

# **MUIZENBERG IMPROVEMENT DISTRICT**

## **BUSINESS PLAN**

**1 JULY 2025 – 30 JUNE 2030**  
(term extension)



Website: [www.mid.org.za](http://www.mid.org.za)

# Contents

PART A: MOTIVATION REPORT .....	3
1 INTRODUCTION .....	3
1.1. APPLICATION .....	3
1.2. GEOGRAPHICAL BOUNDARY OF THE CID.....	3
1.3. VISION.....	5
1.4. CORE VALUES.....	5
2 AMENDED FIVE-YEAR PLAN 2021-2025 .....	6
2.1. INTEGRATED DEVELOPMENT PLAN LINK.....	6
2.2. PUBLIC SAFETY.....	7
2.3. SOCIAL DEVELOPMENT .....	8
2.4. MAINTENANCE AND CLEANSING .....	10
2.5. ECONOMIC DEVELOPMENT .....	10
2.6. ENVIRONMENTAL DEVELOPMENT .....	11
2.7. COMMUNICATION & MARKETING .....	11
2.8. URBAN PLANNING.....	12
3 FINANCIAL IMPACT AND BUDGET.....	13
4 PROPOSED MANAGEMENT STRUCTURE .....	14
4.1. GOVERNANCE & FINANCIAL MANAGEMENT.....	14
4.2. HR, CONTRACT, AND PERFORMANCE MANAGEMENT .....	14
5 PERMISSIBLE AMENDMENTS TO THE BUSINESS PLAN.....	15
6 LIST OF ALL RATEABLE PROPERTIES WITHIN THE CID .....	15

# **PART A: MOTIVATION REPORT**

## **1 INTRODUCTION**

Founded in 2021, the MID has had a long history of success and challenges, being almost 25 years old now. It appears to have successfully staved off the degradation of the urban space, but, has also had a number of challenges in terms of community dynamics. The current board sees an opportunity to build on the successes of the past and really professionalise and revamp the organisation.

The City of Cape Town introduced the City Improvement District (CID) model to address urban decay that was becoming widespread across the City in the late 2000's. The majority of CID's at that time were established in commercial areas, e.g. the Cape Town Central City Improvement District (CCID) in Cape Town CBD and the Claremont Improvement District Company (CIDC) in the Claremont CBD. Property owners within a CID pay an additional rate on the valuation of their property, which is collected by the City of Cape Town. The Council pays this revenue on a monthly basis to a Non-Profit Company - to administer. The Non-Profit Company is mandated to provide supplementary municipal services within the CID on behalf of the City. Public Safety, Social Development, Cleaning and Greening and Maintenance.

### **1.1. APPLICATION**

Muizenberg Improvement District NPC  
Council Clinic Building, 2 Atlantic Road, Muizenberg 7945  
[chair@mid.org.za](mailto:chair@mid.org.za)

### **1.2. GEOGRAPHICAL BOUNDARY OF THE CID**

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 largely unchanged since the MID was established in 2001. Two small changes, in 2013 and 2016, have increased the footprint of the MID to what it is today. There are some minor boundary changes, non-material, which are proposed with this term extension.

## MID AREA

The high-quality maps below should be referred to for a clear delineation of the MID boundary.



### 1.3. VISION

Muizenberg isn't just the historic village, and Surfer's Corner. It is a wide-reaching area, encompassing many people.

Our vision is to make Muizenberg safe for all, keep it special and welcoming to tourists and locals alike. The MID will work to keep Muizenberg a pedestrian friendly, afford, creative and accessible neighbourhood. It should remain a place where anyone and everyone can enjoy the beauty of our area and the vibrance of a diverse community.

The MID's mission is to go about seeing urban upliftment of the Muizenberg area in the pursuit of the vision, through the diligent application of best-practice urban management and improvement, community engagement, and stakeholder management.

### 1.4. DEVELOPMENT PILLARS

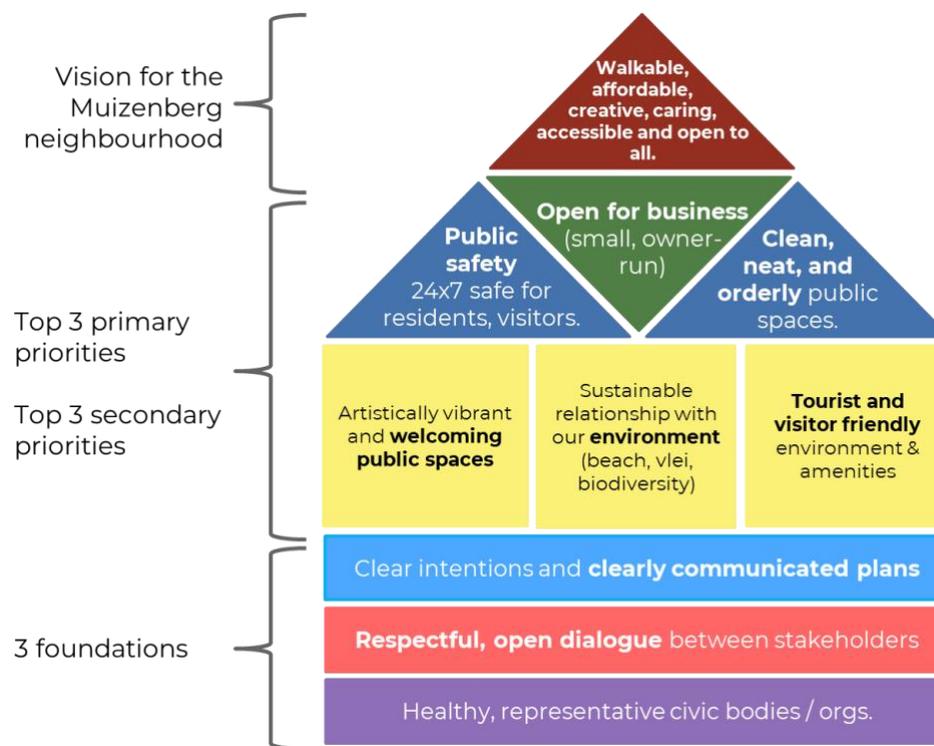
The MID has identified a number of primary and secondary development priorities, which aim to guide our decision making.

#### PRIMARY PRIORITIES

- **Public Safety** – ensuring that residents and visitors can explore and live here safely.
- **Open for Businesses (Small, Owner-Run)** – which give the area it's distinctive feel and sense of place, and ensures that it remains a diverse area.
- **Clean, Neat and Orderly public spaces** – ensuring an enjoyable and memorable experience, where people can enjoy a high quality of life.

#### SECONDARY PRIORITIES

- **Welcoming Public Spaces** – which are vibrant and artistically expressive.
- **Healthy and sustainable relationship with our natural environment** – the beach, the vlei and mountain – including biodiversity.
- **Tourist- and (local) Visitor-friendly amenities** – providing visitors with free-to-use and unique experiences, which under-pin the City's tourism strategy.



## **FOUNDATIONS**

All of these prioritise are built on 3 foundations, which are somewhat outside of our control, but where feasible, the board will work to influence these, through our relationships and by acting out the values.

- **Clear Intentions & communicated plans** – ensuring that stakeholders know what to expect and have opportunities to engage.
- **Respectful, open dialogue between stakeholders** – modelling conflict resolution, respect and constructive engagement to create win-win solutions.
- **Healthy, representative civic organisations** – such as residents associations, neighbourhood watches and smaller NGOs, and interest groups, creating high levels of social capital.

## **1.5. CORE VALUES**

The MID organization will go about its business in a way that aligns with the values below.

**EXCELLENCE** – we do what we commit to do, and we do it well. We leave things better than we find them. We show tenacity and determination in the pursuit of our mission.

**CLARITY** – we are crystal clear in our communications and transparent with our activities and intentions. We make decisions based on factual input. We aim to be worthy of the trust placed in us by the community.

**HEART** – we see the humanity in everyone, we slow down to listen, and we assume the best of people’s intent. We build, mend, and keep strong relationships. We distinguish between the actions and the actor disagreements.

**CREATIVITY** – we are creative when we need to be, we think out the box. We influence with creativity. We believe that the whole is greater than the sum of the parts. We reframe problems to come up with solutions.

**CONNECTEDNESS** – we co-operate and collaborate, because we understand that we are all connected in some way. We look at the big picture but focus on what we can control. We listen to each other and consider each other’s points of view.

## **2 TERM EXTENSION- FIVE-YEAR PLAN 2025-2030**

### **2.1. INTEGRATED DEVELOPMENT PLAN LINK**

The updated Integrated Development Plan (IDP) of the City of Cape Town, was released in 2022. The MID's business plan aligns comprehensively with many programmes outlined in the IDP. This is highlighted in the table below.

<b>ALIGNMENT WITH CITY OF CAPE TOWN IDP</b>			
<b>MID PORTFOLIO</b>	<b>IDP PRIORITIES</b>	<b>IDP OBJECTIVES</b>	<b>IDP PROGRAMMES</b>
<b>PUBLIC SAFETY</b>	SAFETY	OBJ 5: Effective law enforcement to make communities safer	5.1 Enhanced Policing Programme 5.2 Safety Technology Programme
		OBJ 6: Strengthen partnerships for safer communities	6.1 Partnerships for Community Safety Programme 6.2 Holistic Crime Prevention programme
<b>SOCIAL DEVELOPMENT</b>	-	OBJ 15: A more spatially integrated and inclusive city	15.2 Social inclusion and well-being programme
<b>CLEANSING &amp; RECYCLING</b>	BASIC SERVICES	OBJ 4: Well-managed and modernized infrastructure to support economic growth	4.6 Waste minimisation and recycling Programme 4.7 Promoting Cleanliness and addressing Illegal dumping Programme
	PUBLIC ENVIRONMENT AND AMENITIES	SPACE, OBJ 10: Clean and healthy waterways and beaches	10.1 Healthy urban waterways Programme 10.2 Coastal Programme
	TRANSPORT	OBJ 13: Safe and quality roads for pedestrians, cyclists and vehicles	13.1 Road safety and maintenance programme
<b>GREENING &amp; ENVIRONMENTAL UPLIFT</b>	PUBLIC ENVIRONMENT AMENITIES	SPACE, AND OBJ 11: Quality and safe parks and recreational facilities supported by community partnerships	11.1 Quality community facilities programme 11.2 Partnerships for quality public spaces programme
<b>MAINTENANCE</b>	TRANSPORT	OBJ 13: Safe and quality roads for pedestrians, cyclists and vehicles	13.1 Road Safety and Maintenance programme
<b>ECONOMIC DEVELOPMENT</b>	ECONOMIC GROWTH	OBJ 1: Increased jobs and investment in the Cape Town economy	1.1 Ease-of-doing-business programme. 1.2 Investment and partnership development programme.
<b>URBAN PLANNING</b>	ECONOMIC GROWTH	OBJ 1: Increased jobs and investment in the Cape Town economy	1.4 Targeted urban development programme
	TRANSPORT	OBJ 12: Sustainable, efficient, safe and affordable travel options for all	12.4 Travel demand and congestion relief programme
	-	OBJ 15: A more spatially integrated and inclusive city	15.1 Spatial integration and transformation programme.
	-	OBJ 16: A capable and collaborative city government	16.5 City facilities and property optimisation programme

## 2.2. PUBLIC SAFETY

The current public safety strategy will be further enhanced. There will be a gradual expansion of the already effective CCTV network. The focus will be on creating safe, usable urban spaces, through presence, efficient communication

networks, partnerships, neighbourhood connectedness, with the use of “traditional” forceful, reactionary public safety as a lower priority.

This comprises LPR (license plate recognition) cameras at all ~~4-road~~ entrances to the MID, plus approximately 50+ CCTV cameras at strategic points.

A suitably qualified Public Safety Provider (PSP) has been appointed, currently this is ADT. Their performance will be closely monitored by the MID Manager with oversight from the Director: Public Safety. Their services include manning the control-room where the CCTV feed is monitored proactively, 24x7. Events are responded to via monitored WhatsApp groups, and proactive monitoring ensures that patrollers are deployed to React and Prevent incidents in real time. There will also be MID-owned vehicle which will patrol and will be available to respond to issues as they arise. The Camera Control room which has been moved under MID Management, overseen by PSP resources, will be maintained to keep inline with best practices.

Further, two City Law Enforcement officers are contracted via the City of Cape Town department and will work in concert with the appointed PSP. These officers will have powers of arrest for By-law violations and will be able to issue fines. It is intended that this will reduce some of the many such offences in the area. The Officers can enforce CoCT By-laws and work 40-hour shifts.

The Neighbourhood Watch will be supported operationally by the MID Public Safety Provider and be provided with radios and other necessary equipment for the successful fulfilment of their volunteer safety efforts.

Strategically and relationally, Muizenberg South African Police Service (SAPS) Community Policing Forum (CPF) will remain a close ally to ensure that security concerns across the precinct are communicated quickly and effectively.

The above services will be improved over the five years and evaluation will ensure maximum value for money over time.

### **2.3. SOCIAL DEVELOPMENT**

Issues of homelessness are chronic in the MID area. Particular areas of concern are Muizenberg Park and the Atlantic Road railway bridge. Where particular problems are encountered the relevant authorities will be contacted for assistance. A database of those persons needing assistance will be kept and regularly updated, Incident Desk, or another suitable software alternative will be used to robustly track interactions with the homeless and needy.

An appropriate segmentation of the needy will be maintained, whereby street-children are specifically considered and the potentially negative impact from begging on the business sector is kindly curbed with education, social services, and free-to-use activities.

The Social and Economic Development portfolio will work hand in hand with the Public Safety portfolio to ensure the firm but just dealing with the needy, and, ensure that any criminal element is exposed and dealt with accordingly.

The MID will play a facilitation, enablement and oversight role, ensuring that the appropriate services from the City are availed of by the needy in the area. We will also support the many NGO's operating in Muizenberg, extending our own abilities, and working to enable these NGO's, with networks, advice, donations (where board-approved).

The long-term solution to prevent street dwelling is still seen to be the creation of a "safe space". This integrated and holistic approach is seen as necessary to ensure that destitute people within the MID and nearby communities are given ways out of homelessness. We will, however, be stringent on the application of fact- and evidence-driven location selection and programme design.

MID will also continue to partner with (and pay towards) NGOs like U-Turn to provide a much-needed service in terms of engaging directly with people in need. We will also explore creative ways of offering both passive and active support services. Active being whereby staff or service providers of the MID go out to engage with the homeless and needy, as opposed to requiring them to visit a service centre, for example (passive).

## **2.4. MAINTENANCE AND CLEANSING**

As a significant local destination of travel, Muizenberg attracts many visitors and passers-by. Currently, streets are only swept once per week which means that by the time a week passes considerable litter has accumulated – particularly in high foot-traffic streets. Under the close supervision of the MID Manager this will continue with a four-person team which will also be responsible for removing weeds from pavements and gutters, as well as monitoring of maintenance of public spaces. The four cleaners are employees of the MID working full days Monday to Friday. This will ensure that all streets will be cleaned every weekday with a focus on high use streets.

During the festive season, casual staff will be hired to coordinate with Council to deal with increased litter generated from visitors.

Consideration will be given to facilitating a recycling scheme. Existing staff and service providers will be used to encourage property owners to participate but no funding is currently provided in the budget.

An ongoing systematic monitoring of delivery of City services by the MID Manager, assisted by the cleaning teams, will be instituted. A renewed focus on infrastructural damage will be eliminated by a comprehensive and timeous reporting of faults and failures throughout the MID area. All service requests will be logged by the MID and progress monitored and reported to the Sub-Council Manager, and the Board.

## **2.5. ECONOMIC DEVELOPMENT**

The MID will pursue, support, and partially fund a number of initiatives in order to encourage economic development in the area.

The Muizenberg Park bowling greens present an opportunity for the MID to activate the space and create economic activity in the form of sport and market-like operations on the premises. The MID will contract with the City of Cape Town, entering into a Management Agreement, and then appoint operators to bring the space to life and generate income. Income from this, estimated to be between R200,000 and R500,000 per annum, will go first towards the renewal of the surrounding Muizenberg Park (that part within the MID boundaries).

Another project that the MID board will pursue is the establishment of a skatepark between Beach Road and the Promenade, known as “the Sunken Gardens”. This will encourage more economic activity during summer months, giving surfers an alternate option if there are no good wave conditions. It will also provide street children with an

activity which is healthy and purposeful. The MID will work to catalyse the project with a minor investment into the first phase, thereafter, working to find the appropriate partners to operate on the space and develop it further.

## **2.6. ENVIRONMENTAL DEVELOPMENT**

Over the last few years, the MID has taken responsibility for the maintenance of several green spaces within its boundaries. Provision is made in the budget for the use of casual labour, under the supervision of the MID Manager to perform these duties.

Upon the successful completion of the bowling green partnership, income from the operations will go towards a fulltime gardener (through either a service provider or an employee) in the Muizenberg park. This person will also support other green spaces within the MID bounds.

The MID has worked in close collaboration with Coastal Management and Parks and Recreation (City) establishing gardens with endangered Strandveld plants on the beachfront and will continue to do so when the next phase of the beachfront upgrade starts in 2024.

This collaboration will continue with the park upgrade along with FynbosLife who have, and will continue to advise, propagate and supply the relevant plants.

Relationships with the City's line departments will be maintained to ensure that the "standard" services are well delivered.

## **2.7. COMMUNICATION & MARKETING**

The website will be maintained, and the functionality will be enhanced to serve the overall MID strategy. This will be used as an opportunity and platform to really market the Muizenberg area as an attractive destination for local visitors, local businesses, and tourists.

A partnership-style marketing strategy will be developed, in a bid to highlight the vast number of creatives, content creators and existing natural beauty here within Muizenberg. If needed, it will be funded out of a surplus from other income-generating projects. We will partner with these local content creators, and be a conduit for them to get visibility & an audience.

For the more formal communications, the MID will continue to communicate with members and the community through monthly email newsletters, Social Media platforms, and WhatsApp channels. A quarterly service delivery report will be published, providing members with a clear and comprehensive summary of the performance of the organization in the key areas of responsibility – with evidence of work done, and metrics for service performance.

The presence and activities of the MID will be promoted by clear branding appearing on the clothing of all service personnel.

Simple marketing campaigns will be run to motivate for the expansion of the bounds, this is seen as a key strategy.

## **2.8. URBAN PLANNING**

In 2023, the MID board established an Urban Planning Committee, to work with the City of Cape Town to identify opportunities for betterment of the area. Through the Ward committee, and the Community-Driven Planning Initiative made available by the City of Cape Town, the MID Urban Planning Committee will work to formalize a Local Spatial Development Framework. This will largely be volunteer-driven, but some minor remuneration for a consultant's time will be funded by the reserve fund. This will allow the Muizenberg area to have a greater voice in terms of medium-term spatial planning issue, such as;

- traffic congestion,
- accessibility for tourists,
- an under-utilized beach front,
- lack of safe pedestrian and NMT access to and around Muizenberg,
- the large number of local buildings occupied by the City (not contributing to the distinct nature of the area).

### 3 FINANCIAL IMPACT AND BUDGET

The presented budget is a largely unchanged budget from the currently approved one, with adjustments for the necessary changes to the staffing and service provision. This excludes any envisaged expansion of the bounds.

Year 1	R4 264 000	30.0% increase
Year 2	R4 562 480	7.0% increase
Year 3	R4 790 605	5.0% increase
Year 4	R5 030 135	5.0% increase
Year 5	R5 281 640	5.0% increase

The annual budget increase is based on an average 7.8% escalation.

Budget allocation (excluding depreciation) by Portfolio:

		<b>% of total</b>
<b>INCOME</b>	R 4 264 000	
<b>EMPLOYEE RELATED</b>	R 1 035 240	21,9%
<b>GENERAL EXPENDITURE</b>	R 358 200	7,6%
<b>CORE BUSINESS</b>	R 2 338 450	49,6%

## **4 PROPOSED MANAGEMENT STRUCTURE**

### **4.1. GOVERNANCE & FINANCIAL MANAGEMENT**

The Board commits to maintain the highest levels of governance in line with all relevant legislation and Council policies. The finances will be administered diligently and spent in accordance with the financial budget and the implementation plan. Staff and services will be closely monitored and the performance thereof evaluated at a suitably regular interval.

The core services will consume most of the MID budget. A number of standalone projects will be financed from fund raising activities and surplus funds.

The vision, direction, strategy and planning will be the responsibility of the elected Board of Directors. The management of the MID services and Policy implementation will be by staff and service providers, in alignment with the strategy set out by the Board of Directors. The MID will employ the services of a contract project manager to perform a number of administrative remediation activities, a digitisation project, a compliance and contract review as well as capacitating the extension project (if approved).

### **4.2. HR, CONTRACT, AND PERFORMANCE MANAGEMENT**

A key change to the roles and responsibilities within the MID will be driven by the board. Most notably, the separation between the Management and the Leadership of the MID as a Non-Profit Company. Historically, volunteer directors have borne an unrealistic burden in terms of responsibility. This is clearly visible in previous business plans. The board will work to re-clarify and ensure that the complete operational accountability sits with the Manager, either directly or through staff and service providers.

The MID staff are responsible for a very wide range of services. The MID board will invest in their ongoing professional development, so that the MID as an organization continues to improve and sharpen itself in an ever-changing local context.

The MID Manager will be responsible for monitoring all contractual performance, ensuring that the MID maintains very high levels of service delivery and professionalism. To support this, the MID Manager will be given further management training.

## **5 PERMISSIBLE AMENDMENTS TO THE BUSINESS PLAN**

If, at any time, it was decided that the geographical boundaries of the CID needs to change or any other material change to the business plan, then such change would need to go through a formal process as required in terms of section 26 of the CID By-law.

If additional services are required, stemming from collaboration with City departments, which are not specified in the motivation report but deemed supplementary municipal services, the business plan can be amended without further consent by submitting a request to the City in terms of section 25 of the CID By-law as long as it is not material.

## **6 LIST OF ALL RATEABLE PROPERTIES WITHIN THE CID**

A list of all the rateable properties within the MID is attached as Annexure A.