



BUSINESS PLAN
FOR THE MANAGEMENT OF THE
VREDEKLOOF COMMUNITY IMPROVEMENT
DISTRICT (NPC)

Vredeklouf, Brackenfell
Cape Town

For the Period 01 June 2017 – 30 June 2022
(Compiled on 29/09/2016)

VCID IDENTIFICATION

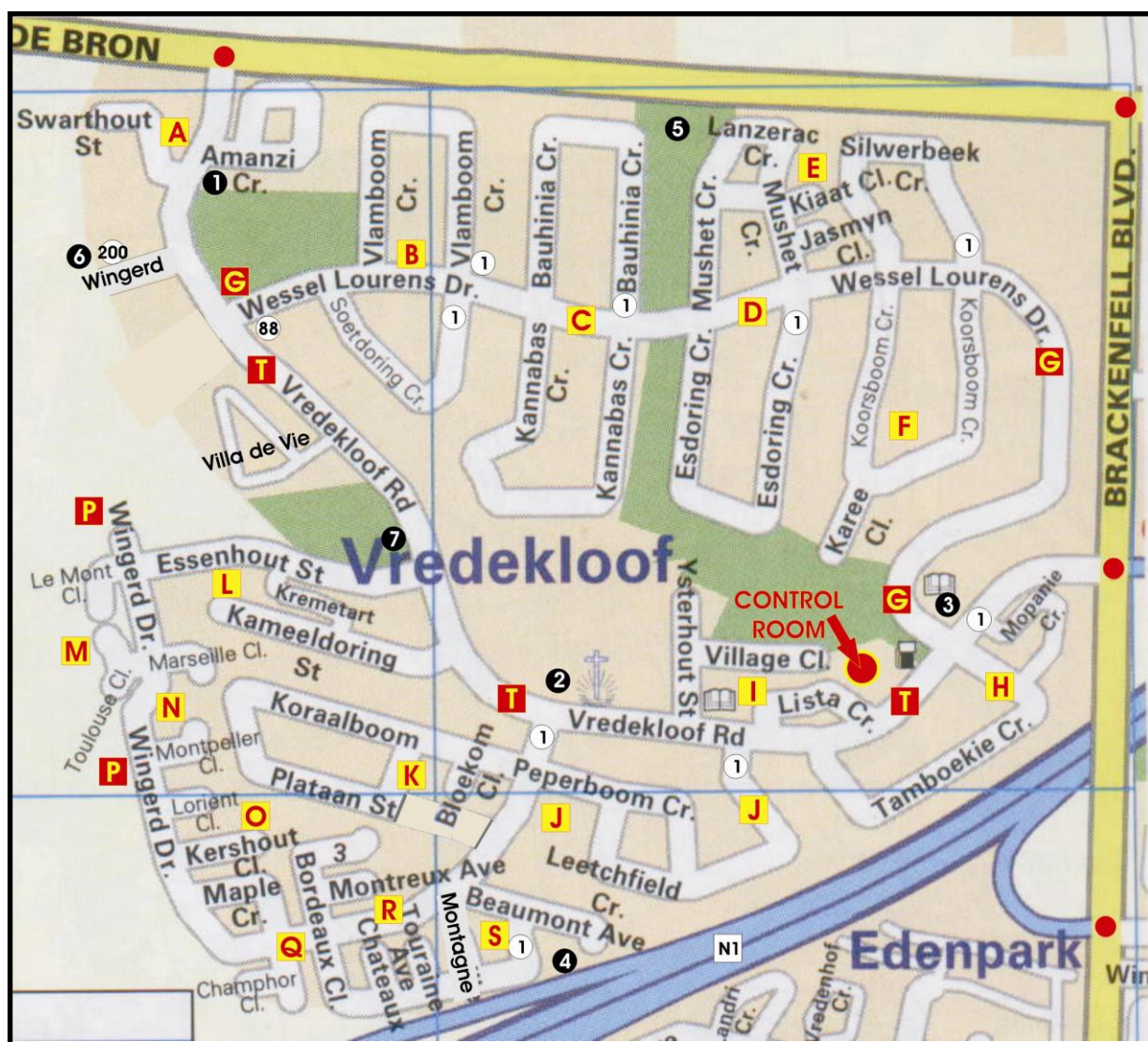
Name of Special Rating Area: Vredekloof Community Improvement District
Date Established: 13/10/2009
Name of Municipality having Jurisdiction: City of Cape Town
Principal Contact Persons: Manager:
Leon Brynard 083 2800 281
Chairperson:
Casper Labuschagne 082 563 9889

Address: 14 Lista Crescent,
Vredekloof, Brackenfell

Tel: 021 981 3303
Fax: 021 981 9951
E-mail: manager@vredekloof.co.za

Control Room: 0860 123 VSC (0860 123 872)

Geographic Area: **VREDEKLOOF, BRACKENFELL** bounded by:
The National Road N1 (South), De Bron Road (North), Brackenfell Boulevard (East) and R300 road servitude (West).



Vision for the area

To be part of a world class city and to live in a neighbourhood we can be proud of.

Mission for the SRA

To establish and maintain mechanisms and programmes whereby property owners and residents are encouraged to participate in the process of a secure and clean neighbourhood.

Goals

- To make Vredeloof residential area safe, clean, attractive and user-friendly by providing a range of safety services, assist the Municipality in maintaining of public open space.
- To improve the well-being and living conditions of all Vredeloof residents within the Public Space.
- To facilitate programmes and community initiatives by residents in terms of assisting those who might need help – i.e. Indigent, Senior Citizens, Disabled Persons and the youth in our area.
- To develop a close and mutually beneficial working relationship with the Municipality.
- To assist in protecting the quiet nature like character of our area i.e. existing bird life.
- To encourage residents to become involved in the area they live in.

INTRODUCTION

BACKGROUND AND HISTORY

After the umpteenth incident of crime (especially during the night), the serious deterioration of our dam areas and public open spaces, the residents mobilized, and during a public meeting, decided to do something about the unacceptable situation. Henceforth the VSC (Vredeloof Safety Council) was established in 2006.

CITY IMPROVEMENT DISTRICTS (SPECIAL RATING AREAS)

While many South African towns, cities and urban nodes continue to display various levels of deterioration and most local authorities struggle to deal with the impact of urbanization and limited resources, the establishment of City Improvement Districts, or Special Rating Areas, is fast becoming an effective solution to halt environmental degradation and unacceptably high degrees of crime.

City Improvement Districts are essentially geographic areas in which the majority of property owners determine and agree to fund supplementary services to those normally provided by their local authority, in order to maintain and manage the public environment at a superior level. Through legislation, the cost of the provision of services is then spread over all property owners within the specified geographic area. Unlike rates, SRA levies contributed by the property owners may only be spent in the area in which they are collected.

While the local authority continues to provide normal services, the additional rates contributed by property owners are collected by Council and paid over to the Management Body of the CID, which then uses them to provide a “top-up” to Council service i.e., cleaning and general maintenance, safety and security, environmental enhancement and marketing of the area.

ESTABLISHMENT OF THE VREDEKLOOF COMMUNITY IMPROVEMENT DISTRICT

The application for the establishment of a City Improvement District in Vredeloof was approved by the Cape Town City Council in August 2009 and property owners began paying special levies to fund the CID as of 01 September 2009.

SUCSESSESS

Over the period since November 2006:

- Crime has dropped drastically according to SAPS by some 65% due to visible security foot and vehicle patrols in the area.
- Less by-law offences are being committed – i.e. trucks parking in the area, litter, dumping, illegal squatting on public open spaces, etc.
- Street sweeping, litter picking/cleaning of road sides/public open spaces and dam areas are done on a daily basis.
- Radio networking with broader Sector Police Crime Forum in order to prevent incidents of crime from happening.
- CCTV cameras linked to a network of CCTV cameras and a database across the City with great success.
- Numerous job opportunities were created in the area.
- General upgrading and maintenance of the neighbourhood to the benefit of all residents.
- Vredeloof became a role model to other areas.

The success of the Vredeloof Community Improvement District (VCID) is largely due to the co-operation between VCID and the various departments of the City of Cape Town; the strong working relationship between VCID and the South African Police; the contribution of the various contracted service providers; and most important, the continued support of residents and property owners in the area.

In the interests of property owners, investors and residents in Vredeloof, it is therefore important for the VCID Management to continue its achievements in the development of a well-managed, clean and safe area. It is to this end that the following Business Plan for the period 1 July 2017 to 30 June 2022 is submitted for the approval by Members and Council.

MOTIVATION PLAN

1. THE WAY FORWARD

Apart from the services that are provided by the VCID, the advantages of the Special Rating Area in Vredeklouf are as follows:

- 1.1. The cost of providing supplementary services is borne by all property owners in the area.
- 1.2. Costs are borne in proportion to the value of the property.
- 1.3. The approach of the VCID is holistic.
- 1.4. The VCID has managed to create a safer area for all the residents.
- 1.5. The VCID has helped to enhance the environment.
- 1.6. The VCID has helped to create a positive identity for the area.
- 1.7. The VCID provides management of top up services.
- 1.8. The VCID is a non-profit Company which is controlled by a Board of Directors made up of property owners in Vredeklouf.
- 1.9. None of the levies are spent outside the Special Rating Area.

2. SERVICE LEVELS

2.1. Levels of service provided by the City of Cape Town

The City will continue with the basic levels of service as currently provided.

2.2. Level of service to be provided by the VCID (supplementary service)

The VCID services are based on the successful results of the past and the existing levels of service provided by the City of Cape Town.

2.2.1. Management, Communication and Operational

- 2.2.1.1. Monitor the City's performance in respect of basic service levels.
- 2.2.1.2. Co-ordinate with Council to deal with problematic issues relating to rendering of basic services.
- 2.2.1.3. Manage and appraise employed teams and service providers contracted to the VCID.
- 2.2.1.4. Liaise with relevant departments of local authorities, SAPS and other service providers.
- 2.2.1.5. Devise & implement capital projects, communication & marketing plans according to budget.
- 2.2.1.6. Attend meetings of CID Forums, SAPS and all other forums necessary for effective management of the area.
- 2.2.1.7. Encourage property and business owners to support various projects proposed by the CID.
- 2.2.1.8. Report activities to the VCID Board and members of VCID.
- 2.2.1.9. Upgrade the database of residents and property owners.
- 2.2.1.10. Keep residents and property owners informed of news and events relevant to the area via the website and newsletters.
- 2.2.1.11. The VCID Office (staffed by a manager and an assistant), combined with a 24/7 Control Room, provides a facility to residents where they can report municipal issues and other related matters.

2.2.2. Safety & Security

- 2.2.2.1. Maintain increased security presence of visible, dedicated patrols to improve Public Safety.
- 2.2.2.2. Ensure patrol officers continue with periodic training pertaining to knowledge of the area and basic municipal bylaws.
- 2.2.2.3. Co-ordinate liaison between the VCID and the Security Service Provider, SAPS and other security groups.
- 2.2.2.4. A Control Room, in operation 24/7 and staffed by a Controller overseeing the whole security operation, including Guards on foot and Segway patrol and Response Officers doing Vehicle patrol.
- 2.2.2.5. Continue security awareness through newsletters, electronic crime alerts and discussions.
- 2.2.2.6. Provide list of emergency and other useful telephone numbers to owners and tenants in the area.
- 2.2.2.7. Foster good working relationship with Law Enforcement, Traffic Management, Fire Protection Services, SAPS and other security enforcement agencies.
- 2.2.2.8. Increase visual monitoring through expansion of CCTV surveillance system and upgrade of existing equipment, when necessary.

2.2.3. Cleansing, Upgrading and Maintenance

- 2.2.3.1. Continue to employ at least 4 general workers to keep the area clean.
- 2.2.3.2. Continue with the enhancement of the area through cleaning campaigns, greening projects and appropriate signage.
- 2.2.3.3. Assist where necessary, or possible, in upgrading of public open spaces.

2.2.4. Capital and Projects

- 2.2.4.1. Maintain all projects already implemented.
- 2.2.4.2. Continue with upgrading of the area.
- 2.2.4.3. Installing of additional cameras as needed.

3. WHY CONTINUE

3.1. A MANAGED ENVIRONMENT IN THE AREA

Dedicated management focuses on the causes of deterioration and seeks and implements solutions specifically targeted to such problems.

3.2. HOLISTIC APPROACH

All issues negatively impacting on the VCID are investigated and dealt with on an integrated basis. Overall management provides proper co-ordination, focusing on providing services where they are most needed.

3.3. INCREASED PROPERTY VALUES

A clean, safe and attractive area, with visible order, becomes more appealing to investors, demand for property is improved and property values increase.

3.4. GAURANTEED SERVICE LEVELS

The VCID co-ordinates its activities in relation to service levels provided by Council as per the IDP; ensures maintenance of the area complies with VCID's proposed business plan and fulfils the expectations of property owners.

Also refer to Annexure A. If we consider what it was before as opposed to now, we must acknowledge that we can never consider going back!

IMPLEMENTATION PLAN (ANNEXURE C)

The budget provision for the first year will be as follows:

1. Management, Communication and Operational Budget: R 678,600-00 per annum

The VCID will provide a comprehensive management service which will include the management of the sub-contractors who will be providing supplementary services to those provided by the City Council as well as to interact and liaise with the City Council on the latter's adherence to guaranteed levels of service as stipulated in the contract between the Council and the Vredeloof SRA.

Needs

- The day to day management of the VCID according to the business plan and budget.
- A budget to implement successful planning, marketing and communication.
- A periodic newsletter to keep residents informed.
- The upgrade and maintaining of the Vredeloof webpage.
- Arranging of meetings as and when required.
- Communication with the media and the public on the success of the Vredeloof SRA.

2. Public Safety and Security Budget: R 2,038,000-00 per annum

With the bulk of the expenses going towards safety and security, we need to manage this as effective as possible with the contracted security services and the installation of a comprehensive surveillance system.

Needs

- Provide a safe and secure environment by fighting crime.
- Increased security presence by visible patrolling 24/7.
- Visual monitoring and including CCTV surveillance of the entrances, hotspot areas and the periphery of the area.
- Co-ordination of public and private security.

3. Cleaning, Upgrading and Maintenance Budget: R 146,629-00 per annum

Needs

- Create a quality urban environment where people can live with dignity and pride.
- Supplemental cleaning and upgrading of the area.
- Co-ordination of general maintenance of street lights, trees, benches, litter bins, traffic signage, kerbside paving, etc.
- Illegal poster removal.
- Improved landscaping, gardening, greening and maintenance of it all.

4. Capital Expenditure, Projects and Bad Debt Provision: R 283,553-00 per annum

Needs

- Upgrading and maintaining of the existing Control Room that was set-up by the VSC.
- Commissioning of a fully equipped CCTV monitoring control room.
- Installing of additional cameras in a fibre or wireless network of CCTV cameras.
- Maintaining of all equipment and capital goods.

(Capital expenditure of R195,000 is budgeted for from the accumulated surplus and is not part of this total budget)

Total Budget for Vredeloof SRA: R 2,951,782 per Annum

NEW 5 YEAR BUDGET (ANNEXURE B)

As required by the City Improvement District By-law, a five-year operational budget (2017-2022) has been compiled. The budget provides for envisaged supplementary and related services and actual costs of operation as well as 3% (three percent) provision for bad debts.