



VREDEHOEK CITY IMPROVEMENT DISTRICT BUSINESS PLAN

2027 - 2032



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

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Part A: MOTIVATION REPORT

a) Introduction

1. Background

Vredehoek (including Devil's Peak Estate) is a suburb in Cape Town at the foot of Table Mountain and Devil's Peak. It is in the south-eastern corner of the city bowl with Oranjezicht and Gardens to the west, District Six across Philip Kgosana Drive (M3) to the north, and Table Mountain National Park to the south and east. It is a predominantly residential neighbourhood with a population of about 5400 (Census 2011), including a modest mix of residential-style commercial activity: cafés, restaurants, small grocery outlets, pet stores, and professional practices such as physiotherapists and doctor's rooms. Vredehoek includes two junior schools, a high school, a retirement village and a handful of places of worship. The area includes a mixture of free-standing residences and small to medium-sized apartment buildings. There is limited off-street parking, and many residents park their vehicles on the street.

Vredehoek is well-loved by its residents. It is a walkable suburb with multiple parks and easy access to Table Mountain. Residents describe it as an enjoyable place to live, conveniently situated at the edge of the city but retaining a suburban feel.

Vredehoek remains a highly desirable, walkable suburb with a strong community feel, but residents have become increasingly concerned about safety, crime, homelessness-related activity, and declining cleanliness. Muggings, burglaries, theft from vehicles, drug use in public spaces, attacks on people using Table Mountain, and the mess left after bin-picking all contribute to a growing sense that the neighbourhood is less secure and less well-managed than it once was. Drug use in parks, discarded needles, occasional aggressive behaviour, and illegal fires add further pressure, while Vredehoek's easy access to Table Mountain (which provides escape routes and hiding places for criminal elements), open, street-facing homes and limited off-street parking make residents especially exposed to these issues.

Most homelessness in the area is transient: people move through Vredehoek to and from Table Mountain and surrounding hotspots such as the Stroompie informal settlement. Vredehoek is also used as an escape route by criminals coming down off Table Mountain. Some streets have tried to self-fund camera projects, but they are fragmented, hard to manage, and ineffective without coordinated monitoring or

rapid response. Devil's Peak Vredehoek Neighbourhood Watch (DPVWatch) works hard but cannot scale on volunteer time and irregular donations.

The area now needs a structured, accountable mechanism with dedicated staff and reliable funding to address safety, cleanliness, and urban-management challenges consistently, otherwise public spaces will deteriorate, and the suburb's character will erode.

It is proposed that a City Improvement District (CID) is established in Vredehoek as described below. The goal is to establish a stable, reliable mechanism to fund dedicated staff and service providers who can provide supplementary services, in order to address the concerns of residents and maintain the quality of our neighbourhood.

A CID is a community-driven venture, allowing the local community, property owners and local businesses to organise and fund improvements of specific areas within the City. Once the application to establish a City Improvement District is approved by Council, a non-profit company (the "CID Company"), carries out the activities and improvements proposed in this business plan, funded by an additional rate levied on rateable property located within the CID.

The CID is proposed at a time when a majority of ratepayers have experienced sometimes significant increases in their rates, without a corresponding change in services (such as cleaning services). The business plan must therefore balance the needs of the community with affordability.

The CID will seek to strengthen, not replace, existing community structures. In implementing its public safety, cleaning, environmental and social programmes, the CID will coordinate where appropriate with DPVWatch, "friends of" park groups, community organisations, SAPS, City departments and neighbouring CIDs, while retaining accountability for services funded through the additional rate.

2. The name of the proposed district is **Vredehoek City Improvement District (Vredehoek CID)**.

3. The Steering Committee members are:

- Carol Claassen, 20A Philip Kgosana Drive; residential property owner.
- Greg Kempe, 3 Clive Street; residential property owner.
- Tshili Makhuvha, 21 Aandbloem Street, residential property owner.
- Jonas Sandstrom, 55 Upper Mill Street, residential property owner.

The applicant is the Chairperson of the Steering Committee, Greg Kempe. Delivery of any notices to the applicant in respect of the application may be emailed to info@vredehoekcid.co.za or delivered to 3 Clive Street, Vredehoek, Cape Town, 8001.

The Steering Committee are volunteers and are not remunerated for their work. The Steering Committee is not able to procure or contract on behalf of the proposed CID. The Steering Committee members will not benefit financially from the establishment of the CID. If approved, all procurement and appointments for the CID must be made by the CID non-profit company under the CID By-law, CID Policy and applicable conflict-of-interest rules.

4. The vision, mission and goal for the CID

Vision: A safe, clean, and well-managed Vredehoek where residents can walk, live, and enjoy public spaces with confidence.

Mission: To strengthen Vredehoek's liveability through integrated safety, cleaning, and public-space management services that prevent deterioration and support a thriving community.

Goal: Improve public safety, responsibly address social concerns, and provide effective supplementary cleaning and support services that support the community's vision of Vredehoek and its public spaces.

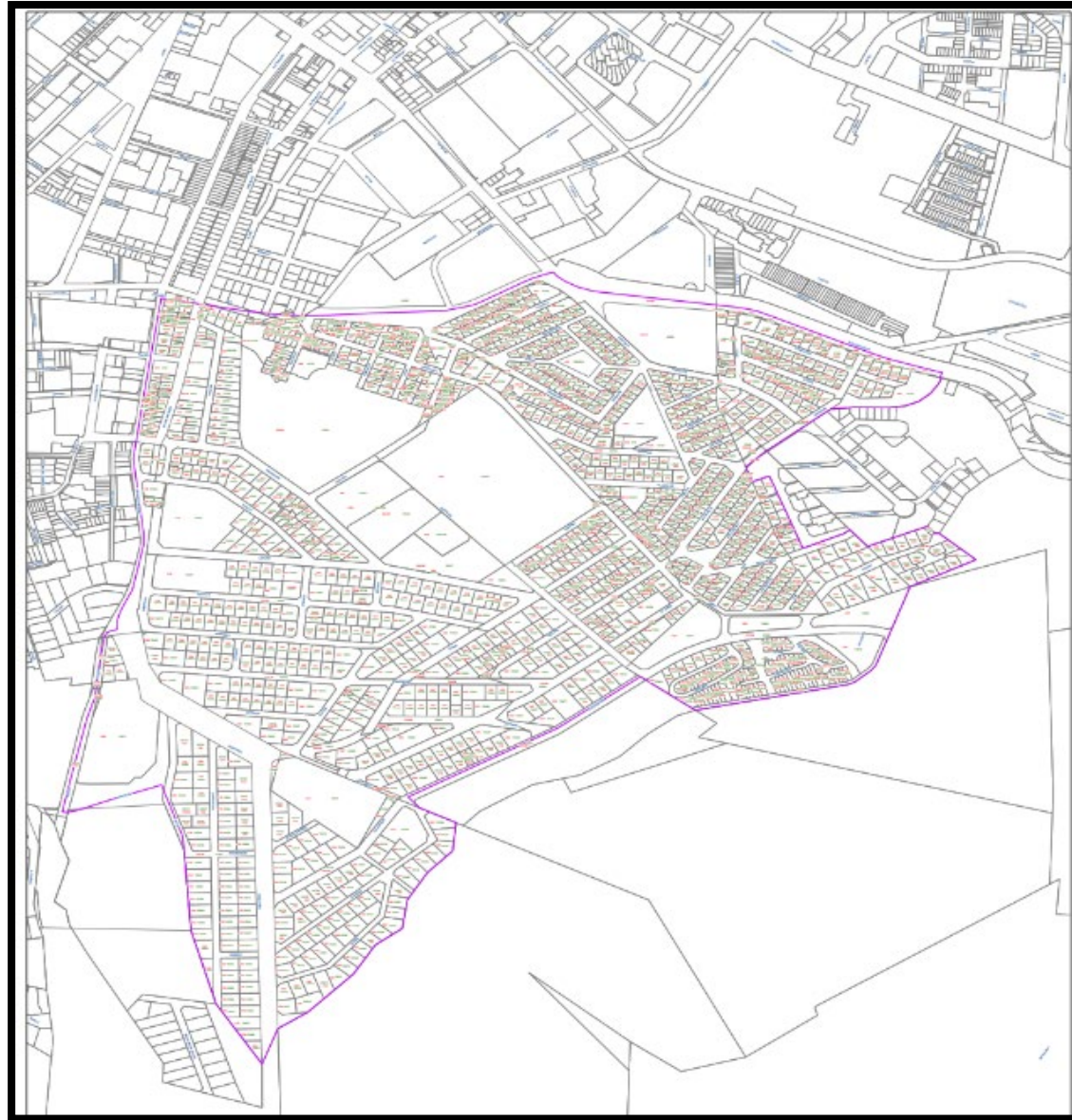
5. Defined geographical area of the CID.

The area of the CID is the suburb of Vredehoek and Devil's Peak Estate, including a few blocks of Oranjezicht, bounded by:

- Jutland Avenue/Philip Kgosana Drive to the north;
- Upper Buitenkant Street (becoming Gorge Street) to the west, with the inclusion of the area bounded by Schoonder, Prince and Flower Streets;
- Table Mountain National Park to the south and east excluding High Cape and Disa Park.

Geographical Boundary





This area was chosen because it is largely the boundary of Vredehoek (including Devil's Peak Estate) as defined by the City, and is very similar to the area covered by the Devil's Peak Vredehoek Neighbourhood Watch (DPVWatch). A few blocks of Oranjezicht near Gardens Center, bounded by Schoonder, Prince and Flower Streets are included by request of property owners in that area.

A benefit of the area being very similar to the DPVWatch area is that DPVWatch and its volunteer network have many years of practical, on-the-ground experience of the public space issues in the area. This experience has been a key contribution to the CID business plan.

The boundary was informed by the legal requirement that it must be clear, contiguous, and must not dissect individual properties. Boundary decisions have therefore been assessed with reference to public-space benefit, service feasibility, existing private or shared services, community alignment, affordability, the effect on the rates base, and the likelihood of obtaining the required support for the CID from affected property owners.

The boundary is a balance between an area that shares concerns and challenges, is large enough to support a reasonable budget without excessive ratepayer contributions, but small enough that the budget can reasonably provide effective services.

Disa Park and High Cape have been excluded because both are large (consist of more than 175 units each), self-contained complexes on the outer edge of the proposed boundary, each with a secured perimeter, single monitored access point and formally coordinated, area-wide security service. High Cape owners already contribute towards homeowners associations that provide additional services in the area. Including these areas may increase budget (and potentially lower the rate-in-the-rand by a small amount), but would also raise costs for the supplementary services required to cover the additional area e.g. security patrols and cleaning teams. That added cost would largely offset any reduction in the rate-in-the-rand, so the net benefit to existing Additional Rate Payers (ARP) is limited, with an additional burden on reaching the 60% consent threshold increasing.

Excluding these areas improves the feasibility of the CID by ensuring stronger alignment, participation, and support from affected property owners at inception. Once established, the CID may consider a future boundary amendment if affected property owners request it and the amendment is feasible under the CID By-law and Policy.

6. Strategic objectives

The Urban Management Survey identified public safety as the primary concern of ratepayers. The strategic objectives of the proposed CID are therefore centred on improving public safety across Vredehoek's public spaces. The other CID service areas are necessary and important in their own right, but they also directly support this primary objective by improving the lawful, safe and confident use of streets and green spaces, reducing disorder, and ensuring that public spaces are visibly and consistently managed.

The strategic objectives of the proposed CID are to:

6.1. improve public safety through coordinated 24/7 vehicle patrols, daytime foot patrols, 24/7 street camera monitoring of key entry and exit points, routes and hotspots, and coordinated response with relevant public safety partners;

6.2 maintain and cleanse public areas, particularly after refuse collection days and in parks and green spaces, so that public spaces are cleaner, safer and more usable;

6.3 support environmental development through targeted improvements to parks, green spaces and public areas that encourage lawful and safe use and community confidence; and

6.4 reduce the negative impact of social issues in public spaces through structured social engagement, referral, supervision and upliftment opportunities, integrated with the CID's cleaning and public safety operations.

7. Core Values

The core values of the Vredehoek CID and its management body will be:

- **Reliability:** deliver services consistently and on time
- **Accountability:** own outcomes, report clearly, fix failures
- **Transparency:** communicate openly and honestly
- **Advocacy:** tenaciously represent the best interests of the community at all times
- **Responsiveness:** act quickly and follow through

8. Why the Area Needs a CID

While Vredehoek remains a highly desirable, walkable suburb with strong community identity, over the past several years there has been a growing concern from residents around safety and security, violent muggings, burglaries, theft from and of vehicles, drug abuse in public spaces, and cleanliness after bin days to due bin-pickers. These factors contribute to a steady decline in the sense of security and order in the neighbourhood.

Rough sleeping brings multiple pressures, such as illegal structures, fires, and drug use in parks where discarded needles pose risks to pets and people. Aggressive, violent (sometimes drug-fueled) and anti-social behaviour from some rough sleepers puts residents at risk and creates unsafe conditions outside homes and shops. Residents raise concerns about mess after bin days, when people pick through bins and leave rubbish scattered across streets and green spaces, made worse by Vredehoek's strong summer winds.

While there are a few rough sleepers who live in the area and are well-known, there are not (yet) significant collections of permanent illegal structures. Rather, the area acts as a thorough-fare for people who live on Table Mountain in Vredehoek Quarry and Deer Park (both identified as problem areas by SANParks). It is also used as an escape route into the City by criminals targeting hikers and poaching plants

on Table Mountain. Just north of Vredehoek, over the M3, is the Stroompie informal settlement which is of significant concern to residents. Many perpetrators flee into or through Stroompie, and the City has been unable to effectively manage this area.

Vredehoek is not a suburban community of large properties and high fences. Most properties are modest, face directly onto the street, and have limited off-street parking. Neighbours know each other and there is a strong sense of community. Shops, restaurants, Table Mountain, parks, schools, churches and the City itself are within walking distance, and residents should be able to walk and participate in clean public spaces without fear or harassment.

Some streets have funded street-camera monitoring projects. These are difficult to launch and manage, costs aren't always fairly shared, and the monitoring and responses aren't coordinated across the suburb. This makes it difficult to track perpetrators as they move through the area or down off Table Mountain. The lack of a dedicated response vehicle also leads to slow response times of 20+ minutes, when an effective response needs to arrive within less than five minutes.

Similarly, residents living near Plantation Park have in the last few years worked hard to prevent drug abuse, fires, illegal occupation and other dangerous behaviours in Plantation Park, in an effort to make the space safe and usable by the community. This is a key thoroughfare for criminals moving to/from Stroompie into Vredehoek. Friends of Plantation Park have privately funded camera installations, cleaning and patrols of the park. While they have had success, the future of Plantation Park and the management of criminal elements that enter through it, relies on additional fundraising and the efforts of two or three individuals, which puts it at risk.

These problems cannot be solved on a house-by-house or street-by-street basis. They must be solved holistically and through integration with surrounding communities and initiatives, with a sustainable business model.

Devil's Peak Vredehoek Neighbourhood Watch (DPVWatch) is widely trusted and provides support where it can, but their capacity is limited and heavily dependent on a small pool of volunteers and irregular donations. DPVWatch cannot scale to meet the current needs of residents.

Vredehoek requires a structured, dependable, accountable mechanism with dedicated staff and consistent funding to address safety, cleanliness, and urban-management issues at the scale residents expect. Otherwise, crime and rough sleeping will continue to rise, we will stop using our public spaces and we will lose them, and the neighbourhood will decline.

Three focus areas will help to address the primary safety and cleanliness concerns of residents (as expressed in the Urban Management Survey):

1. 24x7 street camera monitoring at key points with dedicated 24x7 response vehicles
2. Management of rough sleeping through compassionate and support-focused interventions
3. Social upliftment and additional cleaning services that provide job opportunities to local homeless people and keep public spaces clean

The CID will have direct representation on the City's Ward and Subcouncil committees, and direct access to the City's line departments. This gives Vredehoek a stronger voice in the City, in addition to our elected ward councillor.

The CID and DPVWatch

This business plan has been developed with significant engagement from DPVWatch and various watch-related volunteers. It is expected that DPVWatch and the CID, if launched, will work together, with DPVWatch both providing support and holding the CID accountable. The CID and DPVWatch would remain independent, and the watch may continue or adapt its operations based on community needs.

A CID would reduce the financial and operational pressures on DPVWatch's volunteers, and reduce the need for DPVWatch volunteers to be first responders to safety incidents. The future of DPVWatch without the CID is uncertain, as it has struggled for years to raise sufficient funds and relies heavily on a few core volunteers.

9. Urban Management Survey

To inform the Business Plan, the Steering Committee conducted an Urban Management Survey (UMS) during September and October of 2025 that received 719 valid responses. A supplementary survey was conducted for the addition of the Schoonder/Prince St area during February 2026 that received 66 valid responses. Collectively, these 785 responses represent 25% of ratepayers in the CID area. The survey provides a clear picture of current concerns, needs, and priorities directly from the community.

Residents identified safety, the negative impact of people sleeping rough on the streets, and cleanliness of public spaces as the dominant issues requiring attention.

Demographics

- 52% of respondents are between 35 and 54, and 91% of respondents are 35 or older.
- Respondents are split approximately equally between male and female.
- 62% of respondents own a house, 36% own an apartment.

Concerns

Safety is a major concern for residents, particularly on the streets and in public spaces.

- Very few respondents feel completely safe, or not safe at all
- 37% of respondents feel completely or somewhat safe, 37% are neutral, and 26% feel somewhat unsafe or not safe at all
- DPVWatch, private security firms and camera monitoring are largely considered effective security measures
- SAPS is considered ineffective by 65% of respondents, and effective by only 10%

The primary concerns of respondents relate to safety and security, and the negative aspects of people sleeping rough on the streets. Issues frequently mentioned include crime, cleanliness, bin picking, begging, and drug abuse. Safety in public spaces emerges as a significant worry, with homelessness widely perceived as a major contributing factor.

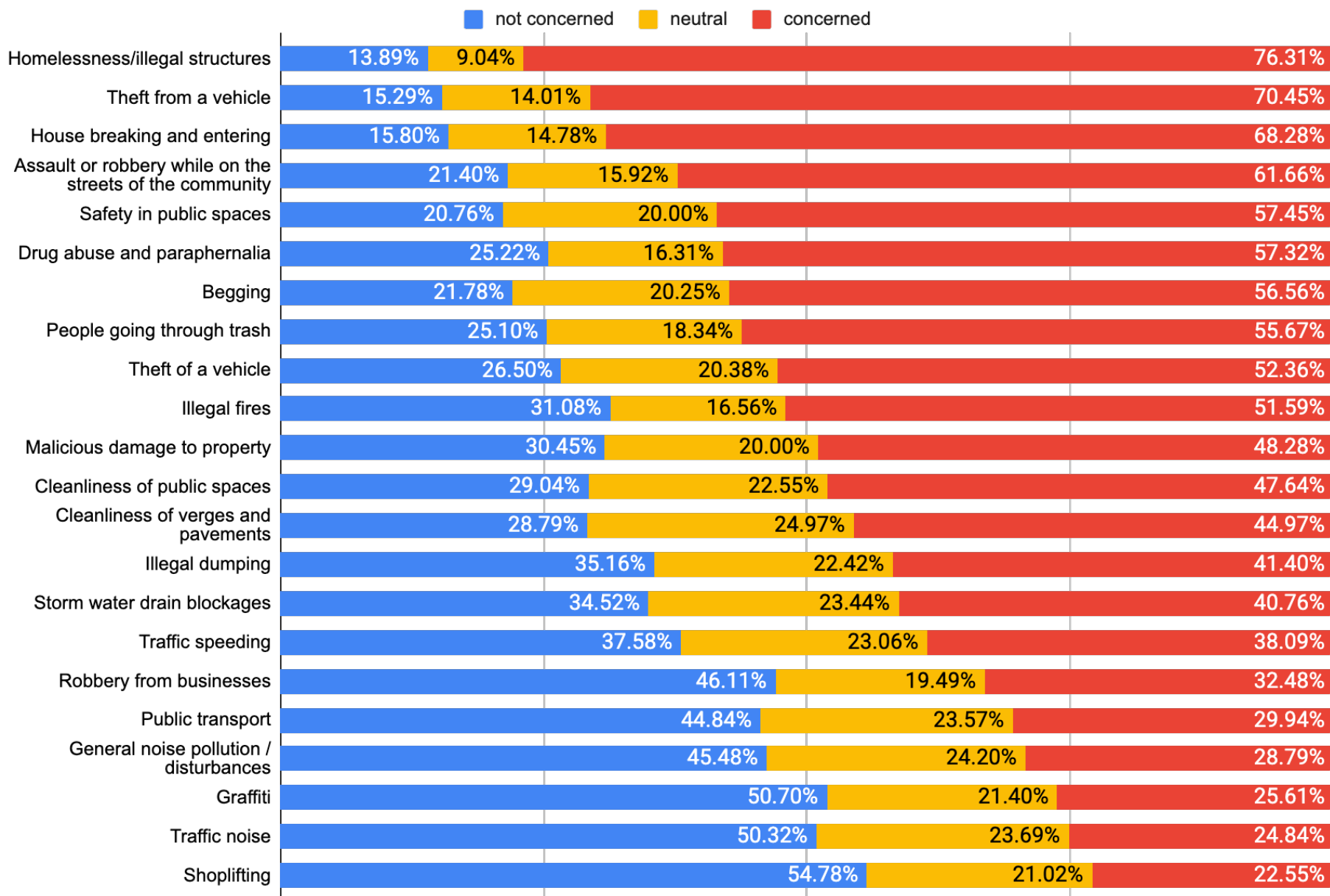
While house breaking and entering is one of the top 3 concerns, 85% of houses (43% of apartments) have armed response and only 19% of those without are considering getting it in the next year. **Theft from** a vehicle is of much greater concern than **theft of** a vehicle. Off-street parking is not common in Vredehoek and again this speaks to safety on the streets. After safety and homelessness (and related factors), cleanliness of public spaces is the next biggest concern.

Key concerns (see chart)

10 (of 22) issues are rated as somewhat or very concerning by 50% or more of respondents. These issues are largely (although not always) inter-related.

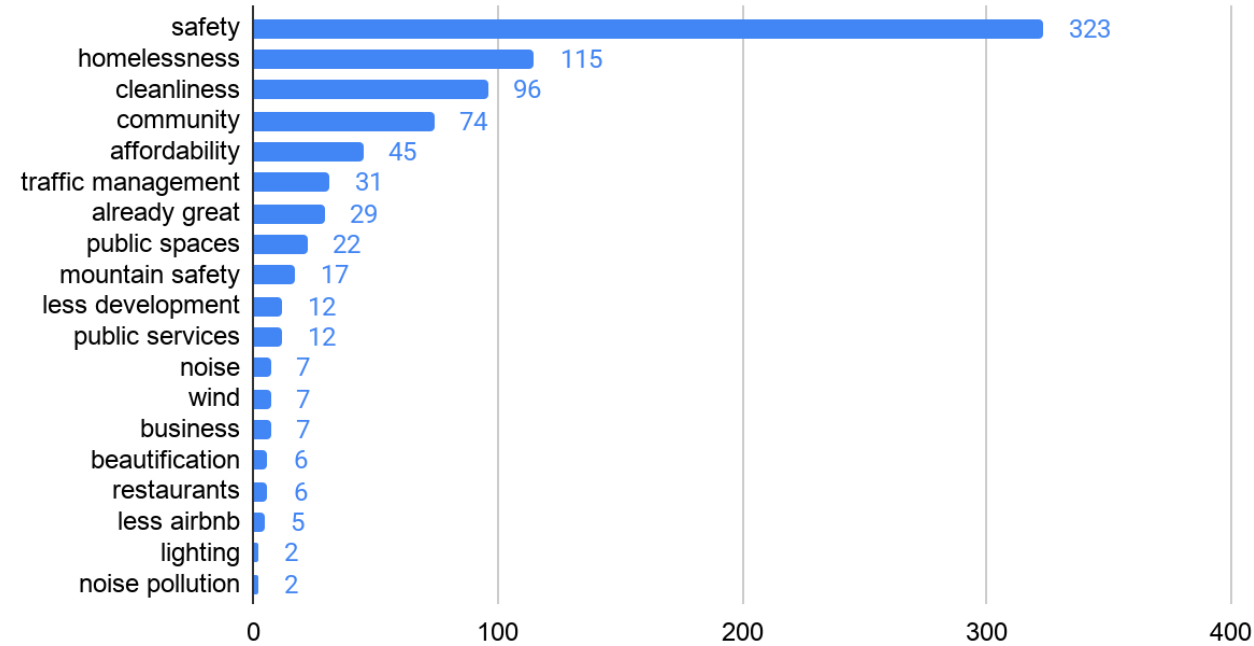
- Homelessness/vagrancy/illegal structures
- Theft from a vehicle
- House breaking and entering
- Assault or robbery while on the streets of the community
- Safety in public spaces
- Drug abuse and paraphernalia
- Begging
- People going through trash
- Illegal fires
- Theft of a vehicle

Concerns

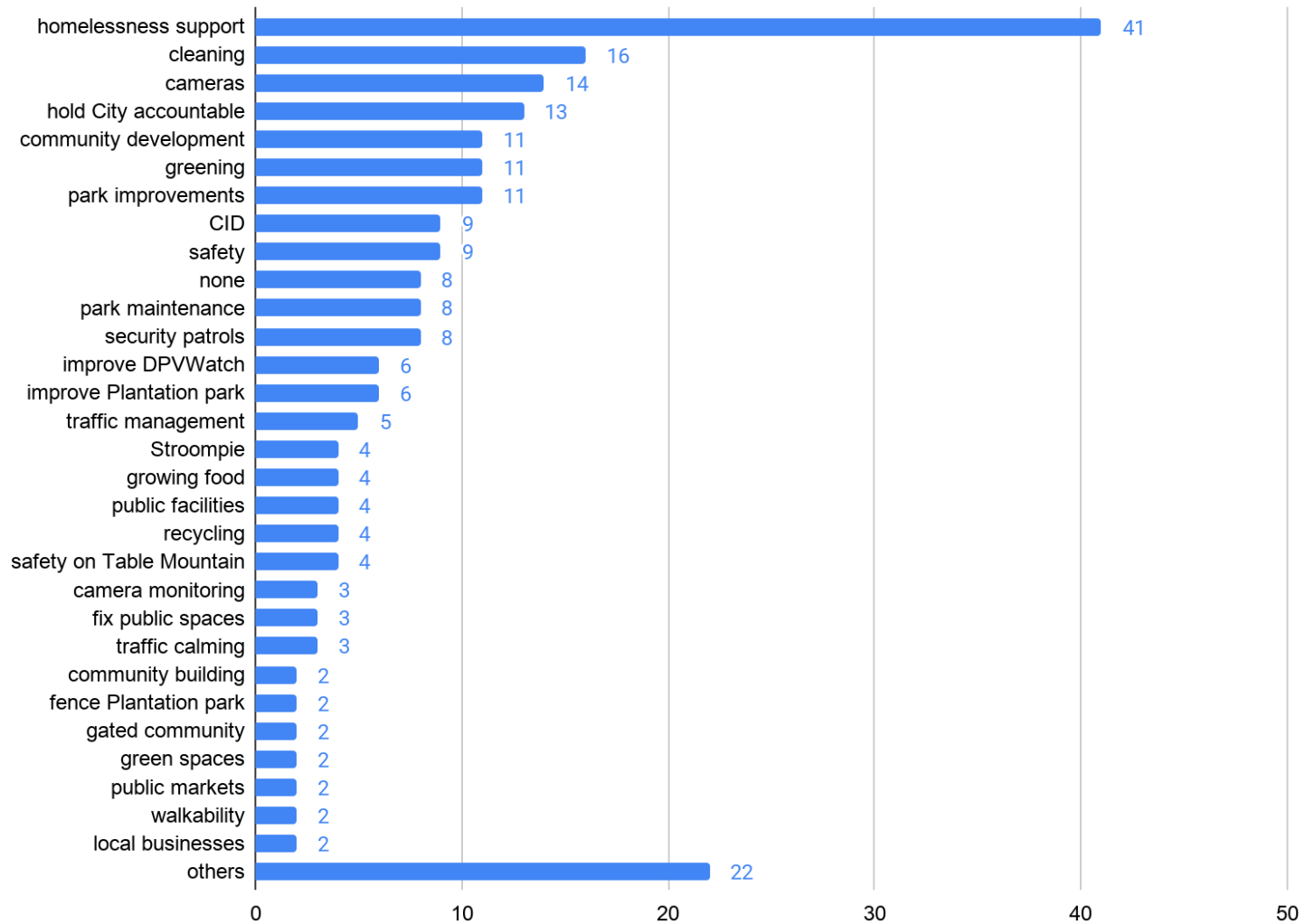


Responses to the free-form survey questions reflect a neighbourhood that cares about safety and community, and knows that the homelessness problem can only be solved through supportive interventions that acknowledge the reality and difficulty of the situation.

What would make this the best neighbourhood?



Proposed community projects



b) Proposed Services and/or Projects

10. Residents identified safety, rough sleeping and its negative impacts, and cleanliness of public spaces as the dominant issues requiring attention.

These issues are largely inter-related and the CID proposes a strategic combination of services to address them. Public safety is the highest priority issue that the CID must address, and all public space management services build towards this objective, where possible.

10.1 Public safety

- 24x7 public safety vehicle patrols, two vehicles with one officer each. Patrols are directly linked to camera monitoring for rapid response to issues.
- Two foot patrollers during the day, 7 days of the week, to supplement vehicle patrols.
- 24x7 monitoring of street cameras that provide coverage of key points across Vredehoek, taking over the cost of monitoring up to 200 relevant and suitable cameras from residents, and installing up to 100 new cameras as required.
- The camera feeds are watched live, in real time, by trained operators in a dedicated control room. When an operator spots something suspicious, they can immediately alert the CID's patrols to respond directly, rather than the incident only being noticed after the fact.
- Taking over the cost of running existing License Plate Recognition (LPR) cameras from DPVWatch. LPR cameras automatically flag vehicles of interest (e.g. reported stolen) as they enter the boundary area, allowing for a co-ordinated response to suspicious activity.
- Contracting a Law Enforcement Officer from the City with the power to enforce compliance with by-laws and issue fines as permitted by the by-laws. For example, traffic offences, noise disturbances and other public safety contraventions, and responding quickly to new illegal structures erected in public spaces.

10.2 Integrated maintenance, cleansing, and social engagement programme

- Urban maintenance coordination with City departments to improve the condition, safety and usability of public infrastructure
- Proactive identification, reporting and tracking of public infrastructure defects in partnership with City departments
- Targeted supplementary maintenance, undertaken with City approval, to fast-track minor repairs such as small potholes.
- Contracting an accredited third-party service provider to deliver an integrated programme combining public-space cleaning, engagement with homeless individuals, and employment-linked upliftment.
- Deployment of a dedicated cleaning team operating on weekdays with cleaning schedules aligned to refuse collection days.
- Proactive engagement with people sleeping rough in public spaces to reduce disorder, prevent the establishment of illegal structures, and manage high-risk areas.
- Use of structured, paid work within the cleaning programme as a stabilising intervention for selected individuals, supported through peer mentoring and social-work oversight.
- Coordination with relevant City departments, shelters, health services, and NGOs to facilitate access to appropriate support services.
- Escalation of hazardous waste and high-risk situations through established CID and municipal channels.

10.3 Environmental development

1. Securing and supporting the legal and safe use of public and green spaces, including
 - a. Contributing to the fencing of Plantation Park
 - b. Fencing along Jutland Ave
 - c. Adding a fence and an access gate for pedestrians and motor vehicles at the end of Pinoak Road
 - d. Extending the fence of Virginia Park

10.4 CID management and coordination

2. Appointment of a full-time CID Manager and a part-time Assistant to oversee service providers, manage contracts, and ensure accountability.
3. A CID office in the Vredehoek area from which operations will be conducted.
4. Coordination with the City, DPVWatch, SAPS, SANParks, and surrounding neighbourhoods.
5. Statutory reporting, financial management, and communication with members and the broader community.

(i) Improving Public Safety

11.1 Proposed services and/or projects

Objectives

- Improve safety and security in public spaces through visible security presence, monitoring and rapid response
- Visible vehicle and foot patrols to reduce opportunistic crimes and petty theft
- Effective and rapid response to security issues in public spaces through dedicated patrol vehicles with a response-time service-level agreement (SLA)
- Enable effective and coordinated responses to public safety incidents involving the CID, camera monitoring, patrol services, City Law Enforcement, SAPS, SANParks, DPVWatch and community safety structures
- Strengthen the enforcement of City by-laws in public spaces and enable faster and more consistent responses to by-law infringements and public space misuse

Short, medium and long-term goals

1. Short term (year 1): Stabilisation

- a. Stabilise public safety conditions by halting the rise of incidents in public spaces.
- b. Establish a visible and consistent public safety presence that clearly signals active monitoring, patrols and enforcement.
- c. Establish and refine an effective public safety approach for the CID that matches local conditions and priorities.
- d. Address known hotspots and persistent issues through focused patrols, camera coverage and by-law enforcement.

2. Medium term (years 2 - 4): Reduction and Adaptation

- a. Achieve a sustained downward trend in public safety incidents and public space disorder.
- b. Refine patrol patterns, camera coverage and enforcement priorities based on operational data and on-the-ground experience.
- c. Adapt the public safety approach to evolving risks and behaviours as the area stabilises and baseline conditions improve.

3. Long term (4+ years): Normalisation and Confidence

- a. Maintain a neighbourhood where public spaces are widely and confidently used by residents and visitors without fear
- b. Embed public safety as a normalised, preventative function focused on early intervention rather than crisis response
- c. Support a stable, orderly public environment that reinforces community confidence, social use of public spaces and long-term neighbourhood resilience against unlawfulness.

Services and projects

The CID's public safety strategy is based on an integrated model combining camera monitoring, visible 24x7 patrols, rapid response and lawful enforcement. These components operate in coordination through a central control room to ensure effective information sharing, escalation and response.

The public safety model comprises the following components:

- 24x7 camera monitoring of entry points, key routes and public space hotspots
- 24x7 public safety vehicle patrols providing visible presence and rapid response
- A dedicated City of Cape Town Law Enforcement Officer focusing on by-law enforcement

Street camera monitoring and control room

- 24x7 automated and human monitoring of up street cameras at key points across the CID.
- Monitoring services will be outsourced to a third-party service provider appointed through a fair, open and transparent procurement process.
- The camera monitoring service provider will operate a control room that serves as the central coordination and escalation point for public safety activities within the CID.
- The control room will coordinate information and responses between camera monitoring, patrol vehicles, CID staff, City Law Enforcement, SAPS, SANParks, DPVWatch and surrounding neighbourhood watches.
- CID staff will have radios to communicate directly with the patrol vehicles.
- Radio communications will also include or co-operate with DPVWatch to ensure effective coordination.
- Where appropriate, the CID may assume responsibility for monitoring suitable existing resident-installed cameras, subject to technical and legal feasibility and owner consent (see section 11 below).
- Installation of up to 100 additional street cameras to be undertaken over time to address coverage gaps, where necessary.
- Planned target areas for camera monitoring are described in more detail in section 11 below.

Vehicle and foot patrols

- 24x7 public safety vehicle patrols, two vehicles with one officer each.
- 2 foot patrollers during the day, on 8 hour shifts, 7 days a week.
- Patrol services will be outsourced to a third party provider that will be appointed through a fair, open and transparent process.
- The patrol vehicles will be equipped with a secure compartment for the lawful transport of suspects.
- The patrol officers will not carry a firearm but will have necessary safety equipment.
- The patrol service provider will make an armed backup vehicle available to respond when needed.
- The vehicles will actively patrol throughout the Vredehoek area, 24x7, and will be available to respond to public safety issues identified through camera monitoring, CID reporting channels or community alerts.
- Patrols are directly linked to the control room for rapid and coordinated responses to issues.
- Patrols will coordinate with DPVWatch and neighbouring CIDs where relevant, including coordination with the Lower Gardens CID in adjacent public spaces (such as Mill Street Bridge).
- Patrol vehicles and personnel will be clearly identifiable through Vredehoek CID branding.
- The service provider must ensure that staff have appropriate shift rotations to ensure the safety and well-being of the patrollers and compliance with employment regulations. Possible shift structures include:
 - Two shifts with 12 hour work days, following a 4 days on/4 days off pattern; or
 - Three shifts with 8 hour work days.
- Shift changes must be staggered to avoid lulls in monitoring during shift changes. Shift changes should also ideally not overlap with those of other security services, such as Law Enforcement, SAPS, armed response, etc.

License Plate Recognition (LPR) cameras

- The responsibility and cost of running existing License Plate Recognition (LPR) cameras, currently handled by DPVWatch, will be taken over entirely by the CID. This will relieve the DPVWatch of the need to fundraise for this cost.
- LPR cameras are part of the City's LPR network and are monitored by a third party. LPR cameras do not form part of the standard camera monitoring system and are not monitored by the street camera monitoring provider.
- Provision is made for the installation or replacement of up to 4 new LPR cameras over the next 5 years.

Law Enforcement Officer

- The CID will contract the services of a dedicated Law Enforcement Officer from the City.
- The Law Enforcement Officer remains a City employee, operating under City authority and command, and will be deployed within the CID
- The Law Enforcement Officer will work with a mix of standard working hours and weekends/overnight (at overtime rates), subject to City approval and operational requirements.
- The Law Enforcement Officer travels with one of the patrol vehicles.
- The Law Enforcement Officer can enforce the City's by-laws and has the power to issue fines and, in some cases, make arrests.
- The focus of the Law Enforcement Officer will include:
 - Enforcement of City by-laws in public spaces
 - Issuing fines and compliance notices
 - Addressing illegal structures, public space obstructions and repeat by-law infringements
 - Assisting with traffic-related by-law enforcement and public-space access issues, including illegal parking, obstructions and congestion hotspots where these fall within the Law Enforcement Officer's mandate.
 - The Law Enforcement Officer is able to perform these services, while private security providers are not.

- The Law Enforcement Officer carries a firearm.
- The Law Enforcement Officer will work in coordination with CID staff, patrols, City departments and relevant community safety structures to ensure effective information sharing and escalation.

Experience from other CIDs indicates that these measures can improve public-space management, response coordination, cleanliness and confidence when they are consistently implemented over time. The Pinelands CID reports¹ reductions in housebreaking (31.51%), robbery (44.44%), theft from motor vehicles (57.38%) and theft of motor vehicles (77.78%) for November 2024 to June 2025 compared with the same period a year earlier. In Llandudno, local incident data records 42 incidents in 2013, falling to five in 2019, with six and ten incidents recorded in 2023 and 2024². In Cape Town's CBD, the CCID reported³ that crime-related incidents logged by its 24-hour control room fell by 35%, from 1186 to 773, between the equivalent periods in 2024 and 2025.

DPVWatch will remain independent of the CID. The CID will coordinate with DPVWatch where appropriate, including through information sharing, escalation and public-safety coordination. Whether DPVWatch continues in its current form, adapts its role, or reduces activity over time will remain a decision for DPVWatch and the wider community.

CID patrols are only allowed to provide services in public spaces, and residents should not assume that the CID replaces private armed response for alarm activations or incidents on private property.

¹ <https://pinelandscid.co.za/>

² <https://www.llandudno.org.za/wp-content/uploads/2021/11/Llandudno-Crime-Statistics-1.pdf>

³ <https://www.capetownccid.org/news/drastic-drop-cape-town-cbd-crime>

11.2 Areas within the CID boundaries

Vehicle patrols, Law Enforcement Officer and LPR cameras

- Vehicle patrols will be conducted throughout the CID area.
- The Law Enforcement Officer will monitor issues in all public areas of the CID.
- LPR cameras will remain in their existing positions, targeting road entry and exit points.

Street cameras

The short- and medium-term focus of the street camera monitoring will be on monitoring key entry and exit points into the area, primary movement routes, access points to and from Table Mountain, and selected internal streets identified as public safety priorities. Camera coverage will be reviewed and refined over time based on operational experience, incident data and changing conditions within the CID.

The below description of priority monitoring areas is a guide based on survey results and current incidents in the CID area. Once the CID is established, it will produce a Public Safety strategy and management plan which will take into account security priorities and a survey of existing cameras. The plan will detail the streets and areas that are high priorities for camera monitoring, which existing cameras are necessary and suitable to integrate into the monitoring network, and where new cameras should be installed.

Focus areas

Initially, camera monitoring will prioritise locations with the greatest impact on public safety and movement into and through the CID area. This includes:

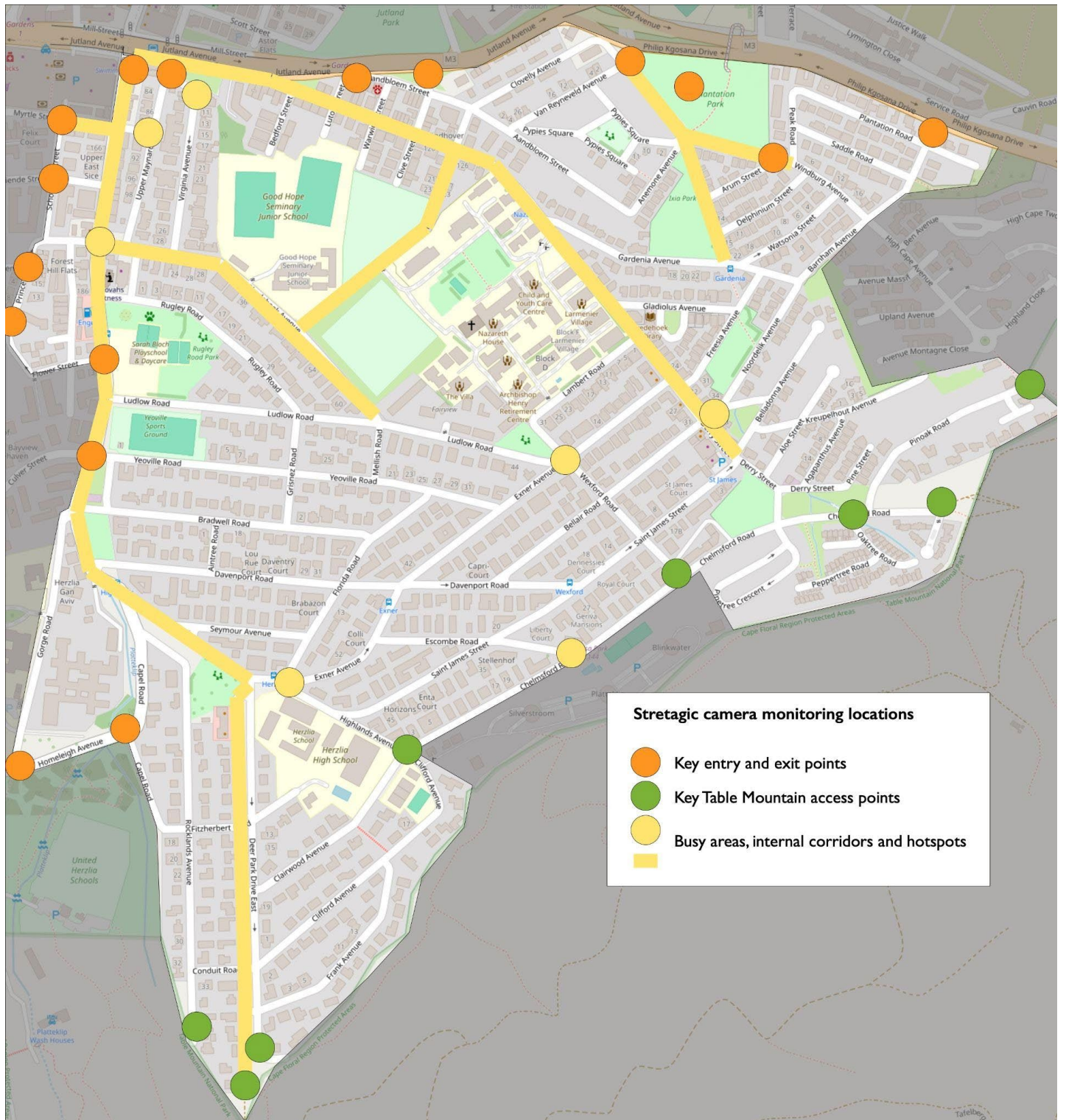
- Key entry and exit points into the CID
 - Upper Buitenkant St at Gardens Center / Upper Mill St
 - Upper Maynard St at Virginia Ave (at Virginia Park)
 - Aandbloem St along Jutland Ave and at Clive St
 - Philip Kgosana Dr at Crassula Ave / Van Ryneveld Ave
 - Plantation Park (in co-operation with Friends of Plantation Park)
 - Windburg Ave at Peak Rd
 - Philip Kgosana Dr at Barnham Ave
 - Homeleigh Ave at Capel Rd and Gorge Rd
 - Upper Buitenkant St at Culver St / Yeoville Rd
 - Prince St at Flower St and Jagersfontein Ave
 - Schoonder St at Prince St and Myrtle St
- Access points to and from Table Mountain
 - Controlling and monitoring access to Table Mountain is a challenge, as there are multiple access points and many of them are where a road ends and simply gives way to TMNP land (ie. there are not formal access controls). TMNP staff have raised that Vredehoek Quarry and the Deer Park area are problem spots and they welcome the support of a CID to assist them in managing crime.

- Key access points for the community are:
 - the eastern end of Chelmsford Road, which includes access to multiple mountain trails and the Vredehoek Quarry
 - the southern ends of Rocklands Rd and Deer Park Drive, which include access to multiple mountain trails.
- Ensuring good camera coverage of these areas will enable improved monitoring and response, and is essential for effective crime management with TMNP staff along these borders.
- End of Pinoak Rd
- Eastern end of Chelmsford Rd at the starting point of the mountain trails
- Chelmsford Rd at Oaktree Rd
- Chelmsford Rd at Wexford Rd
- Chelmsford Rd at Escombe Rd
- Chelmsford Rd at Highlands Ave
- Southern end of Rocklands Rd and Deer Park Dr at the entrance to Deer Park





- Busy commercial areas, high-traffic streets, internal corridors and other hotspots with recurring incidents
 - Garden's Center
 - Upper Buitenkant St from Upper Mill St to Myrtle St and Vriende St
 - Myrtle St from Schoonder St to Upper Buitenkant St
 - Mill St bridge and skate park, and Virginia Ave Park
 - Lower Upper Mill St (Garden's Center up to Derry St)
 - Derry St
 - Derry St at the Spar
 - Vredehoek Ave
 - Chelsea Ave
 - Upper Buitenkant Ave up to Deer Park Drive
 - Deer Park Drive
 - The junction of Wexford Rd, Exner Ave and Ludlow Rd
 - The junction of Exner Ave, Highlands Ave and Florida Rd
 - The junction of Vredehoek Ave and Upper Buitenkant St



As the CID matures and operational data becomes available, camera coverage will be expanded and refined to address coverage gaps within the CID area, and evolving public safety needs. Over time, this may include:

- Filling coverage gaps on internal streets where incident patterns or movement data indicate increased risk
- Adjusting camera placement in response to changes in behaviour, displacement effects or new development
- Improving continuity of coverage between entry points, internal routes and public space nodes
- Rebalancing coverage between preventative surveillance and targeted hotspot monitoring

Use of existing street-facing cameras

- There are over 150 existing street-facing cameras in the area, operated by individuals or community initiatives, that are monitored by a variety of service providers. While these cameras have proved important for incident alerts, there is limited coordination between service providers, limited coordination between monitoring and response vehicles, and no central mechanism for tracking individuals through the area and efficient sharing of footage to assist with incident response and follow-up.
- The CID intends to assume responsibility for the monitoring and coordination of approximately 200 of the existing cameras subject to technical suitability and the consent of property owners.
- Not all existing cameras within the CID area will necessarily be included in the CID monitoring network. Inclusion will be based on strategic value, coverage needs, technical and legal considerations, and consent of property owners.
- The exact cameras will be identified as part of the Public Safety strategy and management plan to be produced once the CID is established, taking into account security priorities and changes to installed cameras since this business plan was developed.

Installation of additional street-facing cameras

- Over the five-year term of the CID, the CID will fund the installation of additional street-facing cameras to address coverage gaps, up to 100 new cameras (for an approximate total of 300) with indicative targets of 40 (year 1), 20 (year 2), 20 (year 3), 10 (year 4) and 10 (year 5) additional or replacement cameras per year.
- Most cameras are expected to be installed on private property with the consent of property owners. The CID will cover the costs of installation and monitoring, while property owners will remain responsible for providing electricity and internet connectivity. This is currently the case for shared camera monitoring initiatives in various areas of Vredehoek.
- Ownership, physical control and maintenance of cameras installed on private property will remain with the relevant property owners, unless otherwise agreed.

Public safety controls

Public safety patrols and public-space management must be implemented lawfully, proportionately and without unfair discrimination. All contracted security personnel must be registered with the Private Security Industry Regulatory Authority (PSIRA), appropriately trained and vetted, and required to comply with PSIRA's Code of Conduct. Patrols, monitoring and enforcement activity should be based on conduct, specific incidents or objectively identified risk, while protecting lawful access to public streets, parks and Table Mountain routes.

Camera privacy and data governance

The purpose of centralised monitoring is to improve coordination and accountability compared with fragmented private camera arrangements, while maintaining an appropriate balance between safety and privacy.

Camera monitoring will be limited to legitimate public-safety and incident-response purposes in public spaces within the CID. The CID will require its camera monitoring service provider to comply with POPIA and all applicable legal requirements, and to operate under a written service agreement approved by the CID.

The service agreement must address purpose limitation, access control, retention and deletion periods, audit logs, incident-based release of footage, secure storage, signage where required, contractor obligations, and escalation to SAPS, City Law Enforcement or other authorised bodies. Access to live feeds and stored footage must be limited to authorised personnel and used only for approved public-safety purposes.

Where the CID receives, uses or stores information from third-party systems, including LPR-related information, the CID will apply appropriate controls to that information while recognising that externally controlled systems remain subject to their own responsible parties and governance arrangements.

Before expanded camera monitoring is implemented, the CID will adopt and publish an appropriate CCTV and camera data governance policy. The CID will oversee the camera-monitoring arrangements and may require periodic reporting from the service provider.

11.3 Total Estimated Costs

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Law Enforcement	R643,860	R666,395	R689,719	R713,859	R738,844	R3,452,677
Public Safety	R2,617,097	R2,708,695	R2,803,499	R2,901,622	R3,003,178	R14,034,091
CCTV Monitoring	R1,008,000	R1,130,220	R1,259,761	R1,350,418	R1,445,879	R6,194,278
Capital items (e.g. CCTV)	R400,000	R215,525	R216,068	R116,631	R117,213	R1,065,437
Total	R4,668,957	R4,720,835	R4,969,047	R5,082,530	R5,305,114	R24,746,483

11.4 Allocation of resources

Vehicle and foot patrols will cover the entire CID area.

The short- and medium-term focus of the street camera monitoring will be on monitoring key entry and exit points into the area, primary movement routes, access points to and from Table Mountain, and selected internal streets identified as public safety priorities. These areas are described in the section above. Camera coverage will be reviewed and refined over time based on operational experience, incident data and changing conditions within the CID.

The Law Enforcement Officer will monitor all public spaces of the CID.

11.5 Alignment with the Municipality's IDP and with section 22(4) of the MPRA

IMPROVING PUBLIC SAFETY			
CID CORE FUNCTION	IDP PRIORITIES/FOUNDATION	IDP OBJECTIVES	IDP PROGRAMMES
Public Safety	TOP TIER PRIORITY: SAFETY	OBJ 5: Effective law enforcement to make communities safer	5.1 Enhanced policing programme
			5.2 Safety technology programme
Public Safety	TOP TIER PRIORITY: SAFETY	OBJ 6: Strengthen partnerships for safer communities	6.1 Partnerships for community safety programme
			6.2 Holistic crime prevention programme

(ii) Maintenance and Cleansing

12.1 Proposed services and/or projects

Cleanliness and maintenance of public spaces are the next biggest concerns of residents, after public safety and the negative impacts of homelessness. Improvement of public spaces also contributes to and supports safety in public spaces, by helping to ensure that they are used safely and legally.

Maintenance

Objectives

- Improve the condition, safety and usability of public infrastructure within the CID through proactive monitoring and coordination with the City
- Reduce maintenance backlogs and response times by identifying, prioritising and escalating issues to the relevant municipal service departments
- Support safer pedestrian and vehicular movement by ensuring that defects in roads, pavements, lighting and road markings are addressed quickly and effectively

Services and projects

- The CID will support the maintenance of public infrastructure within the area by coordinating with City departments and providing limited supplementary services when necessary.
- Public infrastructure issues to be monitored include: potholes, damaged road surfaces, uneven pavements, missing or faded road markings, non-functioning street lighting, blocked stormwater infrastructure and deteriorating minor public amenities (e.g. public bins and park benches)
- The CID will focus on the early identification, reporting, prioritisation and tracking of maintenance issues in public spaces, working in partnership with the relevant City service departments.
- The CID will not duplicate or replace municipal services, but will supplement them through active monitoring, formal communication channels and, where appropriate, limited supplementary interventions.
- Supplementary interventions will be undertaken with the City's consent and in accordance with agreed protocols and memoranda of understanding signed with the relevant departments.

It is common for CIDs to sign Memorandum of Understanding (MOUs) with City departments to allow the CID to provide supplementary services. These services will be provided by the CID's cleaning service provider (see next section) under the training and supervision of the relevant departments. In some cases the materials required will be provided by the departments.

For example, the CID will sign an agreement with the City's Roads and Stormwater department under which the CID's cleaning team will be trained on how to repair small potholes. The department will then provide the CID with the materials to repair small potholes, the work will be carried out by the CID's trained cleaning service provider, and the repairs are inspected and approved by the department.

This maintenance function supplements the City's existing services in situations where the City would take longer to resolve an issue than the community would like, the cost is limited, and the CID has the motivation, means and budget to do so.

Cleansing

Objectives

- Reduce litter, waste, and debris in streets, pavements, parks, and public spaces.
- Mitigate the negative impact of bin-picking, particularly after refuse collection days.
- Remove hazardous waste, including needles and other drug-related paraphernalia, from public areas.
- Remove weeds to ensure roadsides, pavements and verges are attractive and well-maintained.
- Provide additional, storm-specific stormwater drain clearing ahead of forecast severe weather, supplementing the City's routine maintenance schedule to reduce flood risk to roads and properties
- Improve the day-to-day cleanliness and usability of public spaces through visible, consistent cleaning services.

Services and projects

The CID will contract an accredited third-party NGO service provider to deliver a structured cleaning programme across the CID area. The programme is designed to provide consistent, visible cleaning services while also creating employment opportunities linked to social upliftment.

- A cleaning team of six members working half-day shifts will provide cleaning services seven days per week covering streets, pavements, parks, and green spaces across the CID. Individual cleaners will work a maximum of five days per week, with staggered shifts ensuring consistent daily coverage and increased capacity on higher-demand days.
- All areas in the CID will be cleaned once a week.
- The cleaning team will wear CID-branded high-visibility vests.
- Cleaning schedules will be aligned with municipal refuse collection days to ensure effective post-bin-day cleanup and reduce the impact of bin-picking.
- Cleaning focuses on pavements, streets and parks, including litter and dog waste, as well as the removal of weeds from pavements and kerbs.
- CCT Waste Services Department can collect the cleaning team's filled refuse bags daily from a single collection point.
- Where hazardous waste such as needles is identified, the cleaning team will escalate via the CID control room for appropriate handling by the relevant municipal department.

The cleaning team will be supported and supervised by outreach and peer-support staff provided by the same service provider. This ensures daily oversight, accountability, and continuity, while allowing cleaning staff to be supported within a structured work environment.

The cleaning team will also be responsible for supplementary minor maintenance tasks as described in the Maintenance section above.

Integration with social support services

The cleaning programme forms part of an integrated urban-management approach, operating in close coordination with the CID's social engagement programme. Employment opportunities within the cleaning team are used as a stabilising intervention for selected individuals living on the street, supported through peer mentoring and social-work oversight as described under Promotion of Social and Economic Development.

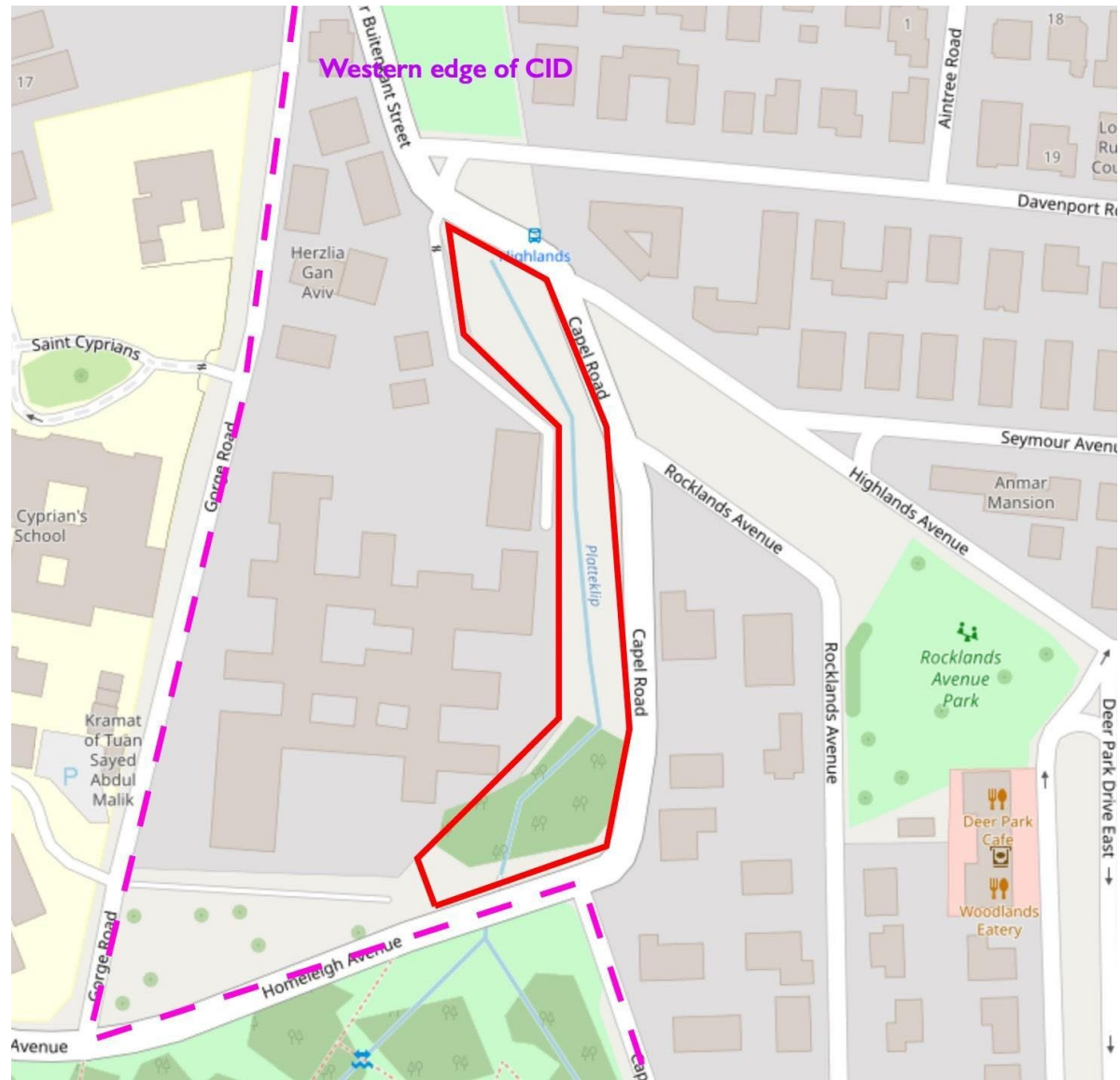
12.2 Areas within the CID boundaries

Maintenance monitoring and supplementary services will be provided across the entire CID area.

Cleaning services will be delivered across the entire CID area on a rotational basis, with prioritisation informed by refuse collection schedules, public events, seasonal conditions, and identified hotspots. Particular attention will be given to parks, high-use pedestrian routes, and areas adjacent to public facilities.

Capel Road Stream

The green area along Platteklip Stream at Capel Road will also be kept clean. The City's Waste Services Department only cleans litter from the edge of the pavement and roads, and does not go down into the waterway itself. The area is used for washing and drying clothes, sleeping and as a toilet.



12.3 Total Estimated Costs

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Maintenance & Cleansing	R501,109	R526,164	R552,473	R580,096	R609,101	R2,768,943
Total	R501,109	R526,164	R552,473	R580,096	R609,101	R2,768,943

12.4 Allocation of resources

Cleaning and maintenance resources are allocated fairly across public spaces in the CID.

12.5 Alignment with the Municipality's IDP and with section 22(4) of the MPRA

MAINTENANCE AND CLEANSING			
CID CORE FUNCTION	IDP PRIORITIES/ FOUNDATION	IDP OBJECTIVES	IDP PROGRAMMES
Cleaning and Maintenance	TOP TIER PRIORITY: BASIC SERVICES	OBJ 4: Well-managed and modernised infrastructure to support inclusive economic growth	4.6 Waste minimisation and recycling Programme
			4.7 Promoting Cleanliness and addressing Illegal dumping Programme
Cleaning and Maintenance	SECONDARY TIER PRIORITY: PUBLIC SPACE, ENVIRONMENTAL & AMENITIES	OBJ 9: Healthy and sustainable environment	9.1 Environmental and Biodiversity management Programme
			9.2 City Health Programme

Cleaning and Environment	SECONDARY TIER PRIORITY: PUBLIC SPACE, ENVIRONMENTAL & AMENITIES	OBJ 10: Clean and healthy waterways and beaches	10.1 Healthy urban waterways Programme
Cleaning and Environment	SECONDARY TIER PRIORITY: PUBLIC SPACE, ENVIRONMENTAL & AMENITIES	OBJ 11: Quality and safe parks and recreation facilities supported by community partnerships	11.1 Quality community facilities programme 11.2 Partnerships for quality public spaces programme

(ii) Environmental Development

13.1 Proposed services and/or projects

Objectives

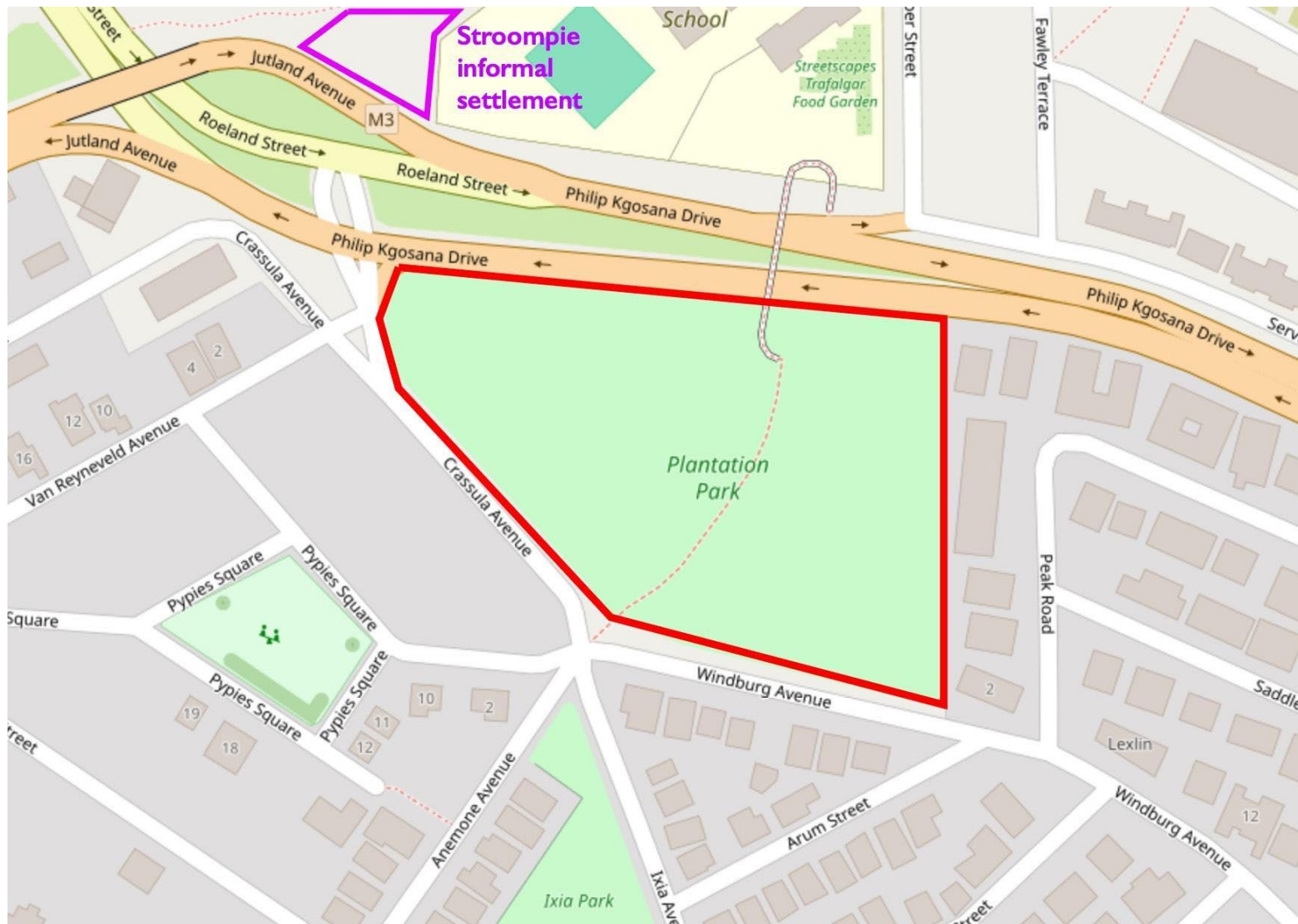
- Support safe, legal use of public spaces through improved public security, safety and well-maintained facilities
- Control flow of pedestrian traffic in and out of the area to help reduce crime
- Provide for an annual budget for additional capital expenditure to invest in improving public spaces and facilities

Services and projects

Fencing Plantation Park

Put a 2.4m high fence around Plantation Park, in collaboration with Friends of Plantation Park. This will improve physical safety in the park as children and animals will not be able to run into the M3 (which is a high traffic road). This will help control foot traffic through the park, particularly to/from Stroompie, and will help to reduce rough sleeping in the park and make it a community-friendly, re-usable event space.

The fencing cost is planned to be shared between the CID and private funders (such as the Speed Classic who have an agreement with the City to hold an annual event for the next few years that makes extensive use of Plantation Park).





Fencing of Jutland Ave

Put a fence along the edge of Jutland Ave (M3), which is a busy road and a key corridor to the City center. There are three green spaces which are directly adjacent to Jutland Ave, which makes them unsafe for use, particularly by children and animals.

This area is a key entry/exit point into Vredehoek. It experiences significant foot traffic from homeless people and criminal elements, particularly after dark, as they come from Lower Gardens and the City Center up into Vredehoek. The tree alongside the AFS/AGM Church is used as a toilet and often has fires lit underneath it. The green area close to the Upper Mill and Mill St junction is also used as a toilet and, due to the coverage provided by the trees and bushes, also attracts drug users.

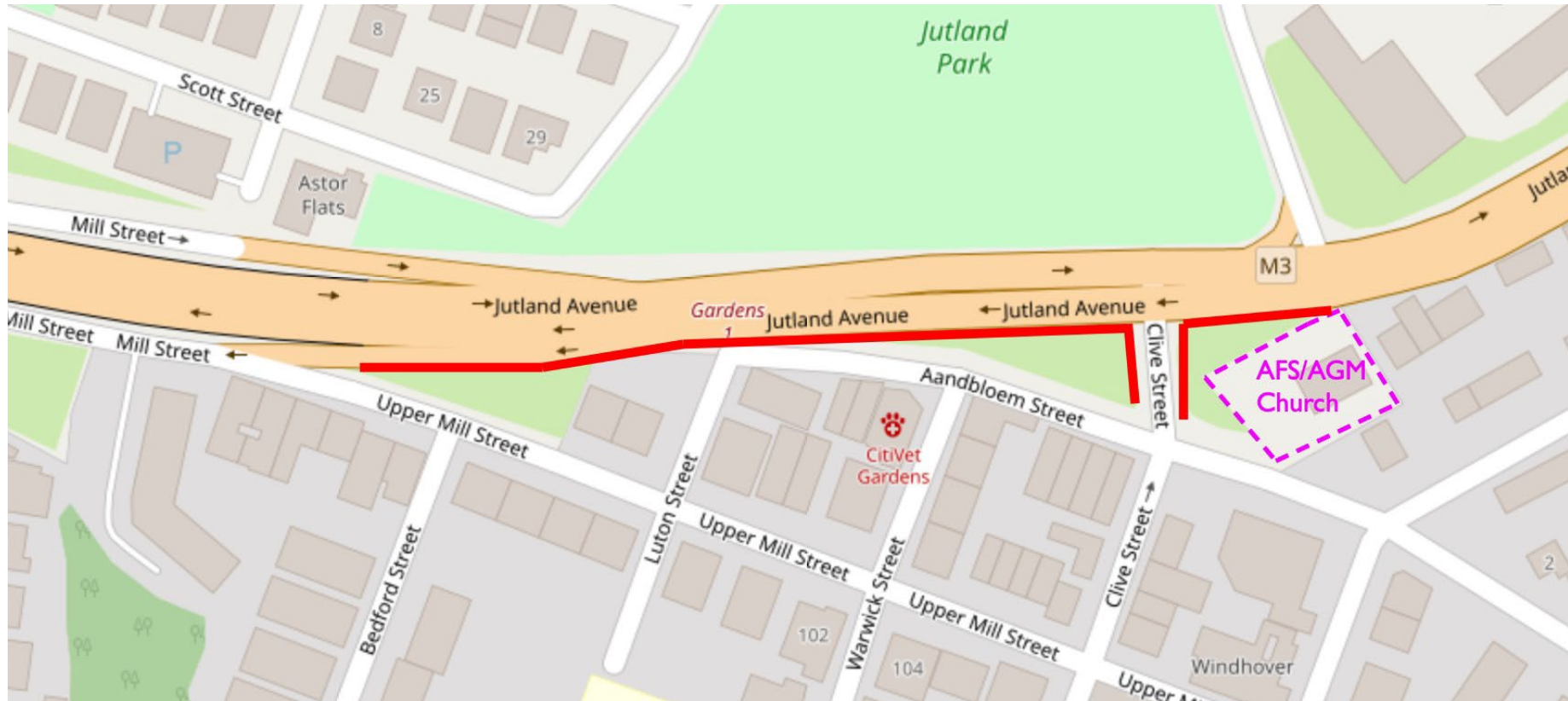
The proposed fence will run from where Mill Street and Upper Mill Street branch, east along Jutland Ave and Clive St to Aandbloem St. On the east side of Clive St, the fence will run from the end of the AFS/AGM Church's fence west along Jutland and up to Clive St and Aandbloem St.

The fence will make the green spaces safer and more usable by residents, including for children and dogs. There is a vet at the corner of Aandbloem and Warwick streets, and so there are animals in this area at risk of running into Jutland Ave traffic. There is an AFS/AGM Church just east of Clive Street and families and children will be able to more safely use the green areas.

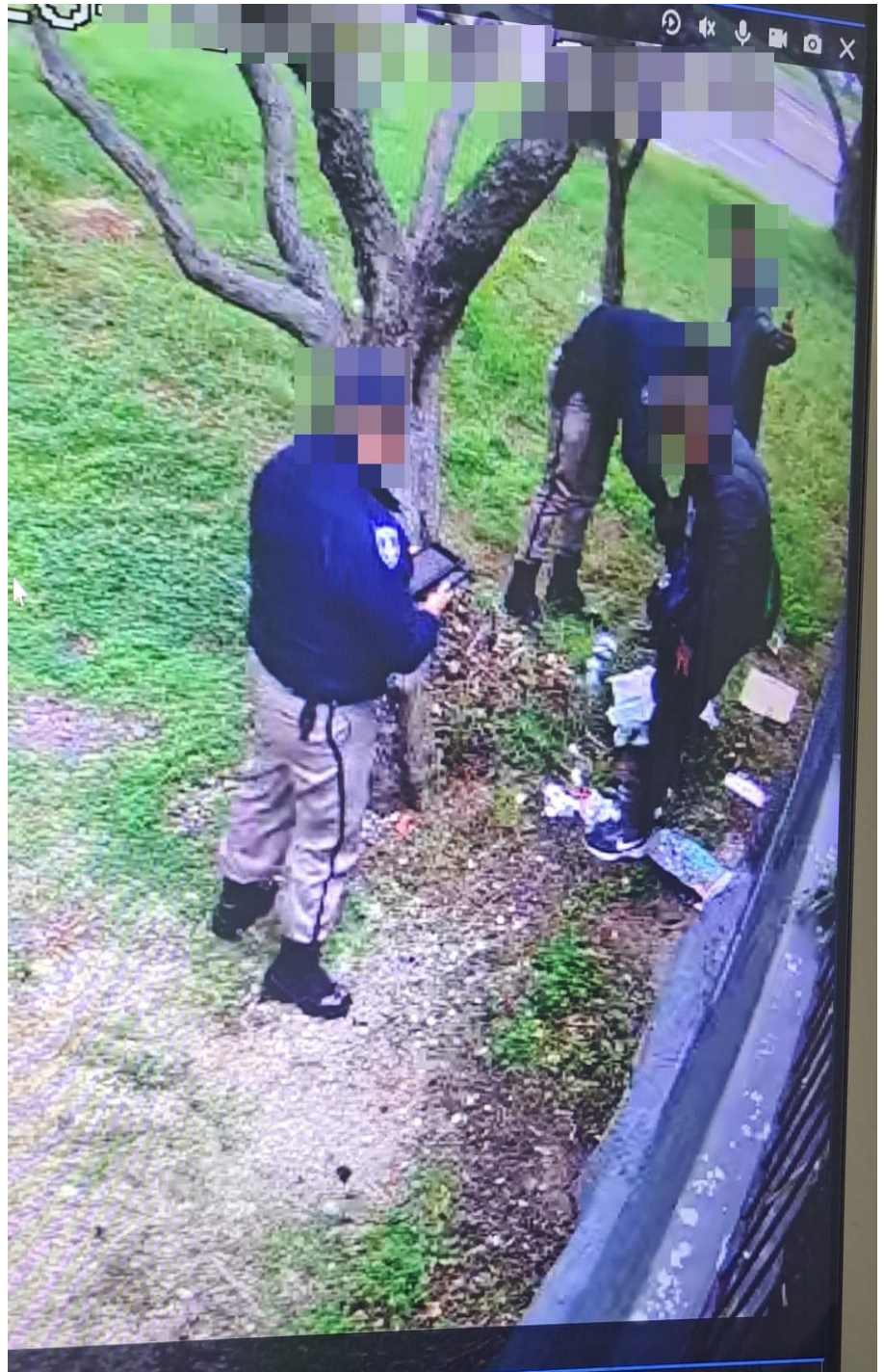
Fencing this area will also help to control foot traffic into and out of Vredehoek by forcing pedestrians to enter at Upper Mill St or Clive St, both of which will be well-lit at night and monitored by cameras.

The Steering Committee considered a green barrier along Jutland Avenue as an alternative to fencing. A mature *Carissa macrocarpa* hedge could provide a softer streetscape and a natural deterrent, but the greening advice received was that it would take approximately 18-36 months to become an effective barrier and would require ongoing pruning and maintenance, and could hinder camera monitoring if not properly maintained. A fence better meets the short term immediate safety requirement, maintains visibility for monitoring, and is expected

to be less costly to maintain over time than a hedge relied on as the primary barrier. Greening may still be added over time for beautification and environmental value, provided it does not compromise visibility, safety or maintenance requirements.

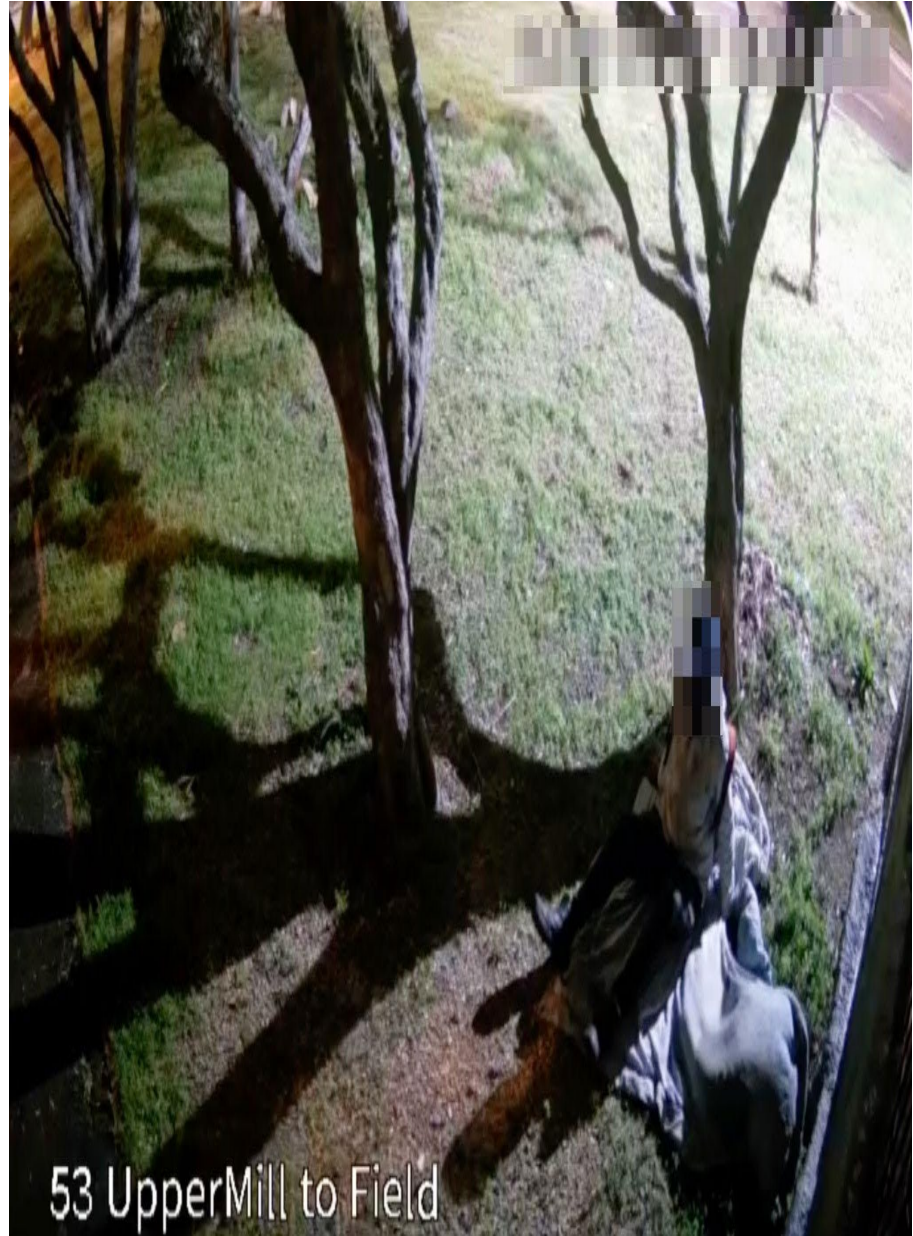






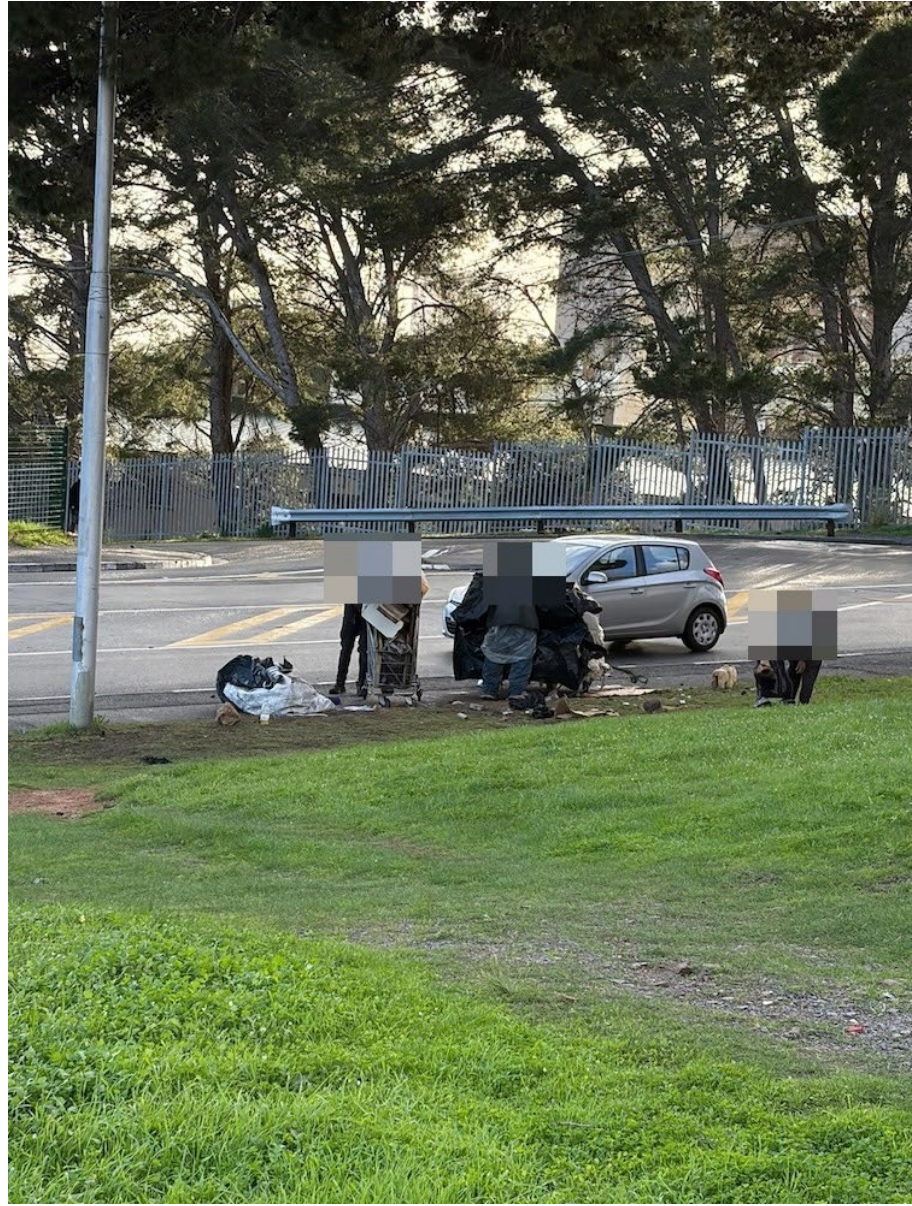


53 Upper Mill to Field Down



53 Upper Mill to Field







Fencing and gated access at end of Pinoak Road

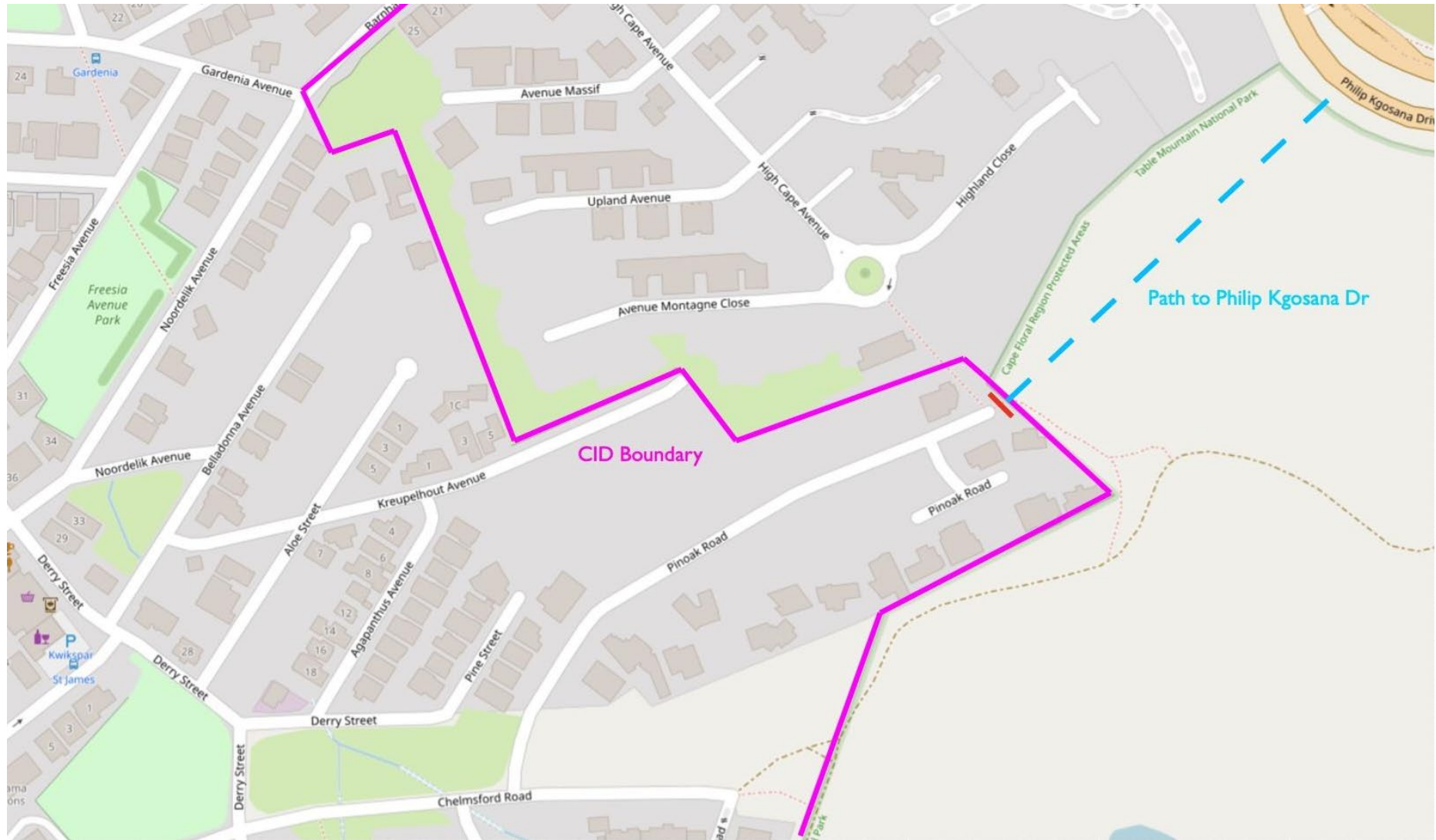
Pinoak Road ends on an open path onto Table Mountain National Park. It has formal walking routes east onto the mountain towards the quarry and south towards the paths along the southern border of Vredehoek and TMNP.

It also has informal paths down to Philip Kgosana drive, which are used by criminal elements to quickly escape Vredehoek either down to Philip Kgosana or to hide under rocks and in holes on the mountain.

The proposed fence and lockable gate (along with camera monitoring) at the end of Pinoak Rd where it leads onto TMNP would help to control access to the CID. High Cape (just north of the area) is not included in the CID and is fully fenced around its entire area.

Controlling this entry/exit point (especially after dark) would ensure that access to the area off of TMNP is through the formal (monitored) area at the end of Chelmsford Road, and reduce the value of Pinoak as an escape route onto the mountain and down onto Philip Kgosana.

The fence would have a lockable gate, the control of which would be managed by the CID and residents of Pinoak Road. This fence and gate would permit vehicle access when necessary, as this is a key area for firefighting services to prevent fires on Table Mountain from spreading into the suburb.







Extending the fence of Virginia Park

Extend the fence of Virginia Park to enclose the entire park area. This will make the enclosed park area larger and help to manage illegal and unsafe use of the green space.





Fencing projects (shown in red on maps and photos) will be subject to appropriate site-specific design, approval and operating arrangements before implementation. This includes consideration of lawful public access, gates and opening arrangements where relevant, emergency and maintenance access, pedestrian routes and maintenance costs.

13.2 Areas within the CID boundaries

Improvements will be focused on securing green spaces/parks in the area to manage pedestrian access and to support their safe and legal use:

- Plantation Park
- Virginia Park
- Jutland Ave
- Pinoak Road

13.3 Total Estimated Costs

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Environmental Development	R102,600	R371,615	R338,564	R193,574	R41,311	R1,047,664
Total	R102,600	R371,615	R338,564	R193,574	R41,311	R1,047,664

13.4 Allocation of resources

Vredehoek has a number of parks and green spaces, the bulk of which are fenced. This helps to ensure that the spaces are safe for children and animals, and that access can be controlled, especially after hours.

Plantation Park is not fenced and is open to the M3 which is a major road into the city and is very busy. Fencing it will make it a safer space for use in general, allow for controlled access after hours, help control the flow of people to/from Stroompie into Vredehoek (especially after hours), and make the space more usable for events.

Similarly, the stretch of Jutland Ave (Philip Kgosana becomes Jutland Ave) at the edge of Vredehoek alongside Aandbloem Street is a porous barrier, and criminals are known to escape from Vredehook over Jutland Ave and into Lower Gardens. The streetside is also not safe for children or animals - there is a grassy area, a church, a vet and a dog grooming parlour on this stretch of Aandbloem street.

Only a portion of Virginia Park is fenced. Extending the fence to cover the entire park will make the fenced area larger.

13.5 Alignment with the Municipality's IDP and with section 22(4) of the MPRA

ENVIRONMENTAL DEVELOPMENT			
CID CORE FUNCTION	IDP PRIORITIES/FOUNDATION	IDP OBJECTIVES	IDP PROGRAMMES
Urban Development	SECONDARY TIER PRIORITY: TRANSPORT	OBJ 13: Safe and quality roads for pedestrians, cyclists and vehicles	13.1 Road Safety and Maintenance programme
Urban Development	TOP TIER PRIORITY: SAFETY	OBJ 6: Strengthen partnerships for safer communities	6.1 Partnerships for community safety programme
Urban Development	TOP TIER PRIORITY: SAFETY	OBJ 11: Quality and safe parks and recreation facilities	11.2 Partnerships for quality public spaces programme

(iii) Promotion of Social and Economic Development

14.1 Proposed services and/or projects

Objectives

- Reduce the negative impact of people sleeping rough in public spaces
- Prevent the formation of illegal structures and manage high risk hotspots through early intervention
- Promote more inclusive and orderly public spaces by reducing disorder linked to rough sleeping through proactive engagement and support
- Enable sustainable pathways towards stability and reintegration for willing individuals living on the street
- Provide employment opportunities linked to the CID's cleaning programme

Projects/services

The CID will contract an accredited third-party service provider to deliver a street-level social engagement and support programme, integrated with the CID's cleaning and urban-management activities.

The programme focuses on proactive, daily engagement with individuals sleeping rough in public spaces, with an emphasis on relationship-based support. The service provider will supply:

- Trained peer-support and outreach staff with lived experience of homelessness, present on the street daily.
- Part-time (one-third time) services of a registered social worker to provide professional oversight, case management, and referral support.

Peer-support staff are responsible for:

- Daily engagement with individuals sleeping rough in the CID.
- Monitoring and managing emerging hotspots.
- Encouraging access to shelters, health services, substance-use support, and other appropriate services provided by local authorities.
- Supporting individuals participating in the cleaning programme through mentoring and accountability.

The registered social worker provides:

- Case management support for individuals who engage with the programme.
- Supervision and guidance to peer-support staff.
- Coordination with external NGOs, City departments, and relevant government services.

Employment-linked upliftment

Employment opportunities are created through integration with the CID cleaning programme. Selected individuals are offered structured, paid work as part of the cleaning team, subject to readiness and ongoing support.

Work is used as a stabilising intervention, providing routine, responsibility, and income. Individuals employed in the programme are supported alongside their work through peer mentoring and social-work oversight, with the aim of improving reliability, life skills, and readiness for longer-term opportunities.

Not all individuals engaged by the programme will immediately enter employment. Outreach staff will also work with individuals who are not ready or willing to participate in work, focusing on reducing harmful behaviours in public spaces, preventing the establishment of illegal structures, and promoting uptake of appropriate support services.

The cleaning and social engagement model is intended to work with people already present in, or connected to, the local area. It is not intended to attract people into Vredehoek for work opportunities. Participation in cleaning work will be managed by the appointed service provider and will depend on suitability, readiness, supervision capacity, conduct, and ongoing support.

Outcomes for public spaces and the community

The integrated approach to cleaning and social development supports:

- Cleaner public spaces.
- Reduced disorder linked to rough sleeping.
- Early identification and management of high-risk situations.
- Practical pathways for individuals willing to engage and improve their circumstances.

The programme is support-focused, non-punitive, and supplementary to municipal services, providing the CID with a practical and accountable mechanism to manage social challenges that directly affect public spaces.



Myrtle Street



Rough sleeper at Rugley Park.

14.2 Areas within the CID boundaries

Support will be provided to all rough sleepers throughout the CID.

14.3 Total Estimated Costs

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure
Social and Economic Development	R318,960	R334,818	R351,466	R368,943	R387,290	R1,761,476
Total	R318,960	R334,818	R351,466	R368,943	R387,290	R1,761,476

14.4 Allocation of resources

Support will be provided to all rough sleepers throughout the CID.

14.5 Alignment with the Municipality's IDP and with section 22(4) of the MPRA

Demonstrate how the proposed improvements and/or upgrades are consistent with the municipality's IDP and with section 22(4) of the MPRA.

SOCIAL ECONOMIC DEVELOPMENT			
CID PROGRAMMES	IDP PRIORITIES/ FOUNDATION	IDP OBJECTIVES	IDP PROGRAMMES
Cleaning, Environment & Social Development	FOUNDATION: A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY	OBJ 15: A more spatially integrated and inclusive city	15.1 Spatial integration and transformation programme
			15.2 Social inclusion and well-being programme

15. Financial Impact of the CID

The Vredehoek CID is funded through additional property rates levied on all rateable properties within the defined CID area. This funding mechanism aligns with the City Improvement Districts By-law and Policy which ensures that all funds collected are specifically used for improvements within the geographical boundary of the Vredehoek CID. The CID By-law allows for differentiated additional rates between categories of rateable property and as such a residential and non-residential additional rate is applicable in the CID.

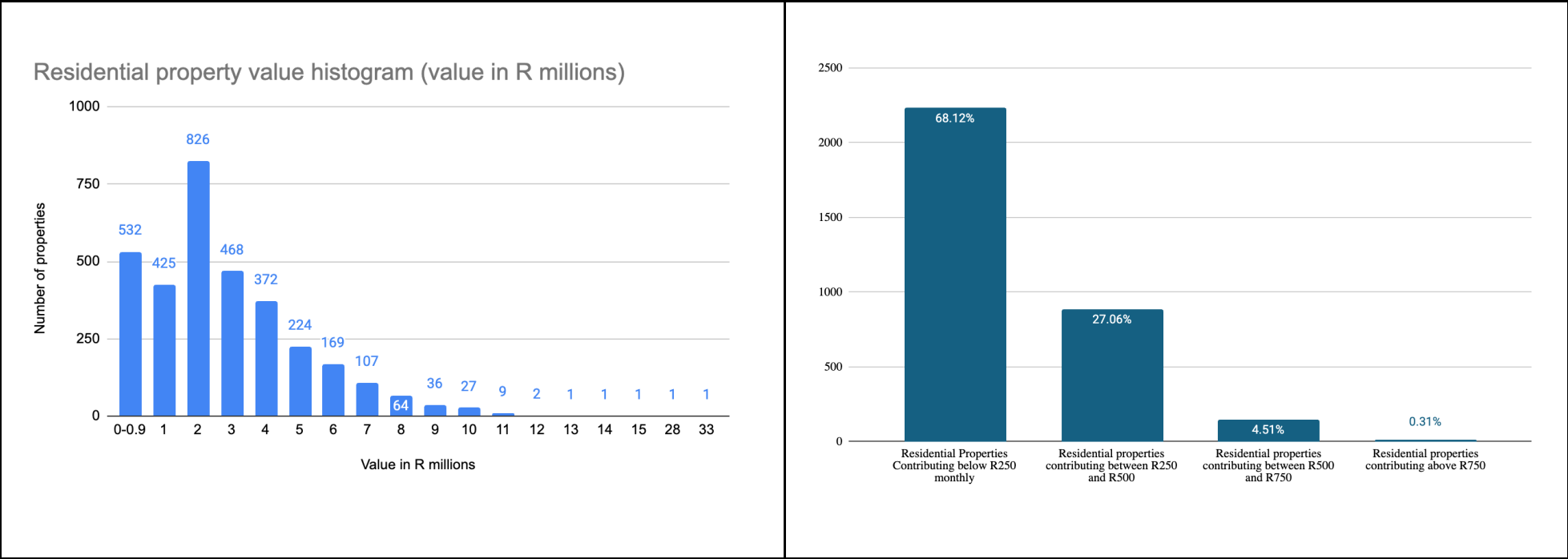
The CID By-law does not allow for a flat charge per household, flat charge per erf, or ad hoc exemption created by the CID.

The Steering Committee recognises that a valuation-based contribution can be difficult for some owners, including pensioners, owners living from savings, and owners of trust-owned properties where the occupier pays the municipal account. These concerns have been considered in assessing affordability, but the CID cannot create its own separate pensioner or other exemption categories outside the City's Rates Policy

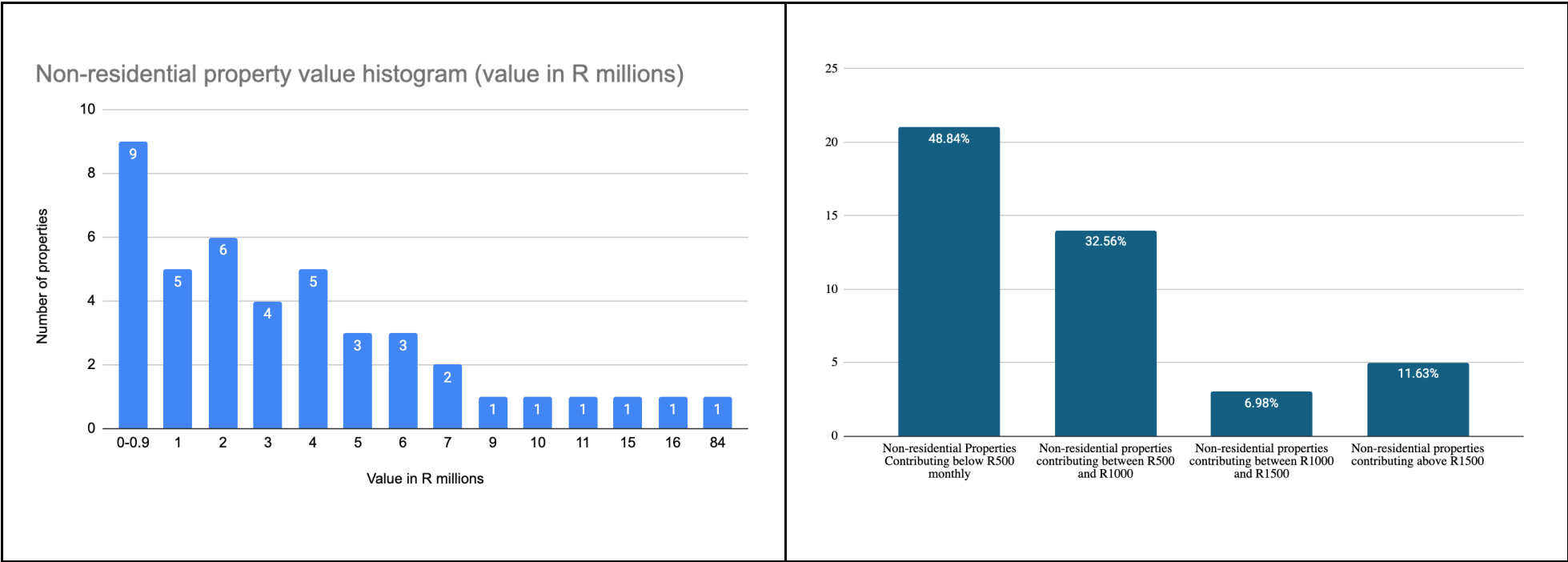
In designing the service mix, the Steering Committee has aimed to keep the business plan affordable, while still being efficient, effective and appropriately scaled.

Approximate property valuations and financial contributions

The figures below show the approximate residential property value in the proposed CID area, and the approximate distribution of monthly contributions (valuations figures are from before the 2026 updates to the valuation roll).



The figures below show the approximate non-residential property value in the proposed CID area, and the approximate distribution of monthly contributions.



16. How much will it cost?

In line with the City's CID By-law, the Management Body is required to prepare a proposed annual budget for each successive financial year by the date and in the format required by the Executive Director based on the specific needs of the area as set out in the Business Plan. The budget is funded by an additional property rate levied on the municipal valuation of all properties within the CID boundary. The property rate is calculated by the City annually during the City's budget process. The additional rate is expressed as a Rate-in-the-land and is calculated by dividing the budget total with the total municipal valuation of properties in the CID. The budget and additional rates are approved by Council with the City's budget and is applicable over a financial year, which starts on 1 July.

The additional rate is payable by each property or sectional title unit that has its own municipal valuation and rates account. For sectional titles, the body corporate is not responsible for paying the additional rate, unless the property has a single ratepayer and municipal rates account.

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

Residential:

- $\text{Municipal valuation} \times \text{R } 0.000666 = \text{Annual contribution (VAT excl.)}$
- $\text{Annual contribution (VAT excl.)} \div 12 = \text{Average monthly contribution (VAT excl.)}$
- $\text{Average monthly contribution (VAT excl.)} \times 1.15 = \text{Average monthly contribution (VAT incl.)}$

Non - Residential:

- $\text{Municipal valuation} \times \text{R } 0.001523 = \text{Annual contribution (VAT excl.)}$
- $\text{Annual contribution (VAT excl.)} \div 12 = \text{Average monthly contribution (VAT excl.)}$
- $\text{Average monthly contribution (VAT excl.)} \times 1.15 = \text{Average monthly contribution (VAT incl.)}$

The Expenditure Budget for each year of the Business Plan:

YEAR	TOTAL EXPENDITURE	REVENUE (Funding Source: Additional Rates)	REVENUE (Other Funding Source e.g. Accumulated Surplus / Donations / Sponsorship / Parking etc.)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R 7,496,559	R 7,496,559	R 0	N/A
2	R 7,907,042	R 7,907,042	R 0	5,5%
3	R 8,336,077	R 8,336,077	R 0	5,4%
4	R 8,482,976	R 8,482,976	R 0	1,8%
5	R 8,727,400	R 8,727,400	R 0	2,9%

The larger increases in Years 2 and 3 reflect upfront capital investment during those years, including the additional cameras and fencing projects, alongside ordinary cost inflation. From Year 4 onward, this capital investment tapers off substantially, and the smaller increases reflect ordinary inflation-linked costs only.

The impact on individual property owners in the outer years of the CID term may vary due to valuation fluctuations caused by successful valuation objections, subdivisions, new developments, court amendments, implementation of a new General Valuation Roll or Supplementary Valuation roll causing the CID budget to be spread over an increased or reduced total municipal valuation base.

Because the CID's budget is a fixed amount each year, it does not increase simply because valuations rise. The rate-in-the-rand is instead recalculated so the same fixed budget is divided across the updated total valuation base. A general rise or fall in valuations across the CID does not, by itself, mean the CID is collecting more or less from ratepayers overall. Where new developments add properties to the CID's

rateable base without increasing the approved budget, the same fixed budget is spread across a larger valuation base which would likely reduce the contribution required from existing ratepayers.

Members vote annually at the AGM to adopt each year's budget, within the fixed five-year total already approved in this application. The CID cannot materially increase the annual budget, or meaningfully shift its focus between services, without following a separate, formal process required by the CID By-law and Policy. Where there is a material change in the budget, additional services or boundary, reference can be made to section 26 of the CID By-law. The Council may not levy an additional rate exceeding 25% of the applicable municipal rate on any rateable property within a newly established CID in the first year.

Property owners who receive a full or partial rates rebate from the City will receive a full rebate on the CID additional rate. Owners who believe they may qualify for a City rates rebate should apply through the City's normal rates-rebate process. The CID cannot grant a separate exemption where the City has not granted a rebate under the Rates Policy.

17. Proposed Management Structure

Once the Vredehoek CID receives approval from the City, a non-profit company (NPC) will be incorporated in accordance with the Companies Act. The board will meet quarterly. The NPC will open a bank account and implement the business plan.

During implementation (see Part B - Implementation Plan), the CID Board must approve and annually review management plans for public safety, maintenance and cleansing, environmental development, social and economic development, and communication. These plans must include clear deliverables and measurable service standards appropriate to the appointed service providers, approved budget and operating conditions. Annual reporting should include practical delivery indicators, such as incident records, service requests logged and followed up, cleaning coverage, complaints received and resolved, camera/patrol availability where applicable, and social programme outputs where reasonably measurable.

In addition to statutory AGMs, annual reports and published financial and performance information, the CID will invite ongoing comments and complaints through its website and communication channels. The frequency and form of this reporting e.g. monthly newsletters or dashboards tracking measurable KPIs for each pillar of service can be adjusted over time based on what members request, within the operational capacity of the CID team. Community feedback, incident data, service-provider performance and budget constraints will be considered when annual management plans and priorities are reviewed.

18. Membership and Management Body

18.1 Membership of the NPC

Membership is open to ratepayers within the CID area who are paying the additional rate. There are no costs for membership, and eligible ratepayers must apply in writing to the NPC Directors to be a member (membership forms will be made available via the CID website).

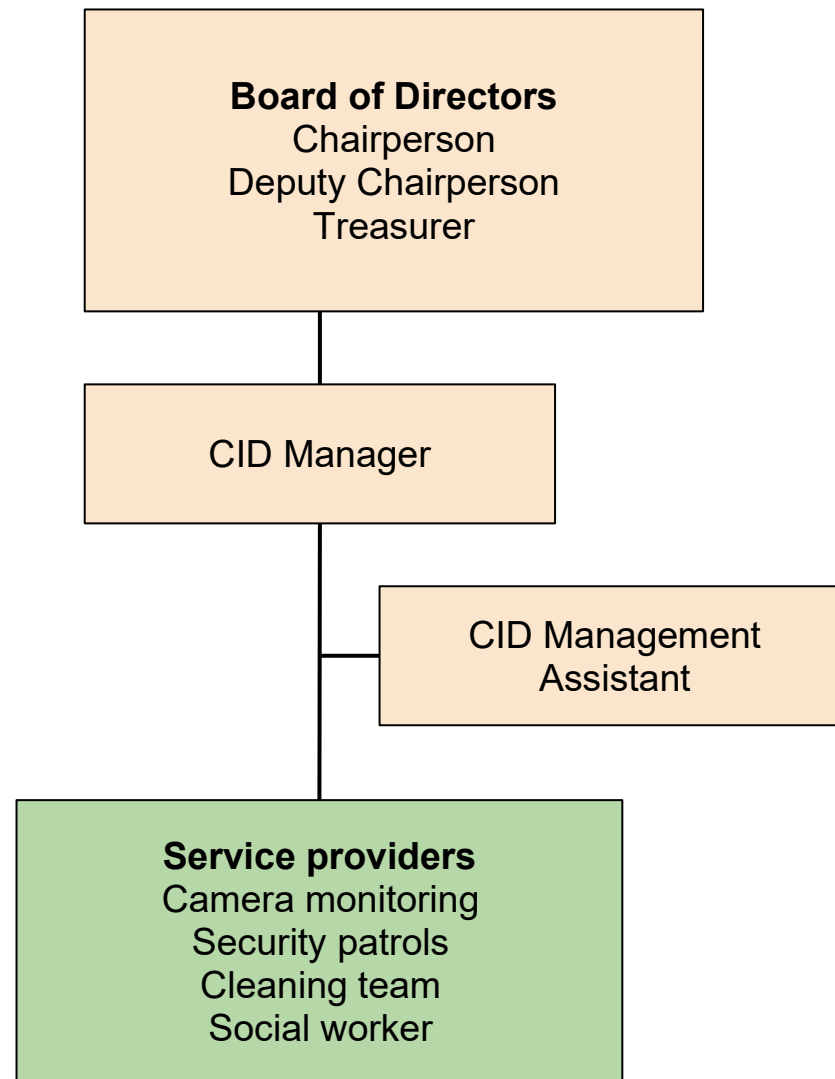
The CID will ensure inclusivity by providing feedback to the public at annual general meetings, and sharing the notices, meeting agendas and minutes of Board and members' meetings on the CID website. The entire community is allowed to participate at members' meetings but only members of the NPC are eligible to vote at members' meetings.

18.2 Composition and election of Directors

Under the CID Policy and the CID By-law, the CID is initially established with an interim Board. This Board is, or is appointed, by the Steering Committee at the time the NPC is registered. The interim Board exists to ensure continuity, compliance, and operational readiness until the first Annual General Meeting (AGM). The first AGM must take place within six months of the establishment of the NPC. At this first AGM, the members shall elect a new Board of Directors from within the members of the NPC, in accordance with the CID Policy and By-law.

The Board is not remunerated for its duties. The Board shall comprise a minimum of 3 Directors. One third of the serving Directors must step down annually, but could be re-elected at the AGM. The Board shall elect a Chairperson, Deputy Chairperson and Treasurer from its members at the first meeting of the Board of directors convened after each AGM.

The Board of Directors are collectively responsible for the performance of the Vredehoek CID, and for meeting the financial and performance reporting requirements vis-à-vis the City.



18.3 Procurement of Service Providers

Under the City's CID Policy (clause 32.1), it is required to observe the procurement principles enshrined in Section 217 of the Constitution. Procurement must be fair, equitable, transparent, competitive and cost-effective. The Policy (clause 32.2) requires the Board to adopt its own procurement rules to give effect to this, and sets out specific safeguards those rules must include at a minimum. The CID's procurement rules are built directly around these requirements:

- **Fair, equitable, transparent, competitive and cost-effective procurement** (Policy clause 32.3.1): service providers are appointed through a documented process: written quotations for smaller purchases, and a publicly advertised Request for Quotation (RFQ) or tender for larger or ongoing service contracts evaluated against criteria agreed by the Board in advance.
- **Excluding corrupt persons from contracts** (clause 32.3.2): any bidder with a relevant criminal or fraud conviction is disqualified from being awarded a contract.
- **Excluding persons unfit to serve as a company director** (clause 32.3.3): any bidder, or principal of a bidding company, disqualified from serving as a director under the Companies Act is excluded from being awarded a contract.
- **Oversight of decision-makers through multiple approvals** (clause 32.3.4): no contract may be awarded on a single Director's decision alone, significant procurement decisions and contract awards require approval by more than one Director, recorded in Board minutes.
- **Rotation of procurement decision-makers** (clause 32.3.5): responsibility for managing procurement processes will rotate between Directors, or between the Board and CID Manager, on a periodic basis, to reduce the risk of relationships forming that could lead to corruption.

These rules apply equally to the initial interim Board and the elected Board following the first AGM. The CID's annual report to the City will include an overview of its supply chain management processes, any challenges experienced, and any unsolicited bidding proposals received during the year, as required under the Policy's annual reporting provisions.

19. Permissible Amendments to the Business Plan without Further Consent

If a determination is made to affect a material alteration to the geographical boundaries of the CID, such alteration shall be implemented in accordance with the formal process in Section 26 of the CID By-law. If an amendment to the geographical boundaries of a CID is deemed non-material and does not alter the terms of liability or the quantum of the additional rate levied, such amendment shall be undertaken in compliance with Section 25 of the City Improvement District By-law, 2023.

Where a change of strategy or additional services are necessitated through collaboration with municipal departments, and such services are not expressly provided for in the motivation report but is deemed as enhanced and/or supplementary municipal services, the business plan may be amended without further consent, provided that the amendment is non-material and the process prescribed under Section 25 of the City Improvement District By-law, 2023 is duly followed.

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

20. Term Renewal and Dissolution

The application covers a fixed five-year term over the financial years between 2027 and 2032. At the end of that term, the CID must be actively renewed through a further formal process described by the CID By-law and Policy, giving ratepayers a built-in checkpoint to reconsider whether the CID should continue. Renewal requires a resolution at the CID's final AGM of the term, followed by a 30-day objection period open to every ratepayer; the City may only approve renewal if written objections are not received from at least 40% of ratepayers. If ratepayers are dissatisfied with the CID's performance, this renewal point provides a clear opportunity to end it without requiring any special action beforehand.

Under Section 28 of the CID By-law, the City may dissolve a CID at any time if a majority of ratepayers liable for the additional rate sign a written application requesting dissolution, or if members pass a special resolution at a members' meeting to voluntarily wind up the NPC in accordance with the Companies Act. The City itself may also dissolve a CID for good cause, following consultation with the Board and the local community.

On dissolution, any remaining funds are not lost or absorbed by the City. The CID's net assets, after settling any outstanding liabilities, are distributed in accordance with the Companies Act and the NPC's own founding documents. The City assists in identifying an appropriate beneficiary for these funds, giving preference to neighbouring CIDs with similar objectives e.g. redirecting any remaining balance toward continued public safety or cleansing work in the surrounding area, rather than the funds disappearing into general City revenue.