



CITY OF CAPE TOWN ISIXEKO SISEBENZELA WENA STAD KAAPSTAD

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FINANCE: Inter Service Liaison

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4 June 2010

Muizenberg Improvement District  
P O Box 138  
Muizenberg  
7950

Attention: Ms K Jordi

Dear Madam

**Approval of the extension of the Muizenberg Improvement District term**

Attached is a copy of the covering report and an extract of the Council minutes (Item no. C 100/05/10) dated 25 May 2010 in respect of the extension of the Muizenberg Improvement District term.

Yours faithfully

Runan Rossouw  
SRA – Compliance & Establishment  
Finance: Inter Service Liaison

**C 100/05/10 APPLICATION FOR THE EXTENSION OF THE IMPLEMENTATION PLAN OF MUIZENBERG IMPROVEMENT DISTRICT TO 30 JUNE 2015**

**RESOLVED** that, in terms of Section 15 of the Special Rating Area (SRA) By-Law, the extension of the Implementation Plan of the Muizenberg Improvement District dated February 2010 as from 1 July 2010 to 30 June 2015, be approved.

*(6 Members of the ACDP recorded their vote against the above decision)*

**ACTION : R ROSSOUW, M RICHARDSON**

ITEM NUMBER : C 100/05/10

*RECOMMENDATION FROM THE EXECUTIVE MAYOR: 18 MAY 2010*

**MC 26/05/10 APPLICATION FOR THE EXTENSION OF THE IMPLEMENTATION PLAN OF MUIZENBERG IMPROVEMENT DISTRICT TO 30 JUNE 2015**

**RECOMMENDED** that, in terms of Section 15 of the Special Rating Area (SRA) By-Law, the extension of the Implementation Plan of the Muizenberg Improvement District dated February 2010 as from 1 July 2010 to 30 June 2015 be approved.

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1. **ITEM NUMBER :** MC 26/05/10

2. **SUBJECT**

**APPLICATION FOR THE EXTENSION OF THE IMPLEMENTATION PLAN OF  
MUIZENBERG IMPROVEMENT DISTRICT TO 30 JUNE 2015**

**ONDERWERP**

**AANSOEK OM VERLENGING VAN IMPLEMENTERINGSPLAN VAN  
MUIZENBERG-VERBETERINGSDISTRIK NA 30 JUNIE 2015**

**ISIHLOKO**

**ISICELO SOKWANDISWA KWEXESHA LESICWANGCISO SOKUMISELWA  
KWESITHILI SOPHUCULO E-MUIZENBERG UKUYA KOWAMA-30 JUNI 2015**

**LSUA3795**

3. **PURPOSE**

In terms of the Special Rating Area By-Law - promulgated as per Provincial Notice No.6651/2009 dated 21 August 2009 (the By-Law), Council received an application, in terms of Section 15 to extend the Implementation Plan of Muizenberg Improvement District.

4. **FOR DECISION BY**

Council.

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5. **EXECUTIVE SUMMARY**

5.1 Application has been made in terms of Section 15 of the By-Law for the extension of the Implementation Plan of Muizenberg Improvement District from 1 July 2010 to 30 June 2015.

5.2 The Motivation Plan proposes the same services as currently provided by the Muizenberg Improvement District. The Implementation Plan proposes relevant action steps to implement the services, while the budget proposes an annual growth of 8.76% to that of the existing Business Plan.



- 5.3 The property owners were given the opportunity to comment/object to the proposed extension of term. **Comments regarding the management and communication with members were received.**
- 5.4 This report recommends that the application to extend the Muizenberg Improvement District term to 30 June 2015 be approved.

## 6. RECOMMENDATION

It is recommended that Council:

- 6.1 Approve, in terms of Section 15 of the SRA By-Law, the extension of the Implementation Plan of the Muizenberg Improvement District dated February 2010 from 1 July 2010 to 30 June 2015.

### AANBEVELING

Daar word aanbeveel dat die Raad:

- 6.1 Goedkeuring verleen ingevolge artikel 15 van die Verordening op Spesiale-aanslaggebiede vir die verlenging van die implementeringsplan vir die Muizenberg-verbeteringsdistrik van Februarie 2010 vanaf 1 Julie 2010 tot 30 Junie 2015.

### IZINDULULO

Kundululwa ukuba iBhunga:

- 6.1 Malikuphumeze, ngokungqinelana neCandelo 15 loMthetho kaMasipala ojongene ne-SRA, ukwandiswa kweSicwangciso sokuMiselwa kweSithili soPhuculo eMuizenberg nesatyikitywa ngo-Februwari 2010 ukususela ngomhla woku-1 Julayi 2010 ukuya kowama-30 Juni 2015.

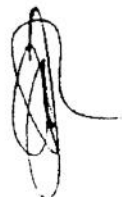
## 7. DISCUSSION/CONTENTS

### 7.1. Constitutional and Policy Implications

The second renewal of the Muizenberg City Improvement District was approved by Council on 30 May 2007 (Item C10/05/07).

The Muizenberg Improvement District has made an application in terms of Section 15 of the SRA By-Law, to extend the Implementation Plan for another five years (1 July 2010 to 30 June 2015).

The application, for extending the Implementation Plan of Muizenberg Improvement District, was advertised in the official newspapers and sent to



the members of the CID, calling for comments/objections. Comments regarding the management and communication with members were received.

At the AGM of the Muizenberg Improvement District a new Board was elected with a mandate to address the communication and management issues. A new Business Plan, comprising of a Motivation Report, Implementation Plan and Budget, dated February 2010 were produced.

The Muizenberg Improvement District did not introduce any new services in the Motivation Report. The Implementation Plan proposes relevant action steps to implement the services that require an annual increase of around 8%. This amounts to a term increase of 8.76% when comparing the existing term with the proposed new budget.

As no objections were received and the proposed Business Plan was also approved at the Muizenberg Improvement District AGM, Council could justify approving the renewal application in terms of Section 15 (a) and (b) of the SRA By-Law.

As the application complies with the SRA By-Law requirements and the property owners were consulted, Council may approve the extension of the Implementation Plan dated February 2010 for the Muizenberg Improvement District as from 1 July 2010 to 30 June 2015.

**7.2. Environmental implications**

Does your report have any environmental implications:      No       Yes

**7.3. Legal Implications**

Special Rating Area By-Law - promulgated as per Provincial Notice No.6651/2009 dated 21 August 2009

**7.4. Staff Implications**

Does your report impact on staff resources, budget, grading, remuneration, allowances, designation, job description, location or your organisational structure?

No

Yes

(if yes, please indicate whether or not it is part of the approved staffing structure, whether the posts are budgeted for etc.)

**7.5. Risk Implications**

None


7.6. Other Services Consulted


None

**ANNEXURES**

Annexure A: Muizenberg City Improvement District Business Plan dated February 2010

**FOR FURTHER DETAILS CONTACT:**

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<b>CONTACT NUMBERS</b>	(021) 400 - 5148
<b>E-MAIL ADDRESS</b>	Runan.Rossouw@capetown.gov.za
<b>DIRECTORATE</b>	Finance: ISL Department
<b>FILE REF NO</b>	
<b>SIGNATURE : DIRECTOR</b>	



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**LEGAL COMPLIANCE**

- REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.
- NON-COMPLIANT

NAME JEAN ROMAN

TEL (021) 400 - 2123

DATE 6/5/2010

Comment: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



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**EXECUTIVE DIRECTOR - FINANCE**  
M Richardson - CFO

Comment: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

DATE 6/5/10

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**BUSINESS PLAN**  
for the  
**Muizenberg Improvement District**  
for the period 1 July 2010 to 30 June 2015





## TABLE OF CONTENTS

Table of Contents

Vision, Mission and Goal Statement

Executive Summary

Business Overview

Product and Service Description

Management

The Market

Marketing Strategy

Financial Projections

Legal and Regulatory Environment

SWOT Analysis

5 Year Implementation plans

Appendices and Supporting Documentation

## **VISION STATEMENT**

To make Mid the agency that will lead all others in bringing about real and lasting change in Muizenberg, in order for Muizenberg to be the premier destination for residents, business and visitors through urban renewal, safety and social development initiatives.

## **MISSION STATEMENT**

We will make the Mid board an action-oriented organization, peopled with conscientious, competent and enthusiastic board members and employees, all working together creatively, with clear, attainable and measurable goals, and seeking the co-operation and guidance of relevant stakeholders, to make Mid the lead change agency in Muizenberg.

## **GOALS**

Over the next five years Mid aims to achieve the following goals:

- . Maintain, improve and, where possible, expand our security and cleansing services
- . Promote safety in the Village and at the Beachfront – safe streets, crime-free area
- . Build, enhance and maintain good working relationships with government law enforcement agencies
- . Work to have the few remaining problem buildings renovated to acceptable standards
- . Encourage landlords to be more discerning and carefully vet prospective tenants
- . Encourage and support social development initiatives, where funds permit
- . Initiate and facilitate projects aimed at upliftment/development, where funds permit
- . Liaise with Council to facilitate upgrading of the council owned property on the beachfront
- . Liaise with the City Council to improve enforcement of by-laws and traffic violations
- . Make Atlantic Road a more welcoming entrance to the area
- . Attract new businesses and investors to the area
- . Support and promote initiatives to profile Muizenberg through destination marketing

## 1. EXECUTIVE SUMMARY

There has been acknowledgement by the incoming Board of the Company that the style of business of the company has had to change. Change is necessitated not only by the changing demands of the Muizenberg area, which has passed from a relatively lawless community some years back, to an established urban area with the usual problems beset by such an area, but also by the need to recognise the beachfront as THE major drawcard for the area. It is clear that much work needs to be done to capitalise on this immense asset to the Muizenberg community.

The decision was taken to reconstitute the board as a number of portfolios, each within the ambit of a director, and each with its own business plan, including costing.

With the demise of the notorious Don Pepe building, the patterns of crime have changed, and the need to respond to these differently has also changed, and the board has recognised that.

Much progress has been made with the derelict buildings, and for the first time ever, there is a glimmer of hope that within some years the relative handful of unsightly buildings will have become a thing of the past. Along with their passing, there will be change in the patterns of loitering and of crime in the area.

The need to improve the beachfront area, with particular reference to aesthetics and the need for parking, and with regard to the expressed needs of the many people who use the beachfront has been recognised, and will be a major part of the work of Mid for the future.

The board has recognised the shortcomings of the present Articles of Association, and will be working to make these more practical and less ambiguous. Particular attention will be paid to a manual for the conduct of Annual General Meetings, so that there can be no issues around these, such as those experienced recently. Getting meetings and minutes to be compliant with legislation and the Articles will form part of the tasks of one of the portfolios.

Financial controls and reporting will be tightened, so that over-expenditures and inaccurate budgeting can be highlighted. There will be an emphasis on "first things first" in board expenditure decisions – reference to costed business plans will help to eliminate ad-hoc expenditure decisions. Attention will be paid to potential alternate revenue streams.

Employment practices will be systematised with the creation of disciplinary and grievance codes, and job descriptions for the Mid Manager.

The need for, and immense benefits of, communication with the Mid constituency have been noted. Regular communications, and news flashes will become the task of the communications portfolio. There will be quarterly meetings with Mid members and other members of the Mid constituency, at which input from the members and the public will be canvassed, as well as results made public.

Finally, the pre-eminent role that Mids can play in marketing Muizenberg has been recognised. At the same time it has been seen that there are numbers of institutions and organisations that are engaged in the same efforts, and there will be work to co-operate with these.

## **2. BUSINESS OVERVIEW**

### **2.1 Background:**

The City of Cape Town introduced the City Improvement District (CID) model to address urban decay that was becoming widespread across the City in the late 1990's as a result of municipal restructuring. The majority of CID's at that time were established in commercial and industrial areas, eg. the Central City Improvement District (CCID) in Cape Town and the Claremont Improvement District Company (CIDC) in the Claremont CBD. Property owners within a CID pay an additional rate based on municipal valuation of their properties, which is collected by the City of Cape Town. The Council pays this revenue on a monthly basis to a Section 21 Company to administer; the Non-Profit Company is mandated to provide top-up services within the CID area on behalf of the City in terms of the approved Business Plan.

### **2.2 Business Profile**

#### **2.2.1 Define Business Concept**

The Muizenberg Improvement District was established under the CID model [initially as a Municipal Improvement District (MID)] to address urban decay that had severely eroded the centre of Muizenberg which was (and still is) a predominantly residential area. The Muizenberg Improvement District was incorporated as an Association Not for Gain in 2001; Articles of Association were drawn up to govern the Section 21 Company. Since its inception Membership of the Company has increased; today there are currently over 200 individual members.

1915

The boundaries of the MID area have remained the same since the MID was established. The area covered is demarcated by Main Road from the Muizenberg Station in the south to the junction of Albertyn Road in the north. The boundary runs northeast along Albertyn round Vlei Road up Beach Road over the beach back to the station.

### **3. PRODUCT AND SERVICE DESCRIPTION**

According to the Finance Agreement between MID and the City of Cape Town, the CID Levy is defined as the 'product' of the MID which is used to deliver a top-up service on behalf of the City of Cape Town.

#### **3.1 Objectives**

Six specific focus areas have been identified to achieve our goals. These objectives are outlined below with key action steps to be taken:

##### **3.1.1 Safety/security**

- Employ private security for patrols
- Support the local Neighbourhood Watch called the Muizenberg Community Safety Initiative (MCSI)
- Secure SAPS Special Ops and Bicycle/Motorbike Patrol
- Activate Municipal Law Enforcement, Metro Police and Traffic Services
- Support the initiation of Radio and Video Surveillance Networks
- Support shark-spotters and life guards

##### **3.1.2 Urban Management**

- Continue to employ services to keep the environment clean, tidy, attractive and visually appealing
- Liaise closely with Council departments, local Councillors and other relevant organisations (e.g. MLRA, FBTBA, Muizenberg Historical Society, etc.)
- Encourage preservation and restoration of heritage buildings
- Support improved design and maintenance of public spaces (e.g. Atlantic Road, Pavilion and Beachfront gardens)

- Support and facilitate greening and beautification of open spaces
- Promote sustainable practices in all areas (e.g. resource recycling, renewable energy, waste minimisation, corporate social investment, skills development)
- Continue to target rundown premises, encouraging owners to renovate, upgrade or redevelop their properties

### **3.1.3 Social Development**

- Support projects dealing with:
  - a) Street Children (Drop-in Centre at Huis Hoop, early intervention programme in local communities of Capricorn, Vrygrond etc.)
  - b) Homeless People (public toilets/bathrooms, night shelter, rehabilitation centre for substance abuse, skills development, job opportunities etc.)
- Continue to liaise with relevant stakeholders, such as SWEAT, Safer Together, Cinnabar and False Bay College, Living Grace and supportive community members

### **3.1.4 Business and Tourism Development**

- Attract new business, encourage investors and development by building the Muizenberg brand
- Support the establishment of Ambassadors to promote Muizenberg and the Beach area
- Promote and help to ensure the Blue Flag Status for Muizenberg beach

### **3.1.5 Upgrading the Beachfront**

- Support initiatives to improve Beachfront management
- Address difficulties with parking and parking attendants
- Support the development and maintenance of new and/or improved beachfront recreational facilities (e.g. children's playground, skate park (international standard to attract international events), volley ball court (attract national events), wave-rider machine, surf lift)
- Support other initiatives to develop additional tourist destination landmarks (e.g. Surfer-themed statue, lock-up facility for valuables, regular lifeguards, large jetty/pier, bicycle paths linking Sunrise Beach to Muizenberg Beach, St. James walkway)

1917

### **3.1.6 Marketing and Communication**

- Develop and maintain a Database of members, businesses and residents in the MID area, and possibly beyond the MID boundary
- Increase support for the MID by building relationships with property owners, residents and businesses, tenants and landlords
- Communicate regularly with all the above stakeholders in the Muizenberg area
- Show support for the arts, crafts, markets, festivals, cultural activities and other events

## **4. MANAGEMENT**

### **4.1 The Directors**

The Board of Directors is appointed at the Annual General Meeting and presided over by the Chair. The Board is collectively responsible for the performance of the MID and will assign Portfolios to its members. Each Board Member has specific responsibility and accountability for the performance of a designated Portfolio. In this way budget can be allocated to Portfolios associated with particular performance areas. Directors give feedback on their Portfolios at the monthly Board Meeting. [See Appendix 1]

### **4.2 Organisational Structure**

The daily operations of the Company are the responsibility of the Manager. The Manager's task is to facilitate processes that enable improvement in the MID area. This is primarily a function of liaison with and between various role-players, eg. service providers, SAPS, Law Enforcement, Council departments, Portfolio bearers, contractors, MID members, MID rate payers, and the broader community. The Manager is also responsible for any additional specific direction, undertakings, tasks etc. that may be assigned by the Chair.

Currently this is the only permanent position within the Company but due to financial constraints it is prescribed as a part-time position. The MID currently also engages the services of three part time contractors on either an ad hoc basis or for a three month contract renewable as required and dependent on available funds. [See Appendix 2]

In addition, the MID has committed to employ two project team leaders for a twelve month period starting 1<sup>st</sup> September 2009 and ending 30 August 2010 to re-activate the Drop-in Centre for Street Children. After the initial twelve month period, Safer Together

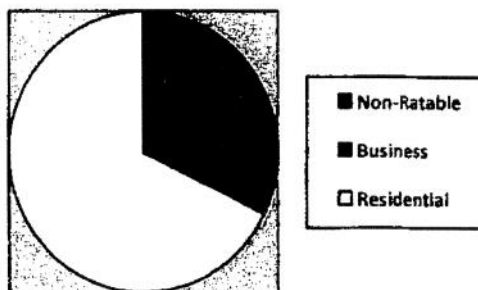
will take over full responsibility for the project which may be expanded to include an Early Intervention programme based in the children's community of origin.

As the focus area of the MID expands, the staffing situation may need to be reviewed to match the anticipated outcomes.

## 5. THE MARKET

### 5.1 Industry Analysis

The Muizenberg Improvement District is unique when compared to other Improvement Districts across the City of Cape Town. Towards the end of the 1990's Central Improvement Districts (CID's) were introduced as a model to mitigate the effects of urban decay. At that time the majority of these CID's were established in commercial (CBD's) or industrial hubs. The Muizenberg Improvement District was a departure from the CID model. The MID area is predominantly residential, composed of approximately 75% residential properties and 25% business properties; it was therefore termed a Municipal Improvement District.



### 5.2 Market Analysis

The Muizenberg improvement District area is comprised of 1117 erven which make up the ratebase. Of these, 86 erven have no value and thus do not contribute to the CID Levy. The split according to rates valuation between Residential and Commercial properties is 75% Residential and 25% Commercial. While the constituents within the MID area consist of property owners, residential tenants and business tenants, only the property owners contribute towards the CID Levy which forms our ratebase.

Degrees of misperception exist within the broader community beyond the MID's constituents regarding the extent of the Muizenberg Improvement District's responsibility



for municipal services and safety in Muizenberg. This misperception exists in both the immediate area (Muizenberg Village from Albertyn Road to the Vlei, the Muizenberg mountainside above Main Road, and Marine Estate from the Vlei to Prince George Drive) and in the greater Muizenberg area (from Prince George Drive to the newly developed Capricorn Beach area and to some extent beyond that along Prince George Drive towards Military Road).

Muizenberg is a unique location; it is both a seaside village and holiday destination, and a municipal district within the City of Cape Town. The demographic mix is varied, comprising local residents (tenants and property owners), businesses (some are property owners, others are tenants), day visitors (from the South Peninsula, the Southern Suburbs, the Cape Flats and the Northern Suburbs), holiday makers (from beyond Cape Town) and international tourists (some come as day visitors and some stay in the area).

Many of the challenging factors evident in the MID area (e.g. crime and homelessness) originate from neighbouring impoverished communities. While the MID is directly responsible to our ratebase, we are indirectly responsible beyond our constituents to members from the immediate surrounding community, and to visitors to the area, for the quality of their experience of and in Muizenberg.

## **6. MARKETING STRATEGY**

The MID derives its income from an additional rate levied on each individual property. This revenue is collected by the City of Cape Town and allocated to the MID on a monthly basis. It will be necessary for the MID to explore additional alternate income streams to generate sufficient income to undertake other improvement initiatives that are presently beyond the scope of the budget.

As an organisation the MID needs to increase buy in and support from both its constituents and from the wider community. This entails correcting the misperception that exists about the MID's responsibility in terms of our contract with the City of Cape Town, our capacity based on our resources, and the scope of our area of influence.

In the past six months we undertook a process to increase coverage in the local media of the Muizenberg area, with our immediate attention focussed on the MID area. We engaged a Media Liaison contractor who has successfully developed credibility with the two local newspapers, The False Bay Echo and the People's Post. The outcome has been regular publication of stories submitted to the two papers. There is potential to expand the scope of

this position to include a dedicated journalist or reporter, but at present this is limited by financial constraints.

We are in the final phase of the first stage of development of our Database, being an updated Membership List with email addresses for most of the Company's Members, about two hundred in total. This mailing list will enable us to communicate regularly in a cost-effective manner with our Members. The Database needs to be developed further with an additional three stages to include businesses, MID rate payers who are not members of the Section 21 Company, and interested parties from the broader community, at which point MID will be able to communicate easily and regularly with both our constituents and with other interested parties, in a cost effective manner.

#### **7. FINANCIAL STATEMENTS AND PROJECTIONS**

According to the Finance Agreement between MID and the City of Cape Town (CoCT) (Appendix 2), Mid accounts are audited by private auditors, are submitted to the City and are subject to audit by the Auditor General. Mid directors are required to provide a 5 year budget that has been subjected to scrutiny by members, and which incorporates, where possible, suggested amendments and objections from Mid members. The budget has to be submitted to the City. In Rand terms, the extra rate may increase annually, as provided for by the City. The budget needs to show the where expenditure is to be concentrated to achieve targets set in the budget.

# MUIZENBERG IMPROVEMENT DISTRICT

## 5 YEAR BUDGET AS PER BUSINESS PLAN

	2010/11	2011/12	2012/13	2013/14	2014/15
<b>EXPENDITURE</b>					
1. Employee Related	211,057	227,941	246,175	265,870	287,139
Salaries	191,280	206,583	223,120	240,870	260,247
UIF and WCA	3,826	4,132	4,482	4,819	5,209
Bonus Provision	15,941	17,226	18,583	20,181	21,687
2. Contracted Services	531,098	573,585	619,472	669,030	722,552
Security	420,889	454,590	490,925	530,199	572,615
Cleaning	110,209	118,995	128,547	138,831	149,937
3. Depreciation					
4. Repairs and Maintenance					
5. Services Accounts ex CCT					
6. Interest Paid					
7. Other	199,809	208,832	243,538	262,983	284,065
Accommodation (Rent)	12,960	13,997	15,117	16,226	17,332
Alarm	1,971	2,128	2,298	2,462	2,631
Audit / Accounting Fees	10,800	11,864	12,597	13,505	14,493
Bank charges	5,819	5,969	6,437	6,862	7,508
Computer Expenses	6,480	6,988	7,558	8,163	8,810
Functions / Meeting	7,100	7,668	8,281	8,944	9,656
Insurance	11,383	12,274	13,253	14,314	15,459
Marketing & Promotions	12,960	13,867	15,117	16,326	17,682
Newsletter and Member Comm	6,480	6,988	7,558	8,163	8,810
Postage	1,296	1,400	1,512	1,633	1,762
Printing & Stationery	8,480	8,988	9,658	10,383	11,163
Projects	30,000	25,440	33,475	38,159	43,045
Social Development	40,000	43,200	46,656	50,358	54,420
Sundry Expenses	8,640	9,331	10,078	10,844	11,745
Technology Operating Costs	12,960	13,997	15,117	16,326	17,682
Telephone / Cellphone	20,046	21,652	23,385	25,255	27,276
Training	2,160	2,333	2,518	2,711	2,919
Travelling	2,592	2,799	3,023	3,266	3,526
Urban Management			12,000	12,860	13,937
8. Bad Debt Provision 3%	29,133	31,248	34,305	37,048	40,013
<b>TOTAL EXPENDITURE</b>	<b>971,097</b>	<b>1,041,806</b>	<b>1,143,491</b>	<b>1,234,931</b>	<b>1,333,769</b>
<b>INCOME</b>					
1. Levy Income	971,097	1,041,806	1,143,491	1,234,931	1,333,769
2. Other					
<b>TOTAL INCOME</b>	<b>971,097</b>	<b>1,041,806</b>	<b>1,143,491</b>	<b>1,234,931</b>	<b>1,333,769</b>
(SURPLUS) / SHORTFALL					
<b>BUDGET GROWTH</b>					

1921

The CoCT retains 3% of all payments due to the MID to protect the City from non-payment or short-payment risk. The MID Board is required to assist the CoCT to reduce arrears by actively pursuing members who are in default. CoCT will monitor arrears on a monthly basis and if necessary adjust the 3% retention in consultation with the MID Board. 75% of the difference between the retention reserve and the CID arrears as at 30 June will be released.

## **8. LEGAL AND REGULATORY ENVIRONMENT**

Articles of Association [see Appendix 3] were drawn up when the MID was incorporated as a Section 21 company in 2001 and a Memorandum of Association [Appendix 4] was drawn up between the City of Cape Town and the MID. Initially a Service Level Agreement existed between the CoCT and the MID; this has since been replaced by the Finance Agreement [Appendix 5] which is presently being updated. The City is also reviewing the Memorandum of Association in accordance with the new SRA By Law [Appendix 6] and the soon to be released New Companies Act.

## **9. SWOT ANALYSIS**

### **9.1 Strengths**

- Legislated entity under the SRA By Law
- Revenue derived from levy on rateable property
- Passionate and enthusiastic people within the community
- Draw on experience gained over the past eight years

### **9.2 Weaknesses**

- Limited capacity due to limited financial resources
- Unusually large Membership of the Section 21 Company
- Poorly constituted Articles of Association
- Apathy among large percentage of MID constituents (both company members and others)
- Poor communication with constituents resulting in confusion and misunderstanding
- Unrealistic expectations due to misperception of members, constituents and others
- Prescribed MID boundary excludes half of Muizenberg Village
- Challenged by long entrenched criminal activity in Muizenberg Village
- Undefined processes resulting in lack of or delayed decision making

### 9.3 Opportunities

- Introduce Portfolios to expand scope of operation and to improve process
- Expand on core focus of cleansing and security to include other aspects, eg. social and spacial development
- Improve effectiveness in achieving objectives through collaboration with other organisations, eg. MLRA, FBTBA, Muizenberg Historical Society, Safer Together etc.
- Improve safety through greater collaboration with SAPS, MCSI, CPF, Mountain Men etc.
- Develop win/win scenarios with local council departments to improve services
- Improve method and frequency of communication with all stakeholders
- Expand MID boundary
- Pursue additional alternate income streams
- Improve available financial resources by pursuing members who are in default on Levy payments

### 9.4 Threats

- Subject to subversion tactics due to division within the community
- Prone to periods of instability caused by a variety of factors
- Occasionally affected by inconsistent and/or poor governance
- Failure to expedite operations due to ineffective process
- Plagued by an embittered past
- Leadership structure is vulnerable due to inability to meet unrealistic expectations

## 10. APPENDICES AND SUPPORTING DOCUMENTATION

- Appendix 1: Suggested Portfolios (attached)
- Appendix 2: MID Organogram (attached)
- Appendix 3: Articles of Association (on request)
- Appendix 4: Memorandum of Association (on request)
- Appendix 5: Finance Agreement (on request)
- Appendix 6: SRA By Law (on request)

1924

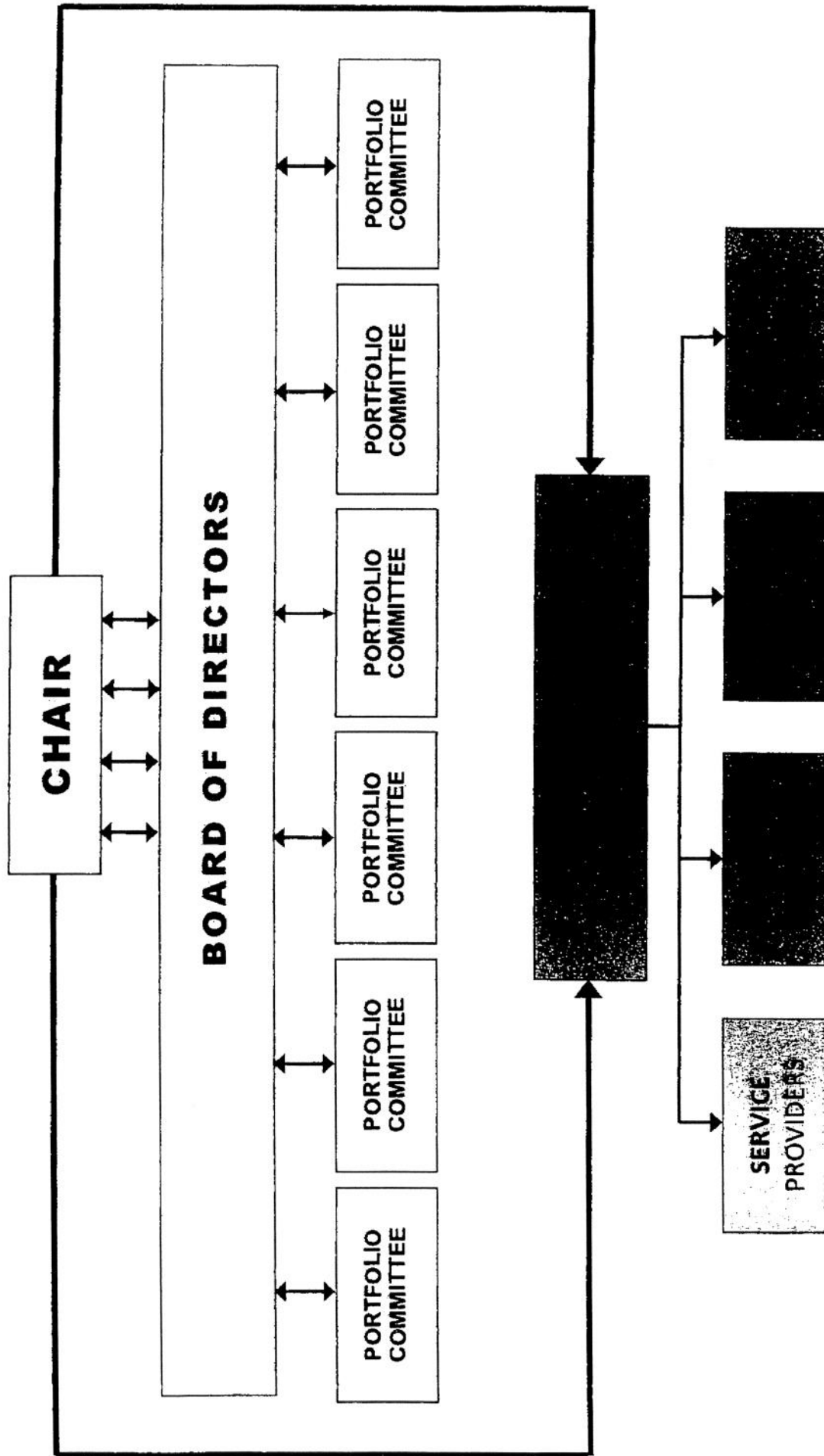
## APPENDIX 1: Suggested Portfolios

- Chair: overall responsibility and accountability for the efficient and effective performance of the MID in meeting its statutory objectives and the legitimate expectations of its constituency. Each portfolio director is accountable to the Chairperson for the performance of his/her portfolio.
- Security: responsibility for the policing activities designed to protect the members of the MID from crime and drugs. Primarily, this involves the effective management of the security provider (currently the Mountain Men) with responsibility also for liaison and performance of SAPS.
- Safety: (Distinct from SECURITY, in that it looks to address the root causes of crime, rather than to react to it. Separating SECURITY and SAFETY provides a useful tension between policing and social upliftment.) Primary responsibility of the SAFETY portfolio would be to address issues around Social Development, viz. street children, vagrants, informal car guards etc. but would also entail collaboration with GREENING AND BEAUTIFICATION around public spaces.
- Urban Management: responsibility for the cleanliness and general appearance of the MID area though liaison with Cleaning and Municipal Services. Primary responsibility would be for the performance of the cleanliness service provider (currently Living Grace), but would also encompass liaison with, and accountability for, municipal services such as street lighting, leaking drains and water mains, stolen manhole covers, and such.
- Membership and Community: responsibility for building membership, maintaining the membership data base, providing the COMMUNICATIONS portfolio with information for members, membership functions, workshops and courses; tenant representation; membership "buy-in" and arranging for the AGM.
- Finance, Corporate Governance and Statutory Affairs: responsibility for the financial integrity of the MID; accounting and reporting of the finances of the organisation; production of regular accounting statements including the Annual Report and Accounts, production of annual budgets and the Business Plan, liaison with and management of the auditors; cost control, maximisation of revenue receipts, statutory compliance, timeous and full submission of statutory returns, Articles of Association, and responsibility for submission of reports to and liaison with City of Cape Town.
- Greening and Beautification: (Distinct from URBAN MANAGEMENT.) Responsibility for public spaces in the MID area, planting, greening, maintenance including liaison with and pressure on CoCT Departments of Parks & Gardens and Amenities; liaising with MEMBERSHIP AND COMMUNITY around community-driven courses, clubs etc. aimed at building community

awareness of the need for beautification; providing assistance and advice to the community; building community "buy-in".

- Marketing and Communication: responsibility for all communication both internal (between members of the Board and its officers) and external (between the Board and its stakeholders – primarily, but not exclusively, members of the MID); setting up and maintaining various channels of communication (monthly reports, web site, emails, newsletter, etc.); and for liaison with the media.
- Business Development: responsibility for liaising with, and on behalf of, businesses in the MID area; support best interests of businesses and liaise with other related bodies and organizations; includes promoting the role of the MID to tenant businesses and garnering their support; identify and develop prospects to attract both customers and new business; build support-base for business community and encourage reciprocity, ie. get business "buy-in".
- Technology: responsibility for using technology to achieve objectives where practical and appropriate; in general to enable a wireless connected community.

APPENDIX 2: Organogram





1927

# Five Year Implementation Plans

<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>			
<u>PORTFOLIO</u>	<u>DIRECTOR</u>		
Beach front	Peter wright		
<u>OVERALL OBJECTIVE OF PORTFOLIO</u>			
To have an attractive and safe beachfront, with plenty of parking, and excellent facilities			
<u>ACTION STEPS</u>			
	<u>START</u>	<u>END</u>	<u>SUCCESS INDICATOR</u>
Research alternatives for, and canvass public opinion about best practical layout for the beachfront wrt land use and aesthetics, also bearing in mind present development proposals	04.10	06.10	Full information about possibilities for the beachfront
Find out best persons to deal with in Council re the Beach Front, for funding, development permissions and other development proposals – develop close working relations with these	06.10	12.10	Have full suite of contacts
Attempt a first-pass, achievable layout for the beach front, bearing in mind limited funding and other long term proposals	12.10	6.11	Have a presentable working plan
Canvass public approval and backing and get council permission	6.11	9.11	Plan ready to implement
Construction, commissioning and use	1.12	12.15	New-look beachfront

<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>			
<u>PORTFOLIO</u>	<u>DIRECTOR</u>	<u>OVERALL OBJECTIVE OF PORTFOLIO</u>	
Cleaning, greening and beautification	Sandy Crossley	Public spaces in Mid area appropriately beautified, bearing in mind primary and major uses of spaces	
<u>ACTION STEPS</u>			
Audit open spaces in Muizenberg needing beautification, research appropriate steps to take bearing in mind public needs and input		<u>START</u> 04.10	<u>END</u> 06.10
Design interventions, cost these out and plan implementation		07.10	09.10
Canvass individual, organizational and institutional assistance iro labour, stock capital works, advice and support, and arrange for wide communication of plans and desired outcomes		07.10	09.10
Implement plans		09.10	11.10
Continue with beautification as outlined above, and maintain developed spaces		12.10	12.15
			Improved public spaces
			Improved public spaces that are looked after

<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>		
<b>PORTFOLIO</b>	<b>DIRECTOR</b>	<b>OVERALL OBJECTIVE OF PORTFOLIO</b>
Security and Safety	Emil Rorke	To make Muizenberg safer by making the area inhospitable to criminals
<b>ACTION STEPS</b>		
	<b>START</b>	<b>END</b>
	03.10	05.10
Reconfigure scope of Security Contract to make it more effective		New contractor working to Mid new requirements
Assist service provider to make inroads into Rapid Response business in Muizenberg and environs	05.10	12.15
Build robust and fruitful relationships with SAPS and Council law enforcement agencies	03.10	12.15
Build relationships at the courts with prosecutors and magistrates	6.10	12.15
Co-operate with neighbourhood watches in Mid area and environs	5.10	12.15
Maintain checks on street lighting, and build relationships with responsible council officials	5.10	12.15
Investigate and communicate private lighting arrangements for households	7.10	12.10
		Contractor can cross-subsidise Mid to improve security arrangements
		High visibility of these agencies in Mid area, rapid response to crime incidents
		Understand Criminal Justice System, but also have courts understand our concerns
		Have an integrated and co-ordinated approach to all crime and security projects in the area
		All street and public lights working all the time
		Allow private householders to have cost effective means of lighting their properties

<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>			
<u>PORTFOLIO</u>	<u>DIRECTOR</u>	<u>OVERALL OBJECTIVE OF PORTFOLIO</u>	
Chairman	Mike Romyn	To create an effective, purposeful, empowered, informed and action-orientated board, with consequent benefits to the Mid members and the Mid area	
<u>ACTION STEPS</u>			
Set and maintain a new, business-like tone for the Board through meeting conduct, allocation of portfolios, personal relations with directors and through personal conduct		<u>START</u> 04.10	<u>END</u> 12.10
Work to have the board and individual directors to know and co-operate with other civic and community organizations in Muizenberg and surrounds		04.10	12.10
Ensure that the work and results of the board are communicated timeously to the constituency		04.10	12.10
Encourage informed debate in board meetings, discourage uninformed conjecture		04.10	12.10
			<u>SUCCESS INDICATOR</u> A meaningful board
			A wide web of relationships and co-operation
			Board work well known "Nothing succeeds like success"
			Informed, data rich board meetings

<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>			
<u>PORTFOLIO</u>	<u>DIRECTOR</u>	<u>OVERALL OBJECTIVE OF PORTFOLIO</u>	
Human Resources	Paul Ellis-Smith	Clear and problem free employment practices	
<u>ACTION STEPS</u>			
Draw up grievance and disciplinary procedure for Mid employees		<u>START</u>	<u>END</u>
Draw up job description for Mid Manager		05.10	07.10
Arrange for implementation and communication of above two items		06.10	08.10
Manage HR needs for company, including those of medium and long-term contractors		09.10	12.15
		05.10	12.15
			<u>SUCCESS INDICATOR</u>
			Compliant disciplinary and grievance code for the company
			Clear job description
			Mid Manager is clear about job spec and requirements and of codes for discipline and grievance
			Smooth functioning of employment practices

<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>		
<u>PORTFOLIO</u>	<u>DIRECTOR</u>	<u>OVERALL OBJECTIVE OF PORTFOLIO</u>
Urban renewal & development	Demetri Qually	Muizenberg with no derelict buildings, and council and other vacant land at the beachfront developed or earmarked for such
<u>ACTION STEPS</u>		
Set criteria for derelict buildings, and sets of escalating sanctions against bad landlords, wrt legal possibilities, applicable bye-laws and capacities in relevant council departments		<b>START</b> 04.10
		<b>END</b> 05.10
		<b>SUCCESS INDICATOR</b> Clear guidelines for determining which buildings need attention and a clear process for tackling problem landlords
Conduct survey of which buildings qualify for action and establish action plan for dealing with present set of bad buildings, along with milestones and measuring points		05.10
Implement plans, keep tabs on decaying buildings, take suitable action		06.10
Determine who owns which of vacant lots at beachfront, and what plans there are for developing these		06.10
Find out who is who in Cape Town Tourism and other bodies, and what Muizenberg needs in order to market itself as the most desirable destination		08.10
Communicate marketing needs to Mid Board and other associations in Muizenberg, and see what can be done to meet needs.		10.10
Facilitate the implementation of achievable plans, and facilitate wide marketing of Muizenberg		12.15
		No derelict buildings in Muizenberg
		Clear set of data about the vacant land
		Clear set of contacts plus information base of marketing needs for Muizenberg
		Clear information disseminated widely
		A popular, appealing and well-known resort

<b>MUIZENBERG IMPROVEMENT DISTRICT - 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>			
<u>PORTFOLIO</u>	<u>DIRECTOR</u>	<u>OVERALL OBJECTIVE OF PORTFOLIO</u>	
Corporate Governance and Statutory Affairs	Paul Ellis-Smith	A professionally run, fully compliant company, with informed directors and impeccable operating procedures	
<u>ACTION STEPS</u>			
Research, and gather constituency input as to needed revisions in Company Articles		<u>START</u> 05.10	<u>END</u> 08.10
Rewrite articles and work to obtain approval of these at a SGM of members		08.10	10.10
Draw up a comprehensive procedural document for conduct of company AGM's		06.10	08.10
Give input at board meetings iro company secretarial issues		04.10	12.15
Ensure that membership database is as up-to-date as possible, especially before AGM's or SGM's, and that membership application processes are problem free and compliant		04.10	12.15
			<u>SUCCESS INDICATOR</u> Full information as to what is needed iro new Articles for Mid Company
			New articles that will be readily adopted by the members
			Non- contentious and smooth AGM's
			Compliant board meetings
			No hitches with membership



<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>			
<u>PORTFOLIO</u>	<u>DIRECTOR</u>	<u>OVERALL OBJECTIVE OF PORTFOLIO</u>	
Marketing	Mark Robinson	To place Muizenberg as a desirable living, commercial and investment destination	
<u>ACTION STEPS</u>		<u>START</u>	<u>END</u>
Research marketing plans for Muizenberg and for other areas		04.10	06.10
Consult business and other institutions in Muizenberg about marketing opportunities, encourage participation and co-operation		05.10	07.10
Work on plan, implement, communicate		08.10	12.15
		<u>SUCCESS INDICATOR</u>	
		Full information on what has been done here and elsewhere	
		Agreement as to content of plan, a team assembled to construct plan	
		Widely communicated and approved marketing plan for attracting investors, businesses and residents to Muizenberg	

<b>MUIZENBERG IMPROVEMENT DISTRICT – 5 YEAR PLAN 2010 TO 2015 - IMPLEMENTATION SCHEDULE</b>			
<b>PORTFOLIO</b>	<b>DIRECTOR</b>		
Membership and community	Mark Robinson		
<b>OVERALL OBJECTIVE OF PORTFOLIO</b>			
Clear and unambiguous, comprehensive and regular communication with constituency as an established principle in Mid			
<b>ACTION STEPS</b>			
	<b>START</b>	<b>END</b>	<b>SUCCESS INDICATOR</b>
Plan a communication strategy for Mid, bearing in mind members Without email and varying types of communication needs. Plan to include implementation programme	04.10	06.10	Clear plan for communication
Execute plan	06.10	12.15	A fully informed constituency
Plan a year's face to face (F2F) meetings between Mid board and the constituency, including form of notification and conduct of meetings, with venues arranged	04.10	05.10	Clear programme for community meetings
Research website needs, content and construction, with quotes and plan for regular maintenance and content loading	05.10	06.10	Clear of what the website needs to do, a plan and cost for constructing it and for running it
Arrange for website construction, content loading and maintenance and advertising	08.10	12.15	User friendly, useful website, for constituency and for outsiders