. Comply with all requirements of the Companies Act and King IV principles.	Treasurer/Company Secretary	Annually	1	1	1	1	1	Comply with Section 24 of the Companies Act : - register auditors and submit to CPIC within 10 days of any change - register new directors and submit to CIPC within 10 days of any change - submit annual returns to CIPC within	

								30 days of the anniversary of the NPC	
12. Submit input to CCT Budget & Integrated Development Plan	LKID Board	Annually	1	1	1	1	1	Annual submissions to Subcouncil Manager.	Oct – Feb annually
13. Submit input to City Capital Projects.	LKID Board.	Annually	1	1	1	1	1	Annual submissions to Subcouncil Manager.	Oct – Feb annually
14. Communicate with property owners.	LKID Board	Ongoing						Regular Whatsap messages and quarterly newsletter.	
15. Mediate on issues with and between property owners.	LKID Board	Ongoing			-			Provide an informed opinion on unresolved issues and assist where possible.	
16. Promote & develop LKID membership.	LKID Board	Ongoing			-		-	Maintain an up-to- date membership that represents the LKID community.	Ensure application form on website.
 17. Build a working relationship with Subcouncil Management, Area Directors and relevant CCT officials & depts. 	LKID Board	Ongoing		-	-			Successful & professional relationships with CCT officials, resulting in enhanced comms, cooperation & service delivery.	

18. Obtain annual Tax Clearance Certificate.	Finance Director	Annually	1	1	1	1	1	Within 1 month of expiry of the current TCC.
19. Perform Budget review	LKID Board	Annually	1	1	1	1	1	Submit adjustments to CCT by 28 Feb.
20. Apply for Tax Exemption status.	Finance Director	Y1	1					By the end of the 1 st financial year.
21. Register as a Supplier with CCT	Finance Director	Y1	1					Successfully registered.
22. Compile the LKID renewal application.	Finance Director	Y5					1	Submit a comprehensive renewal application for approval by the members and CCT by 31 August.

PROGRAM 2 - LKID PUBLIC SAFETY MANAGEMENT										
ACTION STEPS	RESPONSIBLE	FREQUENCY						PERFORMANCE INDICATOR	COMMENTS	
 Identify the root causes of crime in conjunction with SAPS, Local Authority existing Security Services using their experience as well as local crime stats. 	Public safety portfolio	Ongoing		•	-	•	-	Use this information to improve Safety & Security in our community as per the Public Safety Security Plan.		

2.	Determine the crime threats of the area in conjunction with SAPS.	Public safety portfolio	Ongoing					As above.	
3.	Determine strategies by means of an integrated approach to address/decrease crime	Public safety portfolio	Ongoing					As above.	
4.	In liaison with other Public Safety role players & SAPS, identify current security and policy shortcomings and develop & implement an effective Public Safety strategy.	Public safety portfolio	Ongoing	•	•	•	→	As above.	
5.	Develop a Public Safety management strategy with clear deliverables and defined performance indicators to guide services provided by the security provider	Public safety portfolio	Revise as often as necessary					Documented Public Safety strategy with clear deliverables. See 11 below.	
6.	Deploy Public Safety resources accordingly & effectively. Service provider vehicles to be easily identifiable	Public safety portfolio	Ongoing					Reduction in incidents. Visible public safety of the area.	Resources include CCTV cameras, monitored 24 x 7 with tactical response.
7.	Utilise the "eyes & ears" of all security	Public safety portfolio	Ongoing					Incorporate feedback and info into the	

and street cleaning								Public Safety	
staff to identify public								initiatives	
safety issues.									
8. Assist SAPS through	Public safety	Ongoing						Incorporate feedback	
participation in the	portfolio							and info into the	
local crime forum								Public Safety	
0 On site inspection of	Dublic cofoty	Ongoing						initiatives	
9. On-site inspection of all security officers	Public safety portfolio	Ongoing						Report findings to LKID Board	
10. Weekly security	Public safety	Weekly	52	52	52	52	52	Report findings to	
reports from Contract	portfolio	WEEKIY	52	52	52	52	52	LKID Board	
Security Provider	portiono								
11. Public Safety Security	Board	Ongoing	$ \rightarrow $					Board approved Plan	Regularly updated as
Plan									Circumstances dictate.
									uiciale.
		PROGRAM	3 - LKID	CLEANI	NG MAN		NT		
ACTION STEPS	RESPONSIBLE	FREQUENCY						PERFORMANCE	COMMENTS
								INDICATOR	
1. Develop a cleaning	Cleansing Portfolio	Annually	1	1	1	1	1	Cleansing strategy	Negotiate with
strategy document	& Board							document with clear	successful NGO
with clear deliverables &								deliverables and performance	service provider.
defined performance								indicators	
indicators to guide								mulcators	
cleansing delivery									
	1	1	1	1	1	L	1	1	

	from the appointed service provider									
2.	Coordinate with local NGO to assist in providing cleaning services	Cleansing Portfolio	Annually	1	1	1	1	1	Monitor performance and report to the Board	
3.	Monitor and evaluate cleansing strategy & performance	Cleansing Portfolio & Board	Quarterly	4	4	4	4	4	Modify cleansing strategy as required to ensure a cleaner community	Present amended cleansing strategy to Board.
4.	Co-ordinate the provision of additional litter bins and emptying of existing bins by the relevant CCT department	Cleansing Portfolio	Quarterly	4	4	4	4	4	Provide a quarterly report regarding identified shortcomings to the Board.	
5.	Monitor the state of cleanliness of the streets and sidewalks in the LKID	Cleansing Portfolio	Ongoing						Clean streets & sidewalks. Report back to the Board	
6.	Identify Health, Environment & Safety (HES) issues within the area and report to CCT with C3 notification	Cleansing Portfolio	Quarterly	4	4	4	4	4	Quarterly inspection & evaluation to the Board	
7.	Monitor and report illegal dumping	Cleansing Portfolio	Ongoing						Liaise with Law Enforcement and Solid Waste for the removal of illegal dumping and	Report to the Board

							penalties for the perpetrators	
 Work in conjunction with the local social welfare & job creation organisations to develop the delivery of supplementary services to improve the urban environment. 	Cleansing Portfolio	Ongoing					Long term sustainable work program.	Modified and renewed annually.
	PR	OGRAM 4 - LKID) ENVIR	ONMEN	Г / URBA	AGEMEN	ίΤ	
ACTION STEPS	PR	OGRAM 4 - LKIE FREQUENCY		DNMENT	Γ / URBA		IT PERFORMANCE INDICATOR	COMMENTS

e. road markings / traffic signs								
 Identify supplementary infrastructure enhancements to benefit the LKID 	Urban Mgt portfolio	Ongoing						Monthly reports to the Board, for support then follow the C3 notification process
4. Greening campaigns	Urban Mgt portfolio	Annually	1	1	1	1	1	Annual plan for the greening of the LKID for approval by the Board
 Encourage residents to act responsibly in terms of waste management & recycling initiatives. 	Urban Mgt portfolio	Ongoing						Appoint recycling contractor & conduct monthly evaluation. Report findings to the Board.
 Work with NGO for Illegal poster removal. Monitor & notify the CCT 	Urban Mgt Portfolio	Ongoing						LKID free of illegal posters

	PROGRAM 5 - LKID SOCIAL MANAGEMENT									
ACTION STEPS RESPONSIBLE FREQUENCY PERFORMANCE COMMENTS										
								INDICATOR		

1.	Work in conjunction with local social welfare & job creation organisations to develop the delivery of supplementary services	Social Dev Portfolio & Board.	Ongoing						Social intervention plan with clear deliverables & defined performance indicators to guide delivery	This will be a long term action plan that will take time to develop
2.	Co-ordinate social development programs with the City Social Development Dept	Social Dev Portfolio & Board.	Quarterly	4	4	4	4	4	Meet quarterly to get feedback	
3.	Public awareness program on social issues	Social Dev Portfolio	Ongoing						Keep the community aware of social issues	

PROGRAM 6 - LKID COMMUNICATION MANAGEMENT									
ACTION STEPS	RESPONSIBLE	FREQUENCY						PERFORMANCE INDICATOR	COMMENTS
 Newsletters / newsflashes 	Communications portfolio	Monthly	12	12	12	12	12	Quarterly informative newsletters	
 Regular press releases to local media Local developments Promoting local projects Social issues 	Communications portfolio	Ongoing	-		-	-	•	Keeping the community informed via our local newspaper, The Tatler.	
3. Establish & maintain the Website	Communications portfolio	Monthly	12	12	12	12	12	Monthly updated and informative website	

4.	Regular member	Communications	Ongoing						Monthly feedback to	Meet with all
	visits & meetings	portfolio							LKID Board on	members once per
									member issues.	year.
5.	Establish the LKID	Communications	Monthly	12	12	12	12	12	Up to date directory	
	business directory	portfolio							reviewed monthly.	
	and link to website									
6.	Community	Communications	Ongoing					•	Up to date group	
	WhatsApp groups	portfolio							addresses to enable	
					,				residents to	
									communicate	

PROGRAM 7 – COMMUNITY EVENTS										
ACTION STEPS RESPONSIBLE FREQUENCY PERFORMANCE COMMENTS										
 Plan to hold a food market in spring. 	Communications portfolio	Annually	1	1	1	1	1	Successful community involvement		
2. Plan for Arts & Craft markets in summer,	Communications portfolio	Annually	1	1	1	1	1	Successful community involvement.		

Urban Management Survey

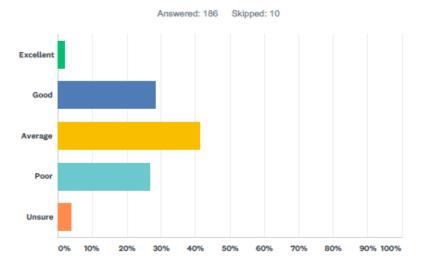
The City of Cape Town's policy for Special Rating Areas 2017/18 requires the applicant (Steering Committee) to carry out an Urban Management Survey within the designated area to establish the perceptions of property owners and visitors regarding the main issues of service delivery such as Public Safety, Cleanliness, Social issues, Urban Management and the Environment.

The Survey must cover not less than 20% of property owners within the area. In addition, a further random survey of not less than 5% of persons within the area is required.

The results of this survey are included below which shows clearly that our residents and property owners are concerned about the Public Safety, cleanliness & litter, social responsibility and the environment in our area.

1. Public Safety

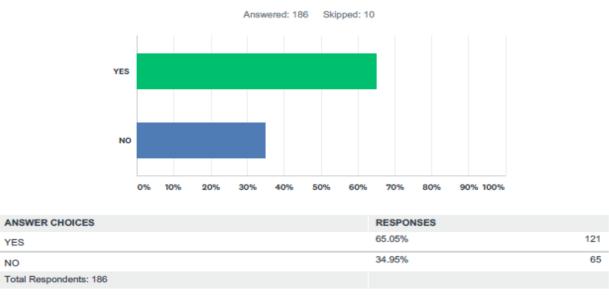
From the graph below it is clear that most residents feel that public safety in our area is average at best and an improvement is required. Opinions will be influenced by the Street Guard initiative, which is fast disappearing due to the lack of financial support and the volunteer neighbourhood watch patrol in which 16 residents participate. A total of 68% of residents feel that public safety in our area is average or poor, which supports our view that a new approach is needed.



Q4 How would you rate the overall public safety situation in our area?

ANSWER CHOICES	RESPONSES	
Excellent	2.15%	4
Good	28.49%	53
Average	41.40%	77
Poor	26.88%	50
Unsure	3.76%	7
Total Respondents: 186		

The graph below Q5 is somewhat more illuminating in that 65% of people have either been a victim or know someone who has been a victim of crime. This reflects the increase in crime experienced as our Street Guard initiative has dwindled due to lack of financial support, to the extent that there is no longer 24 x 7 coverage in our area and in fact only the 2 sectors on the northern side of the neighbourhood still have a street guard.



Q5 Have you, or someone close to you, been a victim of crime in our area?

CRIME STATISTICS

YES

NO

Our neighbourhood watch (NHW) has been closely monitoring crime in our area over the period 1 November 2017 to 18 May 2018 (7 months). Previous to this we had to rely on SAPS crime statistics which cover a wider area and we were unable to break out crime specific to our sector. During this seven month period there were 76 reported incidents :

Theft out of motor vehicles	34
House robberies including garages	19
Theft of cellphones from pedestrians	12
Theft of motor vehicles	4
Crow Bar break ins	7

76

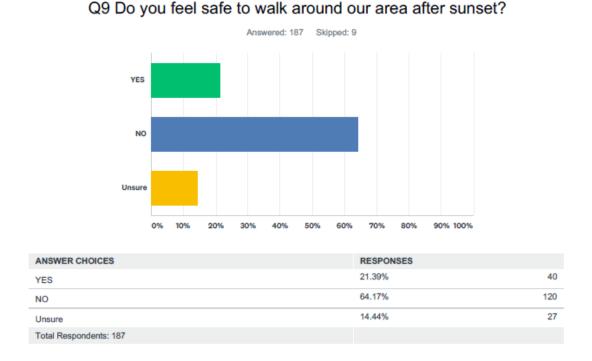
Page 3 of 13 51% of these crimes took place in the Wetton Road / Bathurst Road / Penrith Road corner which is easily accessed from the Wetton Bridge corridor from Wynberg Station and acts as a convenient escape route.

In terms of crime trends, there is a definite increase in activity between 04h00 – 07h00 in the morning and 17h00 – 19h00 in the evening, particularly in winter when it gets darker earlier.

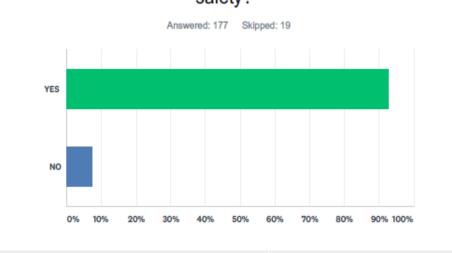
The picture below shows the Wetton Bridge corridor to Wynberg Station, the taxi rank and the bus terminus. This is the corridor where many criminals enter and escape from the area after committing crimes. There have also been a number of muggings in this area of people walking from the station and terminus in the early morning on their way to work.



Even more concerning Q9 is that 64% of people do not feel safe to walk around our streets after sunset.

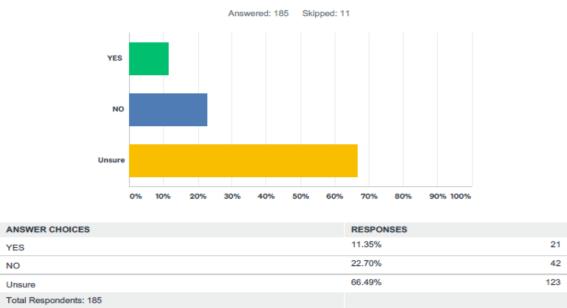


84% of respondents are aware of our volunteer Neighbourhood Watch patrol and 93% believe that installing a CCTV system, monitored 24 x 7 will improve our public safety.



Q11 Do you think a CCTV system, monitored 24/7, would assist public safety?

ANSWER CHOICES	RESPONSES	
YES	92.66%	164
NO	7.34%	13
TOTAL		177

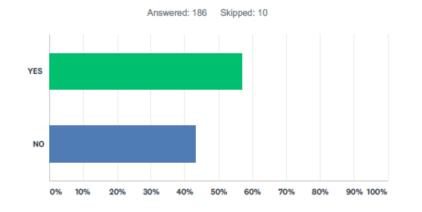


Only 11% of people have confidence in SAPS policing efforts.

Q8 Are current SAPS policing efforts effective in our area?

2. Cleanliness

57 % of respondents believe that litter is a problem and more cleaning service is required to keep our suburb clean. Particularly bad in this respect is the corridor from Wetton Road, under the bridge towards Wynberg station. Also Blackheath Road which has a pathway leading directly onto Kenilworth Station. The wide verge along Rosmead Avenue becomes an accumulation point for a lot of litter.



Q12 Do you feel that litter in our area is a problem?

ANSWER CHOICES	RESPONSES	
YES	56.99% 1	106
NO	43.01%	80
Total Respondents: 186		

APPENDIX 3

Page 6 of 13

Litter along Rosmead Avenue and under Wetton Bridge.

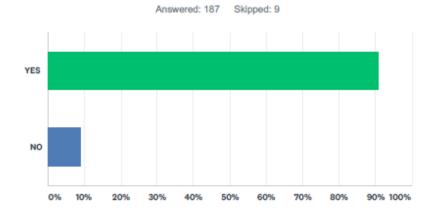








The majority of respondents (90 %) would like to make use of a recycling service. With the funds available from the CID it would be possible to arrange this for the neighbourhood.



Q14 Would you use a recycling service if it was available?

ANSWER CHOICES	RESPONSES	
YES	90.91%	170
NO	9.09%	17
Total Respondents: 187		

3. Urban Management

68 % of respondents believe that our street lighting is sufficient. In recent years the City has improved the lighting under Wetton Bridge. We are now waiting for PRASA to improve the lighting on the path to Kenilworth station from Blackheath Road.

60 % of respondentss are satisfied with the road markings in the area. The City has recently painted Stop Signs on all the roads intersecting Rosmead Avenue which was a dangerous situation in the past.

Pavement maintenance (54 % of residents believe they need attention) has been patchy at best. There are many areas where the pavements are uneven with unrepaired verges and these detract from the general appearance of the neighbourhood.

Of particular concern is the state of the fence along the entire length of the railway line between Wynberg and Kenilworth stations. Many requests to PRASA by our Residents Association and Local Councillor, to repair this fence, have fallen on deaf ears.



PICTURES OF PAVEMENTS

Ritchie Road

APPENDIX 3

Page 9 of 13



Bolus Road



Gibson Road

Page 10 of 13

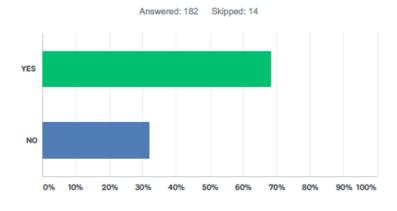
4. Social Environment

There is an informal settlement behind Bony Town on the eastern side of the Municipal Dump on Rosmead Avenue, from where many people access the neighbourhood, begging and bin harvesting. The informal lean to's along the Wetton Road / Wynberg station corridor are also a source of the homeless entering the area. Many of these homeless are harmless, however they are accompanied by criminals looking for any opportunity. As an example we have recently experienced a wave of windscreen wiper thefts from residents vehicles – they are sold to the taxi's at Wynberg station for R10 each.

There is also a group of street children that congregate along Rosmead Avenue between the intersection of Kenilworth and Ritchie Roads.

Bin picking has become a problem. Whilst we do not wish to prevent the bin pickers from benefiting from food and goods left out for them, they are unfortunately accompanied by criminals looking for opportunities. Residents have thus been encouraged to only put their bin out in the morning and not the night before. This means that the bin pickers only arrive in the morning and can be monitored.

From the graph below it is clear that 68 % of residents see the homeless in the area, as a problem.



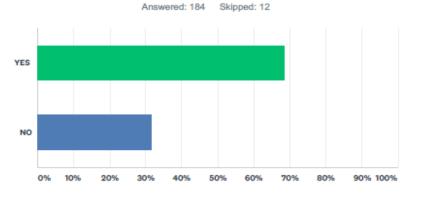
Q19 Are homeless people a problem in our area?

ANSWER CHOICES	RESPONSES	
YES	68.13%	124
NO	31.87%	58
Total Respondents: 182		

5. The Environment

Rosmead Avenue has a wonderful line of Plain Trees along the length bordering our area. Over the years however several of the trees on the racecourse side of Rosmead have died, and we would like to see the avenue restored to its former leafy beauty. We understand that if the racecourse development goes ahead, they have committed to upgrade and 'green' that side of the avenue. Harry Bolus (after whom Bolus Road is named) was instrumental in planting trees throughout the neighbourhood and some are still alive today. However the streets from Ascot southward to Wetton could benefit from more trees located in suitable positions.

Our one park, Kolaro Crescent is a lovely grassy area with shady trees, where the nannies with the children in their care, gather daily.



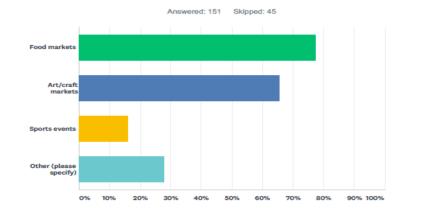
Q22 Would you like to see more trees planted in our area?

ANSWER CHOICES	RESPONSES	
YES	68.48%	126
NO	31.52%	58
Total Respondents: 184		

Our park, Kolaro Crescent. Page 12 of 13

6. Communications

Community activities will be encouraged to develop a sense of community togetherness and getting to know each other better. 79% of respondents would like to see community events and the major preferences are Food Markets and Arts & Craft Markets.



Q25 If you answered YES to the above, what kind of events would you like to see?

ANSWER CHOICES	RESPONSES	
Food markets	77.48%	117
Art/craft markets	65.56%	99
Sports events	15.89%	24
Other (please specify)	27.81%	42
Total Respondents: 151		

Page 13 of 13

Currently we have 3 whatsap groups to allow community members to communicate with each other:

- General Kenilworth Chat Line
- KRA General Crime Group
- Emergency Crime Alert

A new internet based social media platform (whatsap groups, website, facebook) will be established and kept up to date to ensure residents are kept abreast of incidents in the area.