



MONTAGUE GARDENS-MARCONI BEAM IMPROVEMENT DISTRICT (MMID)

MOTIVATION REPORT 18 September 2016

Compiled in accordance with the City of Cape Town Special Rating Area By-Law 2012 (as amended 2016)

Proposed Montague Gardens-Marconi Beam Special Rating Area Information:

Name of SRA: Montague Gardens-Marconi Beam Improvement District (MMID)

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Commencement date: 1 July 2017
Municipality: City of Cape Town

Steering Committee members:

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1. Motivation Report

1.1. Introduction

The initiative to form a Special Rating Area (SRA) in the Montague Gardens Marconi-Beam area was preceded by the establishment of the Montague Gardens Business Forum in 2013.

The Montague Gardens Business Forum was formed by a group of concerned business people and property owners to try to improve public safety and reduce crime and grime in Montague Gardens-Marconi Beam due to the outcry that followed the murder of a well-known businessperson in an armed robbery that went wrong.

The goal of the Montague Gardens Business Forum (MGBF) was to make Montague Gardens-Marconi Beam a safer and cleaner place in which to work and do business, by uniting property owners and businesses as one representative body to negotiate and deal with the various branches of the City of Cape Town, the South African Police Services (SAPS), the Provincial and National Governments, Community Organisations and other stakeholders.

The intention was to set up a communications and networking hub among the above-mentioned stakeholders and to make Montague Gardens-Marconi Beam a safer and cleaner place. In 2014 the members of the Montague Gardens Business Forum decided that in the long term, the best vehicle to achieve their vision of a safe and grime-free Montague Gardens-Marconi Beam with a safe, clean and friendly public environment would be to form a Special Ratings Area in Montague Gardens and Marconi Beam, to be called the Montague Gardens-Marconi Beam Improvement District (MMID). (From this point onwards, the Montague Gardens-Marconi Beam Improvement District is referred to as the MMID.)

1.1.1. Strategic importance

Montague Gardens has until recently been one of Cape Town's most modern and well-planned industrial areas and is arguably still the most sought after one. Hence, Montague Gardens and Marconi Beam are important commercial and industrial areas, with a mix of high-grade industrial property and office and retail space.

Situated centrally between the Cape Peninsula's two major business nodes, Cape Town and Bellville, Montague Gardens-Marconi Beam is easily accessed from most areas of the Peninsula, through the road and rail network. It is in close proximity to the N1 and N7 national roads and the M5.

Furthermore, Montague Gardens-Marconi Beam is situated within 10 minutes of Cape Town's port, and Cape Town International Airport is easily accessed via the Jakes Gerwel and N2 national roads.

Montague Gardens-Marconi Beam is also the gateway to the rapid urban and economic growth of the West Coast region.

This central position has led to the major retail chains such as Woolworths, Spar and Nu Clicks locating their central distribution centres (CDCs) in the area for convenient distribution to their many outlets throughout the region. Numerous other logistics and service-related businesses are also located in Montague Gardens-Marconi Beam for this reason.

The establishment of cash and carry operations such as Makro and the Trade Centre in the area lead to the

growth of warehouse retail trade in the area, and Montague Drive – Montague Gardens' main activity spine, which links Koeberg Road (M5) to Bosmansdam Road and Century City – is in great demand from this type of retail operation.

Montague Gardens is unique as an industrial area, in that it is surrounded and serviced by numerous residential and commercial areas that are in close proximity to it. The previously mentioned residential areas include upper-middle-class residential areas such as Milnerton and lower-middle- to middle-class areas such as Summer Greens and the lower-income area of Joe Slovo.

Montague Gardens provides industrial accommodation from as small as 100 m² to warehouses measuring in excess of 10 000 m², situated in modern and secure industrial parks. Large mixed-use commercial and industrial business parks have also been developed in Montague Gardens. As a result, there is a mix of industrial, office and retail property in the area.

The area has benefitted significantly by the establishment of the MyCiti bus service, which has been integrated into the City of Cape Towns' broader public transport system. The area can now be accessed by public transport from areas such as Atlantis, Table View, Century City, Paarden Eiland, Khayelitsha, Mitchells Plain and the Cape Town CBD.

1.1.2. Threats faced

However, mitigating against its strategic importance is the threat of degradation, which if not halted and reversed – there is a real threat that the area is on a tipping point that requires intervention – will lead to a flight of tenants and businesses away from the area. This in turn will lead to higher vacancy rates, lower rentals and stagnant or falling property prices.

The threat of a flight of tenants and businesses away from the area should be viewed against the background of new industrial areas that are being established and older ones that have established SRAs, both of which provide considerable competition for tenants, business and investment.

The threat of degradation referred to above is taking the form of what has become known as 'crime and grime' in the area. Property-related crimes and vandalism, along with other forms of crime, are costing businesses and the City of Cape Town a fortune and are adding to the general cost of doing business in the area. This includes not only the costs of replacing vandalised infrastructure and higher insurance premiums, but also the time it takes – along with the inconvenience – to deal with the effects of vandalism and property crimes.

Litter and illegal dumping are also creating the impression that Montague Gardens-Marconi Beam is not a well-managed and cared for area – they create the impression of degradation.

The areas are not actively patrolled during the day and especially at night and over the weekends, when most of the property-related crimes take place.

The combination of high levels of crime, vandalism and vagrancy have a negative effect on private properties and public infrastructure, and this is certainly true for the Montague Gardens-Marconi Beam area.

As touched on previously, this is happening while neighbouring areas such as Killarney gardens have substantially improved due to the efforts of the Killarney Gardens Property Owners Association, with active management of the area.

Furthermore, the establishment of new industrial areas such as Montague Park, Brackenfell Business Park and the new Richmond Park have already, and will continue to attract tenants from Montague Gardens-Marconi Beam. This has already, and will continue to have a negative effect on vacancy rates, rentals and property values, just as Montague Gardens-Marconi Beam is experiencing high levels of crime and grime.

It is also felt that the success of areas such as Paarden Eiland and Epping, which have successfully established SRAs, is a potential threat to Montague Gardens-Marconi Beam. It is believed that criminals and vagrants are focusing on the area because it does not have the added public safety that SRAs provide.

The perception survey that was conducted by the MMID Steering Committee has confirmed that crime and especially property-related crime, which includes vandalism, has become a major problem in Montague Gardens-Marconi Beam.

It is further perceived that the high number of homeless people in the area means that vagrants are committing burglaries and acts of vandalism almost at will, as the areas are not patrolled actively at night and on the weekends.

Illegal dumping also takes place unchecked because the areas are quiet at night and on the weekends. This is often due to a lack of adequate lighting, including streetlights.

1.1.3. Need for an SRA

Hence, the need for the establishment of an SRA is clear: Montague Gardens-Marconi Beam is an important area, and it cannot be allowed to downgrade. There is a need to take firm and decisive action now to prevent a decline in infrastructure, property values, and rentals, together with increasing vacancy levels.

1.1.4. Vision

The vision of the MMID is a safe, clean and friendly public environment in which to work and do business.

Furthermore, as one of the leading economic hubs within the Western Cape, the MMID aims to display excellence, to be at the forefront of SRA service delivery and to represent an example to be emulated.

1.1.5. Mission

The MMID will exist for the betterment of its stakeholders' interests.

It will adopt best practices in its management of the MMID and consistently aim to reach the highest levels of service delivery excellence.

1.1.6. Objectives of the MMID

The objectives of the MMID are to:

- improve the public safety of the area
- keep the area clean and well maintained
- reverse the process of urban decay and degeneration
- preserve property values
- reduce property vacancy levels

- promote economic growth
- create a safe and friendly environment in which to work and do business.
- facilitate investment in the area
- facilitate a co-operative approach between the City and the private sector in the provision of municipal services
- develop and implement social upliftment programs
- Work alongside SAPS, and enhance the current services being provided by the City of Cape Town
- Work with NGOs in the area.

1.1.7. Core values

The MMID will exist to be of service to its property owners and the community. It will do so transparently and will be accountable for all of its actions.

1.2. Management

Following its incorporation as a Non-Profit Company (NPC), the MMID will appoint a manager to implement the MMID Business Plan.

The manager will report to the board of directors, which will initially comprise the Steering Committee members but will change when directors are elected at a special general meeting (SGM). Thereafter, directors will be elected annually at the annual general meeting (AGM) as per the Memorandum of Incorporation (MOI) requirements.

The directors on the board will not receive remuneration for their work done on the MMID. The board of directors will work with the MMID manager to implement the company objectives and provide the services in terms of the Business Plan. They will be accountable to the members of the MMID to provide the services described in the Business Plan and to report back to them at the AGM. The first 30 minutes of the monthly Board meeting will be open to members (property owners), to address the Board.

An office will be leased in the area, which will be accessible to members during normal office hours. The MMID staff will be based at this office, and board meetings will be held at this office.

1.2.1. Chair of the Board

The Chair of the Board will ensure that the programme Directors perform their roles in terms of the Business Plan and the respective Implementation Programmes, liaising with the MMID Manager. The Chair will also ensure statutory compliance (including CIPC compliance). In addition, the Chair will chair the AGM and Board meetings. Furthermore, the Chair will be accountable to the members for implementing the Business Plan, including the Implementation Programmes.

1.2.2. Finance Director

The Finance Director will be responsible for the financial aspects of the non-profit company comprising the SRA, which will include the annual audit, and will report to CoCT as required and as set out in the Management & Operations Implementation Plan (See Programme 1 – MMID Management & Operations), in coordination with the MMID Manager. The Finance Director will also be responsible for contracting with an accounting and auditing firm.

1.2.3. Operations Director

The Operations Director will be responsible for the MMID Management and Operations Implementation Plan (See Programme 1 – MMID Management & Operations) in coordination with the MMID Manager.

1.2.4. Public Safety Director

The Public Safety Director will be responsible for the Public Safety Implementation Programme (See Programme 2 – MMID Public Safety) in coordination with the MMID Manager.

1.2.5. Cleansing Director

The Cleansing Director will be responsible for the Cleansing implementation Programme (See Programme 3 – MMID Cleansing) in coordination with the MMID Manager.

1.2.6. Urban Management Director

The Urban Management Director will be responsible for the Urban Management Implementation Programme (See Programme 4 – MMID Urban Management) in coordination with the MMID Manager.

1.2.7. Social Development Director

The Social Development Director will be responsible for the Social Development Implementation Programme (See Programme 5 – MMID Social Development) in coordination with the MMID Manager.

1.2.8. Marketing and Stakeholder and Public Relations Director

The Marketing and Stakeholder and Public Relations Director will be responsible for the Marketing and Stakeholder and Public Relations Implementation Programme (See Programme 1 – MMID Marketing and Stakeholder and Public Relations) in coordination with the MMID Manager.

1.3. Staff Compliment

The following staff compliment will be appointed to manage the day-to-day operations and oversee the appointed service providers:

- 1 x Manager
- 1 x Personal assistant/office manager
- 1 x General admin assistant
- 1 x Operations Supervisor
- 4 x Cleaners/general workers

The permanent staff will occupy the operational office, rented in terms of a competitive process, by the MMID.

Management and operations duties will include the following activities, all of which will comply with CIPC requirements:

- Director-staff interaction
- Company secretarial requirements and record-keeping
- Board meetings and AGM

- Finance and reporting to CoCT
 - Bookkeeping
 - Annual audit
- Annual renewal
- General reporting
- Member liaison.

1.4. Public Safety

1.4.1. Security Services

The appointed security provider will provide the following equipment and personnel as part of the contract:

- 2 x Security vehicles.
- The security vehicles will be branded with the SRA logo and will stand out as public security patrol vehicles.
- The security vehicles will be fitted with satellite tracking devices and will be monitored by the service provider as well as the SRA manager to ensure that they patrol actively within the full SRA footprint. Note: The SRA has budgeted for a fuel allowance, and it will provide the service provider with fuel (based on satellite tracking reports).
The security provider will be responsible for maintaining its vehicles.
- Well-trained public safety officers.
- Well-trained CCTV camera controllers.
- Security equipment, including radios.
- A security-industry-approved security control and CCTV surveillance room that will be staffed 24/7, seven days a week, which will be based within the SRA boundary
- All public safety officers will be registered under the PSIR Act.

The following services have been budgeted for:

- Two patrol vehicles with two public safety officers per car per shift, on duty 24 hours per day, 7 days per week.
- Two Law Enforcement officers will be obtained from the City of Cape Town as per the MOA Agreement
- Proposals have been obtained from two security companies that are currently based in the area, and a final selection will be made based on a competitive process.
- The law enforcement officers will drive along with the security vehicle, with a public safety officer provided by the security service provider.
- Law Enforcement officers have the power to arrest and to issue fines and enforce by-laws.
- The MMID will pay for and supply the petrol used by the patrol vehicles, to ensure that the vehicles actively patrol as wide an area as possible. The vehicles will be fitted with satellite trackers to ensure active patrolling.
- The security service provider will supply and maintain the vehicles, which will be bakkies, such as a Chevrolet Utility or Nissan NPV, fitted with a steel hard-shell canopy.
- The vehicles will be branded with the MMID logos.

1.4.2. CCTV Monitoring and surveillance:

- Approximately 40 CCTV cameras will be monitored actively around the clock, seven days a week.

- Two CCTV controllers per shift will actively monitor the cameras, which will be part of the security contract.
- The CCTV controllers will alert the patrol cars and SAPS if necessary to suspicious activity or criminal behaviour in the area.
- The CCTV controllers will seek to prevent crimes taking place.
- They will proactively direct patrol vehicles to potential crimes, to prevent them from taking place.

CCTV equipment:

- Approximately 40 CCTV cameras will be installed in Montague Gardens and Marconi Beam.
- Every street will be supplied with at least one CCTV camera.
- Additional cameras will be installed in areas identified as high-crime or high-traffic areas.
- Number plate recognition (LPR) cameras will be installed on major routes.
- A service-level agreement will be entered into with the supplier of the CCTV equipment to ensure that it is properly maintained on an ongoing basis.
- The MMID will finance the purchase of the CCTV equipment and cameras over a 36-month period.
- Budget has been allowed to upgrade and expand the CCTV equipment over time.

1.4.3. Law Enforcement officers

Two Law Enforcement officers will be contracted by the SRA from the City of Cape Town. They will fall under the auspices of the SRA and will report to the SRA. They will work alongside the public safety officers provided by the security provider. There will be two vehicles on the road patrolling the area 24 hours a day, 7 days a week. Each vehicle will have two security personnel on board.

1.5. Cleansing

The SRA will provide top-up cleaning services within the public areas to those provided by the City of Cape Town. A full-time cleaning team will be tasked with the following responsibilities:

- Managing litter
- Street sweeping
- Illegal dumping
- Bush clearing
- Reporting of environmental threats to public health and safety
- Maintaining formal and informal green areas within the MMID
- Monitoring of, and reporting on public infrastructure and maintenance issues – such as broken street signs, blocked drains, broken streetlights, missing drain covers – and reporting regularly to the City of Cape Town.

The cleaning team will be employed directly by the SRA in terms of a competitive process.

The cleaning team will consist of a cleaning and maintenance supervisor and four general workers. The SRA will purchase a Hyundai H100 tipper truck, which will be used by the cleaning team to take litter and rubbish to the dump.

Unemployed people supervised by the cleaning and maintenance supervisor will be employed every month to conduct major clean-up projects in the area as part of the cleaning strategic programme.

Provide 'top up', or additional, cleaning services as identified in the perception survey and elsewhere in this document.

Develop and implement a cleansing plan.

1.6. Urban Management

The MMID budget will include a provision for costs such as keeping verges tidy, cleaning streets and storm water gullies, tending to plants and shrubs, as well as any other expenses that fall within the scope of the City's responsibility but where the City does not have the capacity to provide these services to the required standard of the property owners.

The MMID will help with these aspects by providing support in the following ways:

- Identifying infrastructure maintenance and development projects and developing project plans for these
- Appointing contractors for the above development and maintenance projects
- Liaising with the local authority with regard to services such as cleaning, road maintenance, illegal signage, illegal dumping, and others, to ensure the provision of these services for the area from the City and other service providers
- Providing 'top-up' additional municipal services as identified in the perception survey and the Business Plan on an ongoing basis
- Monitoring and reporting on environmental and noise pollution offenders
- Encouraging recycling and promoting waste minimization through education and awareness on waste and water pollution
- Make minor repairs where necessary
- Develop and implement a greening plan
- Coordination actions with CoCT departments
- Log C3 notifications, and follow these up.

Budget has been provided to employ workers (preferably homeless or unemployed people) once a month to pick up litter, clean streets and clear bush. Wherever possible, this will be done with the oversight of NGOs.

The above activities will be coordinated with the relevant CoCT departments.

1.6.1. Vehicles

The following vehicles will be acquired:

1 x Chevy Utility or Nissan NPV bakkie for the use of the manager; 1 x Hyundai H100 – fitted with a tipper load bed for cleaning and maintenance.

1.7. Social Development Programs

Social development programs are a key aspect in providing social economic upliftment in the area.

Social Development serviced will be provided by the MMID as follows:

- Liaising with NGOs and the City's Social Development department, and supporting them where possible to work with homeless people to reduce and control vagrancy in the area.
- Where possible, providing work opportunities for homeless people.

- Where possible, providing skills development opportunities through NGOs.
- Monitoring and recording homeless people living in the area.

1.8. Implementation Programmes

The following implementation programmes fall within the area of responsibility of the corresponding Director, lead by the MMID Manager and the Operations Supervisor:

- Programme 1 – MMID Management and Operations
- Programme 2 – MMID Public Safety
- Programme 3 – MMID Cleansing
- Programme 4 – MMID Urban Management
- Programme 5 – MMID Social Development
- Programme 6 – MMID Marketing, Stakeholder Relations and Public Relations.

Detail on each of these programmes is provided in the tables that follow for each programme.

PROGRAMME 1 – MMID MANAGEMENT & OPERATIONS

NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1.1	Appoint an accounting and auditing firm	Finance director/AGM	Annually	x	x	x	x	x	Monthly reporting to board	
1.2	Assign portfolios to directors	Chair of the Steering Committee	Annually	x	x	x	x	x	Monthly reporting to board	Directors are not remunerated
1.3	Appoint MMID manager	Director – Operations		x	x	x	x	x	Retain staff members who perform well	Staff appointments will be done as required
1.4	Rent office space	Director – finance		x		x			Adequate to meet requirements; safe parking for vehicles	Initial period of 3 years
1.5	Appoint office manager/PA & a general admin assistant if necessary	Director – Operations	As required	➔	➔	➔	➔	➔	Annual performance monitoring by director	Staff appointments will be done as required
1.6	Obtain office equipment & furniture	Director – finance	Ongoing	➔	➔	➔	➔	➔	Purchase furniture & IT equipment – lease copier/printer	As required & per budget
1.7	Rent two-way radios	Director – finance	Ongoing	x	x	x	x	x	Effective communication between the manager, MMID office, maintenance supervisor & security service provider	
1.8	Obtain Hyundai H100 tipper van	Director – finance		x				x	To be used by cleaning & maintenance team	60-month contract
1.9	Make contact and start meeting community leaders & business people	Manager	Monthly	12	12	12	12	12	Good co-operation within the MMID area and neighbouring areas. visit all property owners at least once a year	
1.10	Elect directors of management committee by public process at an AGM, which would entail electing auditors and directors, providing annual audited financial statements, directors' reports, and approving the next financial year's budgets and implementation plans	Management	Annually	x	x	x	x	x	Fully compliant with legal requirements	

PROGRAMME 1 – MMID MANAGEMENT & OPERATIONS

NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1.11	Meet & network with other SRA managers	Manager / Chair	Ongoing	➔	➔	➔	➔	➔	Good relations & sharing of information of common interest	Manager to visit all property owners at least once a year
1.12	Have financial statements audited	Director-finance	Annually	1	1	1	1	1	Unqualified audits produced by 31 August	
1.13	Submit audited & signed financial statements to the CoCT	Director-finance	Annually	x	x	x	x	x	Submit by 31 August	
1.14	Submit mid-year performance review to the CoCT	Chair	Annually	x	x	x	x	x	Submit by 30 January	
1.15	Provide monthly reports to MMID directors	Manager	Monthly	12	12	12	12	12	Report items to be assessed, and the status of each one to be recorded per portfolio	
1.16	Follow up MMID arrears	Office manager	Monthly	12	12	12	12	12	Minimal arrears	
1.17	Compile SRA renewal application	Board of directors	Yearly				x		Submit draft BP to CoCT by 31 August 2021 – approved at AGM	
1.18	Comply with Company Act requirements	Board of directors	Ongoing	➔	➔	➔	➔	➔	Record new directors, update resolutions, mandates, minutes of meetings Annual returns, notifications of director changes, resolutions, etc.	Company secretary, membership, directors, board meetings, AGM
1.19	Ongoing operation of the MMID management office	Manager/office manager	Monthly	12	12	12	12	12	Effectively run, accessible, responsive; good communication with stakeholders, directors, property owners & community	
1.20	Prepare and send financial reports to CoCT	Director – finance	Monthly	x	x	x	x	x	By the 15 th of the following month	
1.21	Manage and monitor C3 notification process	Office manager	Monthly	12	12	12	12	12	Report daily on C3 notifications, and record the status of each one	Maintenance issues dealt with timeously
1.22	Hold monthly board meetings – refer also to 1.31	Chair	Monthly	12	12	12	12	12	Portfolio directors to provide monthly reports	

PROGRAMME 1 – MMID MANAGEMENT & OPERATIONS

NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1.23	Promote MMID NPC membership	Manager / Board of Directors	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Inform all property owners annually of membership application process	
1.24	Submit input to the City's capital budgets	Director – finance	Annually	x	x	x	x	x	Make annual submission to sub-council manager by 31 December	
1.25	Submit input to the Integrated Development Plan	Board of Directors	Annually	x	x	x	x	x	Make annual submission to sub-council manager by 31 December	
1.26	Submit management report and annual financial statements to sub-council(s)	Chair/Director finance	Annually	x	x	x	x	x	Submit to CoCT Three months after the AGM	
1.27	Mediate matters/issues arising among property owners	Board of Directors	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Bring MMID and Directors' expertise to bear; assist where possible.	
1.28	Update MMID website – social media	Director communications, office manager	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔		
1.29	Staff performance evaluations	Director – Operations	Twice a year	6	6	6	6	6	Good work performance & satisfied staff – performance bonuses.	
1.30	Refund seed money to contributors	Board of Directors	Once	x					Money that was provided by property owners & businesses to help establish the MMID.	According to cash flow & budget
1.31	Hold Annual General Meetings	Chair/Directors/ Manager	Annually	x	x	x	x	x	Hold successful/informative and well attended AGM's.	
1.32	Build working relationships with sub-council managers and CoCT offices and departments that deliver services	Chair/Directors/ Manager	Annually	x	x	x	x	x	Maintain relationships with COCT managers and service delivery managers	
1.33	Obtain annual tax returns and apply for tax exemption status	Director – finance / manager	Annually	x	x	x	x	x	Either have the accounts firm or manager obtain the Tax Returns and Tax Exemption Status	

PROGRAMME 1 – MMID MANAGEMENT & OPERATIONS

NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
1.34	Perform budget reviews	Director – finance / Manager	Annually	x	x	x	x	x	Comprehensive budget reviews complete by 31 January	
1.35	Present monthly income and expenses at board meetings	Director – finance / Manager	Annually	12	12	12	12	12	Finance Director to present monthly income and expenditure to Board of Directors	

PROGRAMME 2 – MMID PUBLIC SAFETY										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
2.1	Appoint security service provider in line with MMID requirements & expression of interest document	Board of Directors	Three-year term	x			x		The service contract will be reviewed annually based on performance report	
2.2	Contract with CoCT to have two Law Enforcement officers (rent-a-cops) made available to the MMID	Board of Directors	Annually	x	x	x	x	x	Work closely with the security service provider The service contract and performance will be reviewed annually	
2.3	Acquire CCTV equipment provider after evaluation of proposals/quotes	Director – finance/security	Annually	x	x	x	x	x	Functional CCTV surveillance	
2.4	Enter into service-level agreement with CCTV provider	Director – finance/security	Annually	x	x	x	x	x	Monthly maintenance of CCTV equipment & ad hoc when necessary	Monitor service & maintenance contract
2.5	Enter into agreement to finance CCTV equipment	Director – finance/public safety	As per contract	x		x			Competitive process	
2.6	Start process of installing CCTV cameras/monitoring of CCTV cameras by service provider	Director – finance/security/manager	Daily	12	12	12	12	12	Installation of CCTV equipment as required per Business Plan	
2.7	Liaise with other security role players and SAPS to identify current security and policing shortcomings, and incorporate this into the crime prevention strategy	Manager/security service provider (SSP)	Ongoing	3M ➔	3M ➔	3M ➔	3M ➔	3M ➔	Incorporate in security management strategy plan (SMSP)	
2.8	Meet with safety & security role players – SAPS, Law Enforcement, Metro Police, community policing forums, & start co-ordinating efforts	Board of Directors – manager	Monthly	12	12	12	12	12	Good working relationships, communication & co-ordination, leading to a general reduction in crime	
2.9	Develop a security management strategy (SSM) with clear deliverables and defined performance indicators to guide safety services provided by the	Director – security/manager/security service provider (SSP)	Revise as necessary, but at least annually	3M	1Y	1Y	1Y	1Y	Documented security management strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and to	

PROGRAMME 2 – MMID PUBLIC SAFETY										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
	appointed service provider, and evaluate the levels of service provided								be used for evaluating levels of service provided	
2.10	Deploy security resources effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable as per contract	Manager / security service provider (SSP)	Revise as necessary, but at least annually	x	x	x	x	x	24-Hour presence of patrol vehicles Average response time to security calls logged with control room; Patrols logged via satellite tracking software; Monthly reduction in incidents reported to SAPS per crime category	
2.11	Utilize security, cleaning staff, vagrants and business owners to identify security threats	Manager/ security service provider (SSP)/cleaning supervisor	Ongoing	➔	➔	➔	➔	➔	Incorporate feedback and information in security and safety initiatives of the MMID	
2.12	Assist the SAPS by participating in the local SAPS sector community crime forum	Director – security/ manager/ security service provider (SSP)	Revise as necessary, but at least annually	12	12	12	12	12	Incorporate feedback and information in security and safety initiatives of the MMID; Report on any security information of the MMID to the CPF	
2.13	On a quarterly basis, monitor and evaluate the security strategy and performance of the security service provider.	Director – security/ manager/ security service provider (SSP)	Quarterly	4	4	4	4	4	Report findings to the MMID board, with recommendations where applicable	
2.14	Obtain weekly & daily security reports from the contracted security provider	Manager/ security service provider (SSP)	Weekly	52	52	52	52	52	Report findings to the MMID board, with recommendations where applicable	Incorporate into monthly management report to MMID board
2.15	Liaise with SAPS concerning crime and related issues	Director – security/	Weekly	12	12	12	12	12	Report findings to the MMID board, with recommendations where	Incorporate into monthly

PROGRAMME 2 – MMID PUBLIC SAFETY										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
		manager/ security service provider (SSP)							applicable	management report to MMID board
2.16	Liaise with Metro Police and Law Enforcement	Director – security/ manager/ security service provider (SSP)	Weekly	12	12	12	12	12	Report findings to the MMID board, with recommendations where applicable Incorporate into monthly management report to MMID board	
2.17	In conjunction with the security service, record crime statistics and analyze trends	Director – security/ manager/SSP	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Report findings to the MMID board, with recommendations where applicable Incorporate into monthly management report to MMID board Amend the security plan when necessary	
2.18	Identify locations to install CCTV cameras	Director – security/ manager/ security provider	Ongoing during initial roll out phases	12					Report progress to the MMID board, with recommendations where applicable Incorporate into monthly management report to MMID board	
2.19	Relocate or install CCTV cameras at crime hot spots, as identified	Director – security/ manager/ security provider/ CCTV service provider	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Incidents of crime reduced at crime hot spots	Incorporate into monthly management report to board

PROGRAMME 2 – MMID PUBLIC SAFETY										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
2.20	Identify blocks or sectors & then motivate volunteers to act as block captains or controllers	Director – security/ manager/SSP	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Streets divided into security sectors – each sector with its own controller	Incorporate into monthly management meetings-report to MMID board
2.21	Arrange joint traffic calming/controlling initiatives with Metro Police	Manager/ Metro Police/ SSP	Quarterly	3	3	3	3	3	Speed traps on certain roads. Taxi behaviour management	
2.22	Inspect security officers on a parade; Manager's duty to report if not wearing correct clothing	Manager/ Metro Police/ SSP	Ongoing	1	1	1	1	1	Comprehensive written report tabled at Board Meetings	
2.23	Security service provider must provide weekly reports on security incidents. Must be tabled at Board Meetings	Manager/ Metro Police/ SSP	Ongoing	1	1	1	1	1	Comprehensive written report tabled at Board Meetings	

PROGRAMME 3 – MMID CLEANSING										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
3.1	Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing	Director – cleaning & maintenance/ manager / cleaning supervisor	Every 3 months in the 1 st year of operations	4	1Y	1Y	1Y	1Y	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery; revise as often as required	Done comprehensively at the beginning of each term; modified continually
3.2	Appoint maintenance/cleaning supervisor	Director – operations resources	Ongoing	➔	➔	➔	➔	➔	Manages cleaning staff effectively – technical/maintenance background & experience	Staff appointment will be done as required
3.3	Appoint 4 x general workers/cleaners	Director – operations / Director – finance	Ongoing	➔	➔	➔	➔	➔	Visible, effective and ongoing cleaning & maintenance of common areas	Staff appointment will be done as required
3.4	Commence an ongoing cleaning & maintenance programme	Manager/ cleaning supervisor	Daily	12	12	12	12	12	Clean common areas	A clean & well-maintained area
3.5	Organise monthly clean-ups by employing unemployed people from the area	Manager/ cleaning supervisor	Monthly	12	12	12	12	12	Major clean-ups; employ unemployed people month for monthly clean-ups, and report to Board	A clean & well-maintained area
3.6	Co-ordinate the provision of additional litterbins and the emptying of litter bins with the relevant City of Cape Town departments	Manager/ cleaning supervisor	Quarterly	4	4	4	4	4	Quarterly status reports to local authority regarding progress of identified shortcomings	
3.7	Ensure side streets are cleaned	Manager / cleaning supervisor	Ongoing	6 ➔	6 ➔	6 ➔	6 ➔	6 ➔	Provide clean streets and sidewalks in the MMID; do this regularly, per a roster, every two-month period	
3.8	Identify health and safety issues within the area, and report to CoCT with C3 notification reference no's	Manager/ cleaning supervisor	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections; Provide an improved, healthy urban environment in the MMID	

PROGRAMME 3 – MMID CLEANSING										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
3.9	Monitor and combat illegal dumping	Manager/ cleaning supervisor/ Law Enforcement officers/ Security service provider	Ongoing	➔	➔	➔	➔	➔	Report all removal of illegal dumping as required, and apply applicable penalties through law enforcement against transgressors	Encourage community to report illegal dumping
3.10	Promote waste minimization through education and awareness on waste and water pollution	Director – cleaning/ MMID manager / Cleaning supervisor	Ongoing	➔	➔	➔	➔	➔	Monthly inspections; Report findings	
3.11	Encourage property owners to act responsibly in terms of waste management, and encourage recycling initiatives	Director – cleaning/ manager /cleaning supervisor	Ongoing	➔	➔	➔	➔	➔	Newsletters and highlighting businesses that do well on the website & in the media	

PROGRAMME 4 – MMID URBAN MANAGEMENT

NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
4.1	Identify problem areas with respect to: <ul style="list-style-type: none"> • Street lighting • Missing drain covers/cleaning of drains • Maintenance of road surfaces, sidewalks • Cutting of grass / removal of weeds • Road markings / traffic signs • Refuse removal • Waterworks • Sewerage • Roads and storm water • Traffic signals & traffic lights • Pedestrian safety • Road repairs 	Director /manager /cleaning supervisor	Ongoing	x	x	x	x	x	Urban management plan, with clear deliverables and defined performance indicators to guide delivery;	Done comprehensively at the beginning of each term; modified continually
4.2	Use the established service levels to design the provision of supplementary services without duplication of effort	Director – cleaning/manager	Annually	x	x	x	x	x	Effective service delivery plan	
4.3	Compile a list of prioritised needs to enhance the objectives of the MMID, and liaise with the relevant CoCT departments to correct	Director – cleaning/manager	Quarterly	4	4	4	4	4	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis; Report findings to the MMID Board, with recommendations where applicable	

PROGRAMME 4 – MMID MANAGEMENT										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
4.4	Greening & cleaning campaigns – Arbour Day; Competitions to create best verges; Urban vegetable farms	Director – cleaning/ manager	Quarterly	x	x	x	x	x	Successful competitions – wide participation by business/property owners; Marketing opportunity for the area & participants	Clean, tidy & green verges
4.5	Work in conjunction with local social welfare and job creation organization, and develop the delivery of the supplementary services to improve the urban environment	Director – cleaning/ Director – social/ manager	Ongoing	➔	➔	➔	➔	➔	Develop a long-term sustainable work programme	Managed continually
4.6	Notify the City of Cape Town about, and monitor the removal of illegal posters by the City of Cape Town	Manager/cleaning supervisor	Ongoing	➔	➔	➔	➔	➔	MMID without illegal posters & signs	
4.7	Identify infrastructure maintenance and development projects, and develop project plans for these	Director cleaning/ manager	Annually	x	x	x	x	x	CoCT repairs were identified/repared	
4.8	Appointing contractors for identified development and maintenance projects	Director cleaning/ manager	Ongoing	➔	➔	➔	➔	➔	Well-managed and completed projects	
4.9	Monitor, report to CoCT/Green Scorpions – environmental and noise pollution offenders	Director – cleaning/ manager	Ongoing	➔	➔	➔	➔	➔	Stop offenders; Monthly reports to directors	
4.10	Identify environmental design contributing to grime, such as wind tunnels and poor lighting	Director – cleaning/ manager/ cleaning supervisor	Quarterly	4	4	4	4	4	Quarterly evaluation of the causes of waste; Quarterly evaluation measures implemented and identification of remedial actions	
4.11	Reporting / monitoring of items per 4.1, above, by C3 notification.	Manager	Ongoing	➔	➔	➔	➔	➔	Written report of C3 notifications and completion of work reported	

PROGRAMME 5 – MMID SOCIAL DEVELOPMENT

NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
5.1	Identify and determine strategies by means of an integrated approach to address homelessness and the relief measures available, current and future	Director – social/ manager/ NGOs	Ongoing	➔	➔	➔	➔	➔	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively on formation of the MMID; modified continually
5.2	Liaise with local NGOs & social welfare organisations, and support them where possible to work with homeless people to reduce and control vagrancy in the area	Director – social/ manager/ cleaning supervisor	Ongoing	12	12	12	12	12	Clean streets, alien plants kept under control; Number of work opportunities created in period reported on	
5.3	Where possible, provide direct work opportunities for homeless people; Work with job creation organization, and develop delivery of the supplementary services to improve the urban environment	Director – social/ manager/ cleaning supervisor	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Clean streets, alien plants kept under control; Number of work opportunities created in period reported on	
5.4	Where possible, provide skills development opportunities through NGOs	Director social – manager/ cleaning supervisor	Ongoing	➔	➔	➔	➔	➔	Number of individuals equipped with new skills	
5.5	Monitor and record homeless people living in the area and involve social welfare and NGOs	Manager/ cleaning supervisor	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Board of directors, NGOs, social welfare made aware of numbers & individuals	
5.6	Link social development programs and initiatives with those of the CoCT Social Development Department Programs	Manager/ cleaning supervisor	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Programme put in place with local social development department for upliftment	
5.7	Public awareness programme for the social development programs	Manager/ director – social development	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Local business and owners working with the MMID in the programs	

PROGRAMME 6 – MMID MARKETING, STAKEHOLDER RELATIONS & PUBLIC RELATIONS										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
6.1	Monthly newsletters	Director – marketing / manager	Quarterly	4	4	4	4	4	Informative newsletters	Refer to programme 1
6.2	Regular newsflashes	Director – marketing/ manager	On-going	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Minimum of 1 newsflash per month	
6.3	Regular event updates via a WhatsApp Group	Director – marketing/ manager	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	All stakeholders kept up to date with events pertaining to the MMID	
6.4	Promote the MMID and business prospects of the area through contact with the media (press releases) and through promotional campaigns	Director – marketing/ manager	Ongoing –ad hoc	➔	➔	➔	➔	➔	Regular media exposure	
6.5	Regular member visits	Director – marketing/ manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to MMID Board at board meeting	Refer to programme 1
6.6	Establish the MMID Business Directory, with link to website	Director – marketing/ manager	Every two months	2	2	2	2	2	Up-to-date directory	
6.7	Maintain the existing MMID website, & expand on it	Director – marketing/ manager/ office manager	Ongoing	12 ➔	12 ➔	12 ➔	12 ➔	12 ➔	Informative website	
6.8	Build working relationships with Sub-Council management / departments that deliver services in the MMID	Director – marketing/ manager/ office manager	Ongoing	➔	➔	➔	➔	➔	Good co-operation and working relationships	Refer to programme 1

PROGRAMME 6 – MMID MARKETING, STAKEHOLDER RELATIONS & PUBLIC RELATIONS										
NO.	ACTION STEPS	RESPONSIBLE	FREQUENCY	DURATION: WEEKS, MONTHS, YEARS					PERFORMANCE INDICATOR	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
6.9	Build relationships with property owners & businesses	Director – marketing/ manager/ office manager	Ongoing	→	→	→	→	→	Positive feedback from stakeholders.	Refer to programme 1
6.10	Through communication with stakeholders, enhance and extend the MMID services required by them	Director – marketing/ manager/ office manager	Ongoing	→	→	→	→	→	Strong evidence of interaction, input and participation of stakeholders	Refer to programme 1