

BUSINESS PLAN

for the

Muizenberg Improvement District NPC

for the period of 1 July 2017 to 30 June 2020

“extended area”



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1 BUSINESS OVERVIEW

1.1 BACKGROUND

The City of Cape Town introduced the Special Rating Area (SRA) 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 SRA's at that time were established in commercial areas, e.g. the Central City Improvement District (CCID) in Cape Town and the Claremont Improvement District Company (CIDC) in the Claremont CBD.

A SRA is a clearly defined municipal area, in which property owners contribute additional rates to fund 'top up' municipal services for that specific area as per the approved Business Plan. It does not receive any grants or subsidies from the City, but does have the powers to raise additional income. SRAs are governed by Section 22 of the Municipal Property Rates Act (MPRA), the Municipal Finance Management Act (MFMA), the Companies Act (Non Profit Company - NPC), the SA Constitution and the City of Cape Town's Special Rating Area By-law of 2012, and Special Rating Area Policy 2015/16 as well as a finance agreement.

1.2 BUSINESS PROFILE

The business concept

The Muizenberg Improvement District (MID) was established under the SRA 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. These were revised in 2013 in a new Memorandum of Incorporation in accordance with the requirements of the Companies Act, 71 of 2008. Since its inception, membership of the Company has increased steadily. Today there are over 200 members.

The MID area

The MID area was originally limited to a small enclave in the heart of Muizenberg which urgently required attention in terms of urban renewal. The boundaries of the MID area have remained the same since the MID was established in 2001.

The area covered is demarcated by Main Road from Muizenberg Station in the south to the junction with Albertyn Road in the north. The boundary runs eastwards along Albertyn Road, round Vlei Road, up Beach Road, over the beachfront and back to the station. At a MID members' meeting in September 2013, it was decided to ask the City of Cape Town to re-define these boundaries to include *both sides* of Main Road, Albertyn Road, Vlei Road and Beach Road, specifically in reference to roadside verges, the car parking area outside the Civic Centre, the beachfront roadway, and also Muizenberg Park.

In addition, there has been growing interest in extending MID's boundaries, both amongst current members of MID and property owners in contiguous areas. Under consideration, subject to various necessary processes, and after careful financial analysis, the Muizenberg Improvement District intends to extend its boundary to include properties in Wherry, Cromer, Clevedon and Henley Roads.

1.3 MID'S VISION

MID will promote the aesthetic beauty, safety and cultural development that will bring Muizenberg worldwide recognition.

1.4 MID'S MISSION

MID's mission is to expand our influence and foster a collaborative community spirit in pursuit of our vision.



2. PRODUCT AND SERVICE DESCRIPTION

According to the Finance Agreement between MID and the City of Cape Town, the SRA (CID) levy is defined as the 'product' of the MID which is used to deliver a top-up municipal service on behalf of the City of Cape Town. MID's services are organised in five core business areas.

2.1 MANAGEMENT

Develops relationships and drives collaboration with all stakeholders.

Financial Management & Governance

MID aims to continue to manage its finances and levy-funded activities strictly in accordance with the guidelines issued by the City of Cape Town and other relevant statutory bodies, taking due account of the wishes of the MID Membership. Approximately 25% of MID levy income will continue to be ear-marked for management activities, including office expenses, professional fees, and other items such as public education and general communication with Membership and the community.

Supplementary Fund-raising

MID plans to develop an effective fund-raising/resource partnerships that will allow it to undertake projects within its core business mandate, but beyond the capacity of funding available from its levy income. Such projects include:

Safety & Security

- * Partner with the Muizenberg Community Safety Initiative and other organisations/businesses utilising CCTV monitoring systems in the MID area.
- * Intensify public safety and security services through an operations forum

Social Development

- * Secure storage facilities for homeless people participating in cleaning project
- * Partner with community organisations to facilitate income generation and skills development for the homeless people in the MID.
- * Run community education programmes regarding responsible giving

Cleansing & Maintenance

- * Collaborate with community organisations on community education programmes i.r.o. littering, and an integrated re-cycling system in the MID area
- * Partner with businesses and community organisations to support top-up cleaning services on weekends and public holidays.

Environmental Upliftment

- * Green and maintain public open space such as road verges
- * Contribute to the development of Muizenberg Park

The MID Office

The MID has one employee, the Manager, who works in partnership with Portfolio Directors to ensure follow through and compliance with regard to MID's core business mandate.

Collaboration

MID will collaborate with bodies such as Muizenberg Community Safety Initiative (MCSI), Muizenberg and Lakeside Residents' Association, the Muizenberg Historical Conservation Society, False Bay Tourism and Business Association, Safer Together, Zandvlei Trust, Friends of Muizenberg Park, etc. to facilitate

achievement of its objectives for the MID area. The extension will contribute significantly to collaborative efforts between MID and MCSI where the boundary will no longer be a challenge.

2.2 PUBLIC SAFETY & SECURITY

Strive for safe, crime-free streets and public open spaces within the MID area

Funding

MID will continue to spend approximately 50% of its budgeted levy income on public safety and security.

It must be noted that the MID extension will have no additional financial impact on the current MID levy payers; the annual MID levy increase will remain as per approval of the 2015 – 2020 business plan at the AGM in November 2014.

Patrols

As appropriate, maintain a regular patrol presence, whilst working towards increasing patrollers' versatility and effectiveness.

Special supplementary and week-end services

Private security funded by beachfront business have proved effective in assisting MID with reducing beachfront crime.

CCTV Cameras

Partner with the Muizenberg Community Safety Initiative to effectively utilise the CCTV camera network to improve public safety and security.

Report suspicious vehicles to relevant Law Enforcement authorities for listing on the LPR Camera Network across the City.

Collaboration

MID has set a safety and security operations forum in place to intensify its efforts to achieve effective collaboration with and between MID's security service provider, other private security service providers and statutory services such as SAPS, Railway Police (Metrorail/PRASA), Metro Police, the Neighbourhood Safety Officer and the City's Law Enforcement and Traffic sections.

Illegal residents implicated in or associated with crime

There are several groups of people who are illegally "camping out" within or on the fringes of the MID area, and who appear at the very least to have criminal associations. The primary "camp sites" are the upper reaches of Muizenberg Park, the Metrorail railway reserve, the Vlei and various vacant or semi-derelict buildings. MID plans to support all efforts to solve these and associated problems.

In addition, the extended area enables MID to maintain visible patrol and monitoring of activities around the Vlei area that directly impacts on public safety and security in the MID area.

Neighbourhood Watch

MID will support the work of the local Neighbourhood Watch in facilitating safety and security in the area.

The extended area will enable MID to actively collaborate with the Muizenberg Community Safety Initiative (neighbourhood watch), since many active members reside in the extended area.

2.3 **SOCIAL DEVELOPMENT**

Helping people in need to help themselves

Funding

MID will continue to fund social development projects primarily through fund-raising, collaboration with other NPO's and the allocation of a proportion of any over-retention rebates repaid to MID by the City.

It must be noted that the MID extension will have no additional financial impact on the current MID levy payers; the annual MID levy increase will remain as per approval of the 2015 – 2020 business plan at the AGM in November 2014.

Illegal residents not implicated in or associated with crime

MID plans to continue collaboration with Safer Together, the City's Social Development Department and stakeholders to establish appropriate referral and intervention process to address the issues of street children and homeless people in the MID area.

Poverty Alleviation and Income Generation

MID will continue to develop a skills data base so as to enable local residents and businesses to make contact as appropriate with local potential service providers. For example, MID's weekend clean-up team, made up entirely of local homeless people, has proved very satisfactory, both in terms of creating work opportunities and also in terms of a contribution to the cleanliness of our area. This offers work practice and the opportunity to instil a sense of responsibility and accountability.

Community Education

Certain elements within the MID and surrounding Muizenberg community, either knowingly or unwittingly, contribute towards attracting homeless people and other street dwellers to our area. A major community education drive is envisaged to stop these counter-productive practices. Community participation in the educational process will be actively encouraged.

Monitoring

MID will continue to monitor and appropriately refer, or deal with, new arrivals on our streets, which also includes any street children, whether strollers or resident. The extended area will contribute significantly to MID's ability to monitor and map the activity of the homeless, vagrants and street children moving between the MID and the Vlei area.

Collaboration

MID collaborates with and will continue to collaborate with bodies such as the City's Social Development Department, the Displaced People's Unit, Safer Together and various local NPO's and those in the local "communities of origin" from which strollers visit our area.

2.4 **CLEANSING & MAINTENANCE**

Keeping streets and open spaces in the MID area clean and in good condition

Funding

MID will continue to spend approximately 25% of its budgeted levy income on contracted cleansing services to supplement the work of the City of Cape Town.

It must be noted that the MID extension will have no additional financial impact on the current MID levy payers; the annual MID levy increase will remain as per approval of the 2015 – 2020 business plan at the AGM in November 2014.

Contracted Cleansing Service

Monday to Friday, MID will ensure adequate cleansing of the whole MID precinct on a rostered basis that reflects the levels of use of specific areas and the weight of dirt and litter they generate. The extended area will also be serviced once a week as all other streets in the current MID boundary.

Supplementary Cleansing over Week-ends and Holidays

In addition, MID will endeavour to ensure that, at least during busy seasons, supplementary cleansing and litter collection is undertaken.

Infrastructure Maintenance

MID will communicate and collaborate with various departments of the City of Cape who should ensure adequate maintenance of drains, street surfaces, road markings, signage and provision of infrastructural services. Community participation in this process will be actively encouraged.

Integrated Re-cycling Services

Re-cycling is possible at a number of levels including a formal collection system operated by the City, subscription collection services provided by private organisations, and the provision of re-cycling bins, as well as informal re-cycling by independent operators such as bin-pickers.

Community Education

Community education is an integral part of the process of improving the cleanliness of the MID environment. Littering and dumping as well as deposits of canine and human faeces are on-going problems that MID proposes to eliminate with the support of relevant City departments and community organisations. Neighbourhood participation in the relevant communication processes will be actively encouraged.

Collaboration

While MID members, residents and local businesses need to concern themselves with the cleanliness of the local precinct, MID's collaboration with City departments will also be maintained and improved.

2.5 ENVIRONMENTAL UPLIFTMENT

Enhancing our area's natural, architectural and aesthetic heritage and appeal

Funding

In general, MID will fund environmental upliftment projects through allocation of a proportion of repayments of excess levy retentions and external fund-raising, including applications for grants from various trusts and other similar bodies.

It must be noted that the MID extension will have no additional financial impact on the current MID levy payers; the annual MID levy increase will remain as per approval of the 2015 – 2020 business plan at the AGM in November 2014.

Greening

In collaboration with Table Mountain National Park, the City's Parks and Forests and Biodiversity Management Departments, the Zandvlei Estuary Nature Reserve, Zandvlei Trust and Friends of Muizenberg Park, MID will establish and maintain greened public areas that showcase local flora. Projects under consideration include:

- * Rehabilitation of Muizenberg Park
- * Establishment of a garden in the Muizenberg station / York Road car park
- * Planting local dune vegetation as part of the upgrading of Surfers' Corner
- * Extending community gardening initiatives in Royal Road
- * Greening roadside verges on Beach and Vlei Roads

Extensive community involvement will be actively encouraged.

Architecture

Muizenberg Village and a number of buildings in the contiguous area are protected in terms of South Africa's heritage laws and City by-laws. Some buildings are nevertheless falling into disrepair. MID will take steps to encourage building owners to properly maintain their buildings. Community involvement in these efforts will be welcomed.

Public Art

Muizenberg's artists are a significant and under-utilised community asset. MID will seek to engage with the art community, and where necessary, MID will attempt to facilitate funding partnerships to realise popular and desirable proposals for public art that have properly obtained permission from the City. On-going community participation and comment will be sought.

Collaboration

Bodies with whom MID will be extensively involved regarding greening initiatives are listed above. Regarding architecture, collaboration with the Muizenberg Historical Conservation Society and the City's Heritage and Problem Buildings units will be essential. Similar cooperative arrangements will be needed and maintained with all City Departments tasked with governing various aspects of public art, as well as with suitably qualified and experienced technical advisers.

3. OPERATIONAL MANAGEMENT AND ORGANISATIONAL STRUCTURE

3.1 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.

Portfolios are determined by the specific requirements of the organisation at a particular time. Portfolios will often largely coincide with the delineation of MID's core business areas. However, there may be times when a particular core business area demands special attention and may need the input of more than one director. The "management" core business area, for example, could include the Chair, a Finance Director, and also a Marketing or Communications Director, and a Membership Director. Depending on variables such as directors' personal skills and preferences, portfolios within the Cleansing & Maintenance and Environmental Upliftment core business areas, for example, might be allocated in different ways at various times. From time to time, specific projects or focus areas might require dedicated attention from a director. (See Organogram)

3.2 Operational Management And Administration

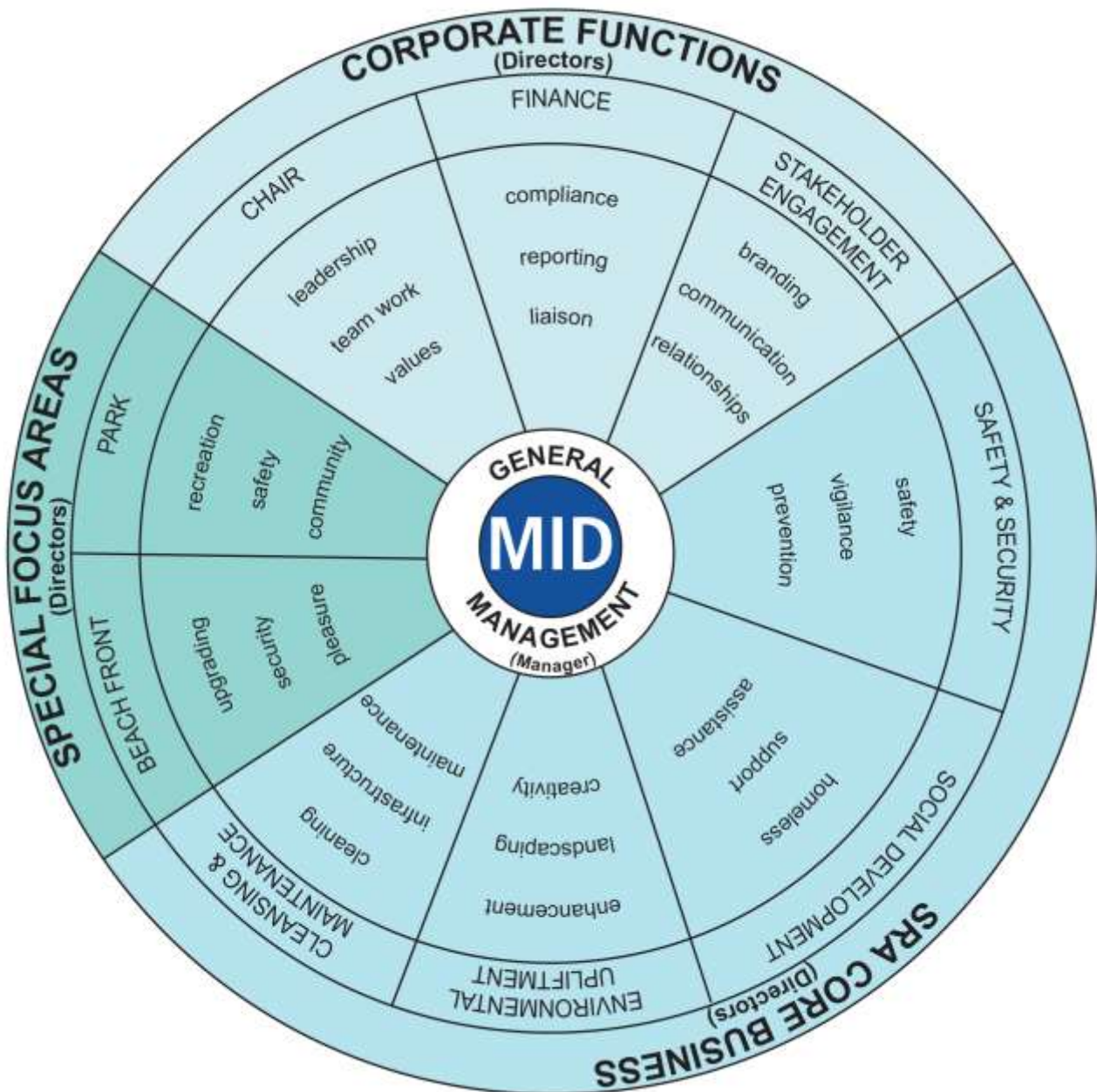
The daily operations of the Company, including management of major contracts such as security and cleansing, are the responsibility of the Manager. The Manager's task is also to support the Chair to facilitate the effective functioning of the board and to support the efforts of directors to bring about improvement in the MID area. In addition, the Manager ensures MID's compliance with all statutory requirements, with the assistance and support of the Company's Accountant, Auditor and Company Secretary. (See *Organogram*)

As MID develops and grows in influence, it is unlikely that a single employee will continue, with occasional part time help, to be able to deal adequately with these liaison, control and administrative functions. It is therefore envisaged that the staff level in the office may increase.

3.3 Special Focus Areas

Some areas of the MID precinct and immediately contiguous areas deserve special attention, for economic, public safety and/or environmental reasons. Such areas include Muizenberg Beachfront and Muizenberg Park. In these areas MID needs to monitor conditions and take whatever action is possible to improve facilities for locals and visitors alike, particularly bearing in mind the significance of tourism and surfing as contributors to Muizenberg's economy. Supplementary fund-raising may from time to time be undertaken to support projects in these areas. Collaboration with other bodies, particularly with the False Bay Tourism and Business Association and Muizenberg and Lakeside Residents' Association, will be key to successful funding and management of special focus areas and projects within them.

3.4 Organogram



4. THE MARKET

4.1 **Industry Analysis**

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

4.2 **Market Analysis**

Currently the Muizenberg Improvement District area is comprised of 1117 registered property owners which make up the rate base. While constituents in the MID area consist of property owners, residential tenants and business tenants, only the property owners contribute towards the SRA levy which forms our rate base.

Muizenberg is a unique location. It is both a seaside village and a 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 tenants), day visitors (from the Southern Suburbs, the Cape Flats, Cape Town and the Northern Suburbs), holiday makers (from beyond Cape Town) and international tourists, some of whom are day visitors while some stay in the area.

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

4.3 **Marketing & Communication Strategy**

The MID derives its primary income from an additional rate levied on property owners' municipal accounts. This revenue is collected by the City of Cape Town and allocated to the MID on a monthly basis. This income, however, is inadequate to support major improvement initiatives. It is essential for MID to develop additional income streams, or apply for extraneous grant funding, donations or other contributions in order to undertake projects presently beyond the scope of the MID budget.

It is important to MID as an organisation to have high levels of understanding, buy-in and support from its members (some 200 owners), its levy-paying income base (1117 registered properties) and from the broader community. To facilitate communication with this constituency, MID has developed an easily accessible web site, which will need to be maintained and further improved. In addition, MID needs to refine its database of members' and levy payers' contact details so that cost effective email communication can be maintained and more levy payers can be encouraged to become members of the Company. Further, MID needs to maintain the good relationships it has established with the local press.

Improved understanding of the functionality of MID has resulted in a significant level of interest in potential inclusion into the District amongst members of the broader Muizenberg community. The communication and public participation processes required in terms of the City's SRA by-law will make considerable demands on MID's communication capacity.

5. FINANCIAL PROJECTIONS

5.1 Introduction

According to the Financial Agreement between MID and the City of Cape Town (CoCT) (*Appendix 3*), the SRA levy is defined as the Company's product, expressed as a rand in the rand of the valuation at the end of February of the current financial year, and in the budget as approved by CoCT and MID's membership (at the AGM) for the following financial year. The SRA levy calculated remains constant for the financial year. This levy is applied to the municipal valuations as captured on the CoCT financial system, which determines the annual SRA levy payable in monthly instalments by the property owner.

MUIZENBERG IMPROVEMENT DISTRICT (with boundary extension)

5 YEAR BUDGET AS PER BUSINESS PLAN

	REVIEWED 2015/16		REVIEWED 2016/17		EXTENSION 2017/18		2018/19		2019/20	
EXPENDITURE	R		R		R		R		R	
Employee Related	194 700	11,6%	211 880	12,3%	243 900	12,8%	268 800	13,0%	295 500	13,1%
Salaries	174 400		191 840		223 000		245 300		270 000	
UIF	4 100		3 840		3 000		3 000		3 000	
Bonus Provision	16 200		16 200		17 900		20 500		22 500	
Core Business	1 070 369	64,0%	1 173 000	68,2%	1 424 235	74,6%	1 549 158	74,8%	1 687 000	75,0%
Cleansing Services	324 123		357 000		468 965		515 861		567 000	
Environmental Upgrading (Greening, landscaping, recycling, etc.)	5 000		3 000		30 000		30 000		30 000	
Law Enforcement Officers	-		-		-		-		-	
Security Services - CCTV monitoring	-		-		-		-		-	
Security Services	736 246		810 000		780 270		853 297		935 000	
Social Upliftment	5 000		3 000		145 000		150 000		155 000	
Depreciation	9 252	0,6%	2 313	0,1%	-	0,0%	-	0,0%	-	0,0%
Repairs and Maintenance	17 000	1,0%	11 000	0,6%	4 000	0,2%	2 000	0,1%	2 000	0,1%
Services Accounts ex CCT	-	0,0%	6 000	0,3%	-	0,0%	-	0,0%	-	0,0%
Interest Paid	-	0,0%	-	0,0%	-	0,0%	-	0,0%	-	0,0%
General Expenditure	195 160	11,7%	208 226	12,1%	178 609	9,4%	189 000	9,1%	198 000	8,8%
Accommodation (Rent)	24 000		28 800		-		-		-	
Accounting fees	36 000		39 600		43 560		50 000		55 000	
Administration and management fees	6 000		6 000		6 000		6 000		6 000	
Auditor's remuneration	9 000		11 000		11 000		12 000		13 000	
Avertising	6 000		6 600		8 000		9 000		8 000	
Bank charges	9 200		14 520		12 000		13 000		13 000	
Computer expenses (including Website)	30 000		33 000		7 000		7 000		7 000	
Contingency / Sundry	2 000		2 000		2 449		3 000		3 000	
Donations	-		-		5 000		3 000		3 000	
Entertainment	-		-		-		-		-	
Insurance	10 200		10 200		9 900		11 000		12 000	
Lease rental on equipment	-		-		-		-		-	
Marketing and promotions	11 000		6 000		-		-		-	
Meeting expenses	12 500		8 500		10 500		12 000		12 000	
Motor vehicle expenses	-		-		-		-		-	
Newsletter expenses	-		-		-		-		-	
Office security	3 960		4 356		-		-		-	
Postage	1 500		1 650		4 000		4 500		5 000	
Printing and stationery	8 000		8 000		12 000		13 500		14 000	
Protective clothing	-		-		-		-		-	
Secretarial duties	-		-		6 000		4 000		4 000	
Staff welfare (tea, Coffee, etc.)	6 000		6 000		6 000		6 000		6 000	
Subscriptions	-		-		1 000		1 000		1 000	
Telephone and fax	19 800		22 000	16	27 000		31 000		33 000	
Training	-		-		5 000		-		-	

Traveling	-		-		2 200		3 000		3 000
Other: Specify	-		-		-		-		-
Operational Projects	140 000	8,4%	58 000	3,4%	-	0,0%	-	0,0%	-
Social Development	35 000		27 000		-		-		-
Environmental Upliftment	30 000		21 000		-		-		-
Beachfront Upliftment	25 000		-		-		-		-
Resource Collaboration Project	30 000		-		-		-		-
Marketing & Communications	20 000		10 000		-		-		-
Provide Detail	-		-		-		-		-
Provide Detail	-		-		-		-		-
Capital Projects	-	0,0%	-	0,0%	-	0,0%	-	#DIV/0!	-
Provide Detail	-		-		-		-		-
Provide Detail	-		-		-		-		-
Provide Detail	-		-		-		-		-
Provide Detail	-		-		-		-		-
Provide Detail	-		-		-		-		-
Capital Expenditure (PPE)	-	0,0%	-	0,0%	-	0,0%	-	0,0%	-
Office Furniture	-		-		-		-		-
Office Equipment	-		-		-		-		-
Computer Equipment	-		-		-		-		-
CCTV Cameras	-		-		-		-		-
Electric Fence	-		-		-		-		-
Security Equipment	-		-		-		-		-
Vehicles	-		-		-		-		-
Other: Specify	-		-		-		-		-
Other: Specify	-		-		-		-		-
Future Provision	-	0,0%	-	0,0%	-	0,0%	-	0,0%	-
Assets	-		-		-		-		-
Operational Project	-		-		-		-		-
Capital Project	-		-		-		-		-
Other: Specify	-		-		-		-		-
Bad Debt Provision 3%	45 974	2,7%	49 869	2,9%	57 240	3,0%	62 133	3,0%	67 500
TOTAL EXPENDITURE	1 672 455	100,0%	1 720 288	100,0%	1 907 984	100,0%	2 071 091	#DIV/0!	2 250 000
INCOME	R		R		R		R		R
Revenue - SRA Add Rates	-1 532 455	91,6%	-1 662 288	96,6%	-1 907 984	100,0%	#DIV/0!		#DIV/0!
Funded with Accumulated surplus	-140 000	8,4%	-58 000	3,4%	-	0,0%	-	#DIV/0!	-
TOTAL INCOME	-1 672 455		-1 720 288		-1 907 984		-		-
(SURPLUS) / SHORTFALL	-		-		-		2 071 091		2 250 000
GROWTH: EXPENDITURE	25,4%		2,9%		10,9%		8,5%		8,6%
GROWTH: SRA RATES	14,9%		8,5%	17	14,8%		-100,0%		#DIV/0!

6 **LEGAL & REGULATORY ENVIRONMENT**

Articles of Association and a Memorandum of Association governed MID's policies and operations from its inception as a "Section 21 Company" in 2001 until 2013. In 2013 MID's new Memorandum of Incorporation (Appendix 4), drawn up in accordance with the 2008 Companies Act (No.71 of 2008) and the guidelines of the City of Cape Town was duly approved by MID's membership in May and officially registered with CIPRO in December 2013.

Along with the Memorandum of Incorporation, the provisions of The Companies Act, 71 of 2008, as applicable to Non-Profit Companies are the primary legal determinants of MID's responsibilities and rights as a Company.

In its management particularly an additional property rate funding, MID's operation is further governed by the requirements of the City's Special Rating Areas (SRA) By-law and the various regulations determined by the City's Finance Directorate and communicated through their Inter-Services Liaison unit. Most of these provisions and requirements are expressed in the Finance Agreement between CoCT and MID (Appendix 4).

7 SWOT ANALYSIS

7.1 Strengths

- * Independent Non-Profit Company
- * Legislated entity under City of Cape Town (CoCT) SRA by-law
- * Reliable monthly revenue derived from rateable property
- * Significant community support within the MID area
- * Unusually large membership of the Non-Profit Company
- * Significant interest in MID's activities from greater Muizenberg
- * Ability to draw on more than a decade's experience
- * Effectively structured board of directors
- * Competent and committed manager
- * Effective communication strategy with constituents
- * Sound administration supported by excellent professional advisers

7.2 Weaknesses

- * Limited capacity due to limited financial resources
- * Limited time availability of volunteer directors
- * No authority for enforcement of any by-laws, rules or regulations
- * Apathetic attitude from some MID members and others in the MID area
- * Decisions and actions sometimes delayed by slow responses from CoCT
- * Service delivery sometimes inadequately supported by CoCT
- * Original MID boundary excludes too much of Muizenberg
- * Original MID boundary creates a highly "permeable" perimeter
- * Entrenched criminal activity (e.g. drug abuse) in Muizenberg Village
- * Under-resourced local SAPS and Municipal Law Enforcement

7.3 Opportunities

- * Refine board portfolios to improve delivery
- * Focus clearly on 5 core business areas, as defined by CoCT
- * Improve effectiveness by closer collaboration with other bodies in Muizenberg e.g. Safer Together, Zandvlei Trust, MLRA, FBTBA, Historical Society, etc.
- * Create relationships between MID portfolios and bodies with related interests
- * Improve community safety by encouraging collaboration between security service providers, including SAPS, Law Enforcement, Commercial services and MCSI.
- * Develop effective working relationships with CoCT departments delivering services in the MID area
- * Further improve communication with MID members and other stakeholders
- * Actively pursue supplementary revenue generation and fund-raising opportunities
- * Engage with levy-payers who are in arrears or embroiled in disputes over rates
- * Extend the MID area boundary

7.4 Threats

- * Difficult to ensure long term strategic commitment from the board of directors
- * Difficult to find volunteers with necessary skills, time and dedication to MID
- * Capacity to deliver more than mere basics is dependent on external funding
- * Community expectations easily become unrealistic and impossible to satisfy
- * Pressure on MID's communication and community involvement capacity can become very intense.

8 **CONTACT DETAILS**

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9 **APPENDICES & SUPPORTING DOCUMENTATION AVAILABLE UPON REQUEST**

9.1 Appendix 1 Map of existing MID area (refer www.mid.org.za)

9.2 Appendix 2 Map of potential MID extension

9.4 Appendix 3 Finance Agreement between MID and the City of Cape Town

9.5 Appendix 4 Memorandum of Incorporation (refer www.mid.org.za)