

**PROPOSED**  
**BUSINESS PLAN**  
**for the**  
**Muizenberg Improvement District NPC**  
**for the period 1 July 2015 to 30 June 2020**



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## **BUSINESS OVERVIEW**

### **1.1 BACKGROUND**

The City of Cape Town introduced the Central Improvement District (CID) model to address urban decay that was becoming widespread across the City in the late 1990's as a result of municipal restructuring. The majority of CID's at that time were established in commercial and industrial areas, e.g. the Central City Improvement District (CCID) in Cape Town and the Claremont Improvement District Company (CIDC) in the Claremont CBD. Property owners within a CID pay a levy on their rates according to the valuation of their property, which is collected by the City of Cape Town. The Council allocates this revenue on a monthly basis to a Non-Profit Company - to administer. The Non-Profit Company is mandated to provide top-up services within the CID area on behalf of the City. In 2012 the City passed the Special Rating Areas (SRA) by-law further defining the operation and management of areas paying such rates surcharges.

### **1.2 BUSINESS PROFILE**

#### **The business concept**

The Muizenberg Improvement District (MID) was established under the CID model (initially as a Municipal Improvement District - MID) to address urban decay that had severely eroded the centre of Muizenberg which was, and still is, a predominantly residential area. The Muizenberg Improvement district was incorporated as an Association not for Gain in 2001. Articles of Association were drawn up to govern the Section 21 Company. These were revised in 2013 in a new Memorandum of Incorporation in accordance with the requirements of the Companies Act, 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, is the idea of extending the Muizenberg Improvement District boundary from Boyes Drive in the north and west, southwards to the St James boundary at Carisbrooke Steps to Boyes Drive, and also to incorporate properties on Wherry, Cromer, Clevedon and Hendon 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 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**

During the next 5 years, 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**

During the next 5 years, MID plans to develop an effective fund-raising process 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**

- \* Upgrade the CCTV camera network to improve public safety
- \* Establish effective CCTV coverage of entry points to the MID area
- \* Intensify security services for evening and week-end activities

##### **Social Development**

- \* Secure facilities to enable MID to have no-one living on our streets
- \* Alleviate poverty and facilitate income generation for the poor in our area
- \* Run community education programmes regarding responsible giving

##### **Cleansing & Maintenance**

- \* Institute community education programmes i.r.o. littering, re-cycling, etc.
- \* Develop an integrated re-cycling system in the MID area
- \* Provide cleansing services throughout the area over week-ends

##### **Environmental Upliftment**

- \* Promote heritage appropriate public art
- \* Green and maintain public open space such as road verges
- \* Contribute to the development of Muizenberg Park

#### **The MID Office**

To manage the extended range of activities we envisage in the next 5 years, MID may need to increase the number of staff from one to two or three. The number will depend largely on the success of fund-raising activities and the amount of work generated by projects. More staff will necessitate moving to a bigger office.

#### **Collaboration**

MID will collaborate with bodies such as 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.

## 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.

#### **Patrols**

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

#### **Special supplementary and week-end services**

Law enforcement officers funded by beachfront business (under the "rent-a-cop" scheme) have proved effective in reducing beachfront crime during their somewhat restricted hours on duty. MID plans to explore ways in which similar results may also be achieved during evenings and over week-ends.

#### **CCTV Cameras**

Maintain existing camera coverage, whilst working towards increasing the area covered as well as improving image quality and effectiveness of monitoring.

If the MID area is extended as indicated in the business overview above, it will be relatively easy and cost effective to install high quality cameras at the six key entrance points to the MID area, to monitor them constantly and to organise rapid response in the event of suspicious activity. Effective access and boundary monitoring significantly decrease opportunities for crime throughout the monitored precinct. Current porous MID boundaries make effective access monitoring almost impossible.

#### **Collaboration**

MID plans 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, 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.

#### **Neighbourhood Watch**

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

#### **Illegal residents not implicated in or associated with crime**

MID plans to continue to collaborate with Safer Together, the City's Social Development Department and others to establish appropriate facilities to enable these people to move from the streets and Muizenberg Park outside SAPS and from the Vlei 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. MID will also facilitate donations to local causes and projects that do not have a negative spin-off. 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.

#### **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.

#### **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.

#### **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. MID proposes to garner support and solicit funding to enable it to establish an integrated re-cycling system incorporating the best of all these elements.

#### **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 during the course of the next 5 years. 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.

#### **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 to elicit proposals for public art in the MID area, and will engage the local community in the acceptance or rejection of proposals. Where necessary, MID will attempt to facilitate fund-raising efforts 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 Bad 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

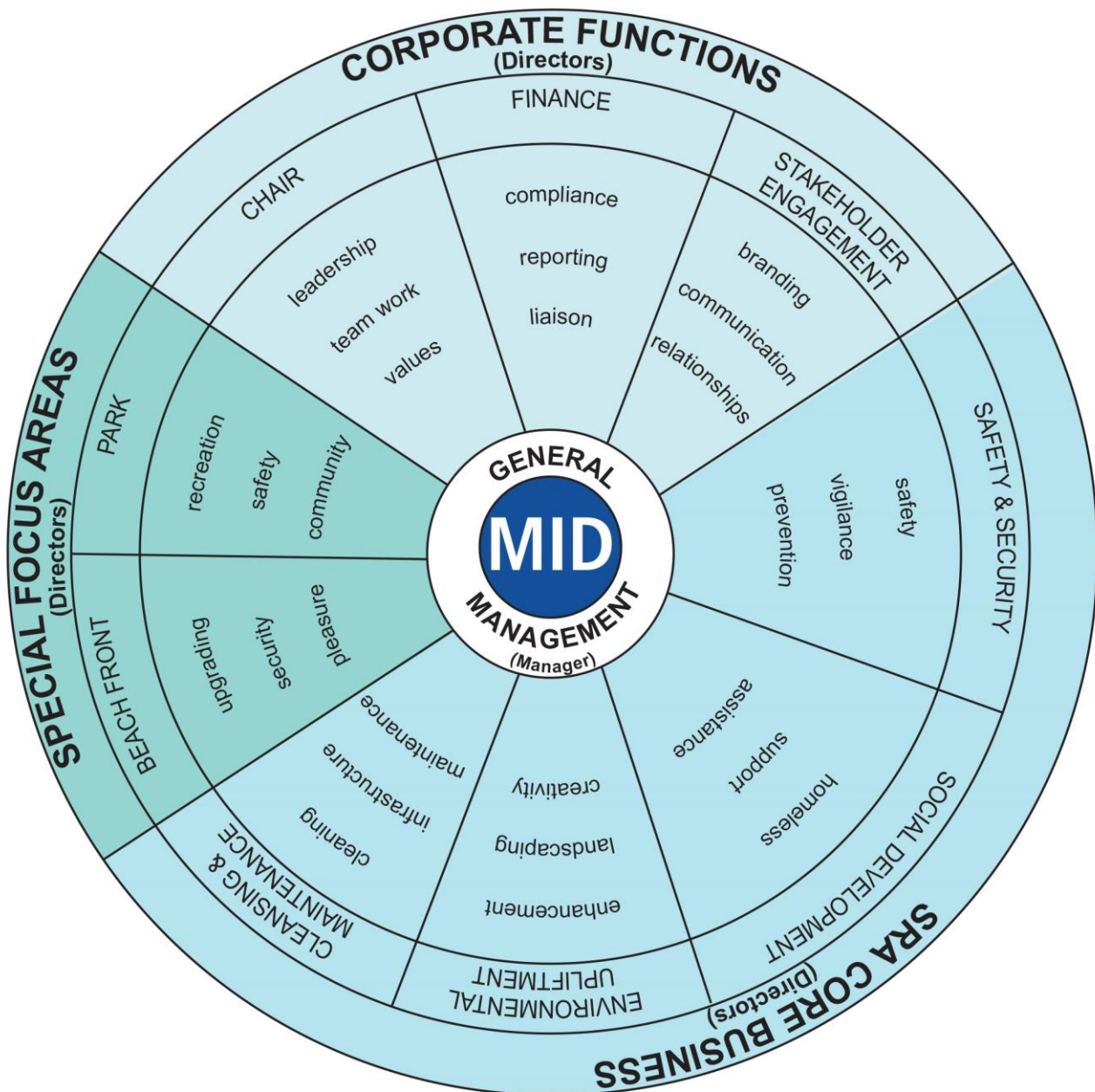
The daily operations of the Company, including management of major contracts such as security and cleansing, are the responsibility of the Manager. The Manager's task is also to support the Chair to facilitate the effective functioning of the board and to support the efforts of directors to bring about 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. During the next five years, it is therefore envisaged that the staff level in the office will increase. If the MID boundary is extended and MID is successful in raising funds for several of the larger projects envisaged for this period, the office complement may have to rise further. Funding for this secondary expansion of office staff will be budgeted for as part of relevant project administration costs.

#### 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 Central Improvement districts 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. It was therefore called a Municipal Improvement District.

### 4.2 Market Analysis

Currently the Muizenberg Improvement District area is comprised of 1117 erven which make up the rate base. Of these 86 erven have no value and thus do not contribute to the SRA levy. The split, according to rates valuation, between residential and commercial properties is 49.15% residential and 50.85% commercial. 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 a levy on property owners' rates accounts. This revenue is collected by the City of Cape Town and allocated to the MID on a monthly basis. Because the MID area is small, and because it is primarily residential, this levy income 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 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, if the possibility of boundary extension is to be considered during the next five years.

## **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 cent 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 valuations as captured on the CoCT financial system, which determines the annual SRA levy payable in monthly instalments by the property owner.

As at the 2014/15 financial year, the total rates valuation of the MID area is R1 157 492 367 (*as at 31 May 2014*). The annual remittance from the City is R1 333 769. The CoCT retains 3% of all payments due to the MID to cover shortfall as a result of non-payment or short-payment of the SRA levy by property owners. The MID board is required to assist CoCT to reduce arrears by actively pursuing members and other levy-payers who are in default. CoCT will monitor on a monthly basis and if necessary adjust the reserve in consultation with the MID board. 75% of surplus remaining in the reserves calculated on retention vs. arrears will be released by the CoCT to the MID in September of the following financial year.

# MUIZENBERG IMPROVEMENT DISTRICT

## Proposed 5 YEAR BUDGET AS PER BUSINESS PLAN

EXPENDITURE	2015/16	2016/17	2017/18	2018/19	2019/20
	R	R	R	R	R
<b>1. Employee Related</b>	<b>214 700</b> 14.0%	<b>236 260</b> 14.3%	<b>259 826</b> 14.5%	<b>285 808</b> 14.7%	<b>314 438</b> 14.9%
Salaries	194 400	213 840	235 224	258 746	284 620
UIF	4 100	4 600	5 000	5 500	6 100
Transport allowance					
Bonus Provision	16 200	17 820	19 602	21 562	23 718
<b>2. Core Business</b>	<b>1 080 369</b> 70.5%	<b>1 166 799</b> 70.5%	<b>1 260 142</b> 70.3%	<b>1 360 953</b> 69.9%	<b>1 469 829</b> 69.5%
Cleansing Services	350 123	378 933	410 047	443 651	479 943
Environmental Upgrading (Greening, landscaping, recycling, etc.)	10 000	10 000	10 000	10 000	10 000
Law Enforcement Officers					
Security Services - CCTV monitoring					
Security Services	710 246	767 866	830 095	897 302	969 886
Social Upliftment	10 000	10 000	10 000	10 000	10 000
<b>3. Depreciation</b>	<b>9 252</b> 0.6%	<b>2 313</b> 0.1%			
<b>4. Repairs and Maintenance</b>	<b>22 000</b> 1.4%	<b>24 200</b> 1.5%	<b>26 620</b> 1.5%	<b>29 282</b> 1.5%	<b>32 210</b> 1.5%
<b>5. Services Accounts ex CCT</b>					
<b>6. Interest Paid</b>					
<b>7. General Expenditure</b>	<b>160 160</b> 10.5%	<b>175 836</b> 10.6%	<b>192 921</b> 10.8%	<b>211 483</b> 10.9%	<b>234 171</b> 11.1%
Accommodation (Rent)	24 000	25 960	28 037	30 280	34 945
Accounting fees	36 000	39 600	43 560	47 916	52 708
Administration and management fees	6 000	6 600	7 260	7 890	8 780
Auditor's remuneration	9 000	10 000	11 000	12 000	13 000
Avertising	6 000	6 600	7 260	7 986	8 784
Bank charges	13 200	14 520	15 972	17 569	19 326
Computer expenses (including Website)					
Contingency / Sundry	2 000	2 200	2 420	2 660	2 900
Donations					
Entertainment					
Insurance	10 200	11 220	12 342	13 576	14 934
Lease rental on equipment					
Marketing and promotions	6 000	6 600	7 260	7 986	8 784
Meeting expenses	8 500	9 350	10 285	11 313	12 444
Motor vehicle expenses					
Newsletter expenses					
Office security	3 960	4 356	4 792	5 271	5 798
Postage	1 500	1 650	1 815	1 996	2 195
Printing and stationery	8 000	8 800	9 700	10 700	11 800
Protective clothing					
Secretarial duties					

Staff welfare (tea, Coffee, etc.)	6 000		6 600		7 260		7 986		8 784
Subscriptions									
Telephone and fax	19 800		21 780		23 958		26 354		28 989
Training									
Traveling									
Other: Specify									
<b>8. Operational Projects</b>	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-
Provide Detail									
Provide Detail									
Provide Detail									
Provide Detail									
Provide Detail									
<b>9. Capital Projects</b>	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-
Provide Detail									
Provide Detail									
Provide Detail									
Provide Detail									
Provide Detail									
<b>10. Capital Expenditure (PPE)</b>	-	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									
<b>11. Future Provision</b>	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-
Assets									
Operational Project									
Capital Project									
Other: Specify									
<b>12. Bad Debt Provision 3%</b>	45 974	3.0%	49 652	3.0%	53 799	3.0%	58 377	3.0%	63 422
<b>TOTAL EXPENDITURE</b>	1 532 455	100.0%	1 655 060	100.0%	1 793 308	100.0%	1 945 903	100.0%	2 114 070
<b>INCOME</b>	R		R		R		R		R
1. Revenue - SRA Add Rates	-1 532 455	100.0%	-1 655 060	100.0%	-1 793 308	100.0%	-1 945 903	100.0%	-2 114 070
2. Other: Specify		0.0%		0.0%		0.0%		0.0%	
<b>TOTAL INCOME</b>	-1 532 455		-1 655 060		-1 793 308		-1 945 903		-2 114 070
<b>(SURPLUS) / SHORTFALL</b>	-		-		-		-		-
<b>BUDGET GROWTH</b>	14.89%		8.00%		8.35%		8.51%		8.64%

## 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 2008, as applicable to Non-Profit Organisations are the primary legal determinants of MID's responsibilities and rights as a Company.

In its management particularly of levy-based 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
- \* 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
- \* Inadequate communication with constituents
- \* 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-performing 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 stabilise 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](http://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](http://www.mid.org.za))