

BLACKHEATH CITY IMPROVEMENT DISTRICT NPC (BCID) BUSINESS PLAN

1 JULY 2026 – 30 JUNE 2031



(NPC Registration No: 2005/036286/08)

Prepared by:
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This business plan is available at www.bcid.co.za

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PART A: Motivation Report

Introduction

Since inception on the 01st of July 2005 the Blackheath City Improvement District NPC (BCID) has renewed its term 5 times and has continued to deliver an essential list of supplementary and enhanced municipal services in close cooperation with the City of Cape Town (The City). These services are provided directly to the property owners within the registered BCID boundary. Services are provided as per the company's approved Business Plan and in terms of an Implementation Plan and the Annual Budget that is tabled at the Annual General Meeting of the Company to be supported by the Members of the Company. These services are aimed at promoting the Blackheath Industrial Area as a sought-after business area, ensuring the area is professionally managed and addressing crime and grime in the Public Space and providing ongoing improvements to the Urban Areas within the BCID boundaries.

A City Improvement District (CID) refers to a clearly defined geographical area, in which property owners contribute additional rates to fund supplementary municipal services for that specific area as per a community supported Business Plan approved by Council. Council determines an area as a special rating area, which then functions as a CID to improve and upgrade the area for an initial 5-year term.

According to the SA Constitution (Sections 152 & 153), the objective of a local authority is to provide all its residents with certain basic services such as water, electricity, sanitation and refuse removal, etc. – up to an equitable standard. For communities who wish to enjoy municipal services of a higher level, a CID provides them with the option of paying for these additional services, making them affordable and sustainable.

A CID is a community-driven venture, allowing the local community, property owners and local businesses to organise and fund improvements to specific areas within the City of Cape Town. Once established by the City, a non-profit company (the "CID Company"), carries out the improvements and upgrades proposed in its business plan, funded by an additional rate levied on rateable property located within the BCID boundaries. In the case of the BCID, it is envisaged that all eligible property owners will contribute to the improvements and upgrades.

The Blackheath Industrial Area has seen a vast increase in corporate investment over the last 5-year period with several large-scale developments taking place within the Blackheath CID footprint. Improved safety, better roads, a well-managed Industrial precinct and the ideal location with access to all major routes were all contributing factors. During this period, the BCID negotiated the resurfacing of major roads like Wimbledon Road and Buttskop Road to name just a few, the installation of the new traffic circle at the previously very problematic four-way stop street at Ranger and Wimbledon Roads, the upgrade of the local municipal water supply and the changes to the traffic lights at the intersection of Range and Stellenbosch Arterial Roads.

The BCID has fostered solid relationships with Eskom to facilitate the Load-shedding curtailment program and secured investment in infrastructure in general in Blackheath Industria. The BCID also invested in hardening verges at intersections in Wimbledon Road, a project that will continue over the next five years to ensure that verges at all intersections are formalised and hard surfaced.

Company:	The Blackheath City Improvement District NPC (BCID)	
Company Registration No:	2005/036286/08	
Registered Office:	Unit 34, Blackheath Small Business Centre, 10 Station Road, Blackheath, 7580	
Postal Address:	P.O. Box 12, Blackheath, 7581	
VAT No:	4490224245	
BCID Directors:	Portfolios:	
George Ferreira (Chairperson)	Management / Security Services	
Graham Noonan	Finances / Administration	
Cliff Toerien	Cleansing and Related Projects	
Joshua van Zyl	Capital Projects	
Christiaan Rust	Social Upliftment / Task Teams	
Auditors:	C2M Chartered Accountants Inc	
Accountant:	Taxrite Accounting Services / C2M Taxation Accounting & Statutory Services (Pty) Ltd	
Company Secretary:	Brendan van der Merwe assisted by C2M Taxation Accounting & Statutory Services (Pty) Ltd	
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Public Safety Service:	ST3 Security	021 905 3399 / 086 000 BCID
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		021 905 3399 / 086 000 2243
Security Control Room:		
Email:	admin@bcid.co.za / info@bcid.co.za	
Website:	www.bcid.co.za	
Facebook Page:	https://www.facebook.com/BlackheathCID	

BCID Vision

Our vision is to ensure a clean, safe and sustainable urban environment, for the benefit of all who do business and work in the Blackheath CID area, in partnership with the CCT and of all the other stakeholders.

BCID Mission

Our mission is to deliver enhanced area management and supplementary municipal services within the Blackheath Industrial Area, with a focus on public safety, maintenance and cleansing, environmental development, and strategic marketing. We actively support the City of Cape Town in rehabilitating and upgrading municipal infrastructure, while promoting social and economic development and striving to create a thriving, sustainable, and inclusive urban environment.

BCID Core Values

The Directors and Members of the BCID embrace opportunities with integrity to improve the overall satisfaction of the Property Owners and Members of the BCID by strategic and ethical management of our resources and effective interaction and respectful engagement with our service partners. BCID is built on a set of core values. We live by the values that have shaped our success and the success of the Blackheath Industrial Area. Our reputation depends upon it. Our members can see the difference these values make in our business, and they can see the tangible results.

BCID core values include:

TRANSPARENCY - Open decision-making so that stakeholders can readily discern our outputs and outcomes.

ACCOUNTABILITY - We answer for the execution of our responsibilities.

PERFORMANCE - We will strive to achieve our strategic objectives.

STAKEHOLDER INCLUSIVITY - We will conduct our activities considering the needs, interests and expectations of our stakeholders.

SOCIAL RESPONSIBILITY - We aim to deliver economic, social and environmental benefits for all our stakeholders.

SUSTAINABLE DEVELOPMENT - We will meet the needs of the local community without compromising the ability of future generations to meet theirs.

We are transparent and accountable and achieve this through the submission of annual reports to the local community and the Subcouncil, facilitate local community participation in Board meetings and members' meetings of the BCID NPC, and in the publication of relevant documentation online at www.bcid.co.za.

BCID Operational Goals

The BCID aims to promote Blackheath Industrial as a sought after and preferred Industrial Area by:

- Creating a safe working environment for all users of the Blackheath Industrial Area by focussing on improving Public Safety in partnership with the South African Police Service, our local Municipal Law Enforcement Officers, Traffic Services and Metro Police and the local Security Service Providers operating within the Blackheath Industrial Area. The BCID improves Public Safety by providing 24-hour vehicle patrols, a mobile security caravan placed at various locations to monitor areas of concern or popular pedestrian routes, the installation of CCTV cameras to monitor public spaces and to track vehicle activity and by employing a City Law Enforcement Officer to enforce City By-Laws.
- Establishing a clean, well-managed Industrial Area that is attractive, well-governed and has a clear process whereby issues can be addressed and resolved with local infrastructure owners. The maintenance and cleaning of streets, pavements and public spaces, as well as all kinds of other Municipal assets like the storm water culverts is central to this.
- Supporting a competent, competitive industrial node with a large skills base, growing capabilities.
- Supporting the local business community and their staff by assisting them with issues regarding their personal safety by:
 - Constantly improving public safety initiatives
 - Ongoing maintenance and cleansing of the entire Industrial Area
 - Planned environmental development, including but not limited to beautifying and upgrading public areas, verges and facilities; and
 - Promoting social and economic development in an environmentally sustainable manner.
- The BCID aims to improve verges at the intersections in Blackheath and began this project in 2025 when entrances to side streets along Wimbledon Road were paved with exposed aggregate pavers. This project will continue throughout the period until all intersections have been hard surfaced. Road names imbedded in kerbs will be introduced along with painted kerbs at these intersections. Regular attention will be drawn to faded road markings ensuring they are refreshed regularly. The BCID will also refresh road markings at painted intersections as and when required. The regular traffic from heavy vehicles means that painted lines fade quicker than normal.

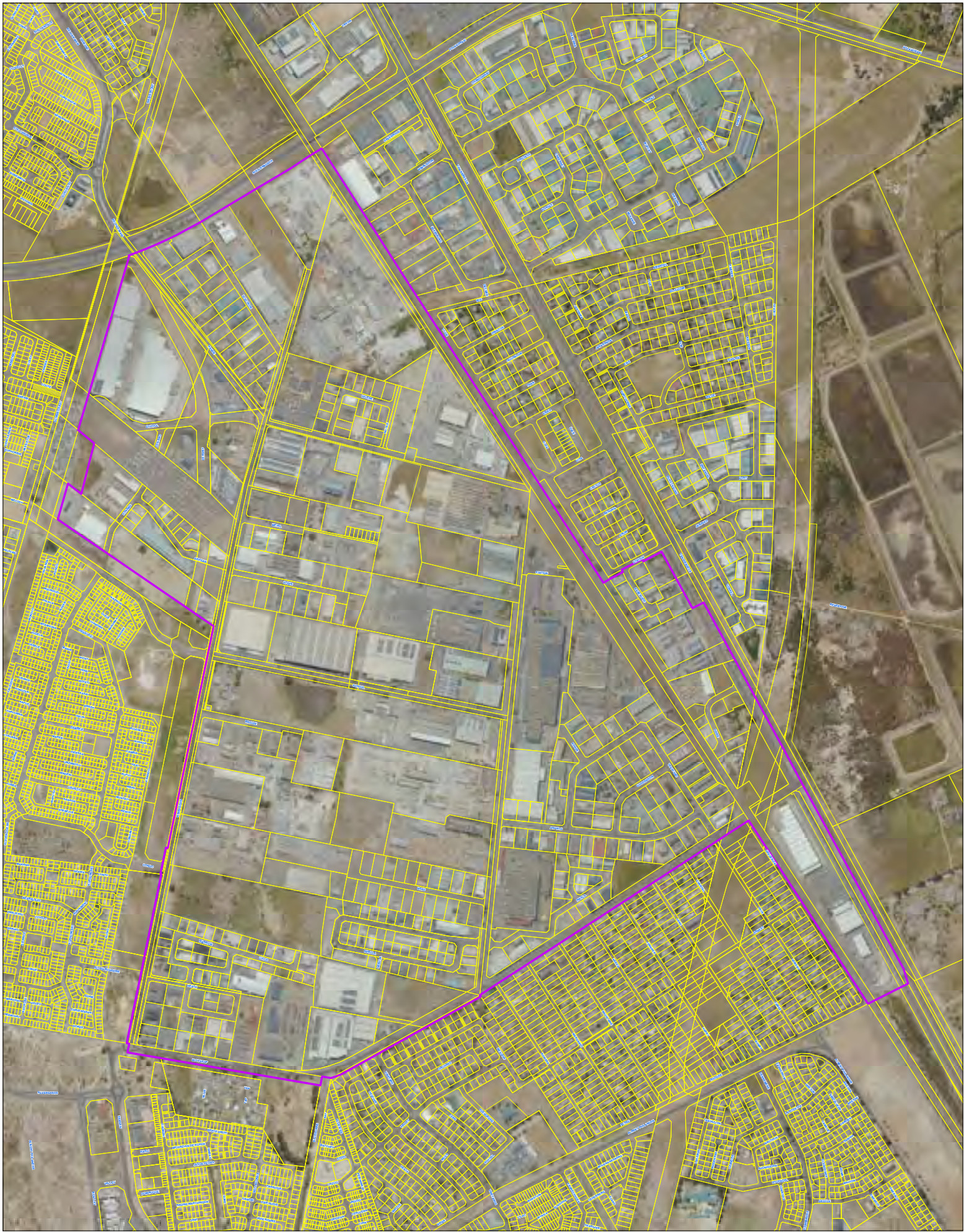
BCID Area

Northern Boundary: Stellenbosch Arterial Road from the Railway Line in a South-Westerly direction to the Range Road Traffic lights.

Western Boundary: From the traffic lights in Range Road in a Southerly direction down towards School Road and then in an Easterly direction toward Wimbledon Road. From there in a Southerly Direction from School Road down to Buttskop Road.

Southern Boundary: From the corner of Buttskop Road and Wimbledon Road in an Easterly direction along Buttskop Road to the Railway line, then South along the outside of the railway line to the Southern edge of the Brights Hardware property.

Eastern Boundary: From the Southern point of the Brights Hardware property in a Northerly direction along the Strand Road R102 up to the traffic light at Station Road, then in a Westerly direction to the inside of the Railway line and then in a North-Westerly direction along the Railway Line to meet with the Stellenbosch Arterial Road.



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Date: 1st September 2025

Please Note:

- Every effort has been made to ensure the accuracy of information in this map at the time of publication.
- The spatial data portrayed in this map is as current, accurate and complete as provided by the various line departments responsible for the maintenance of these datasets.
- The City of Cape Town accepts no responsibility for, and will not be liable for, any errors or omissions contained herein.



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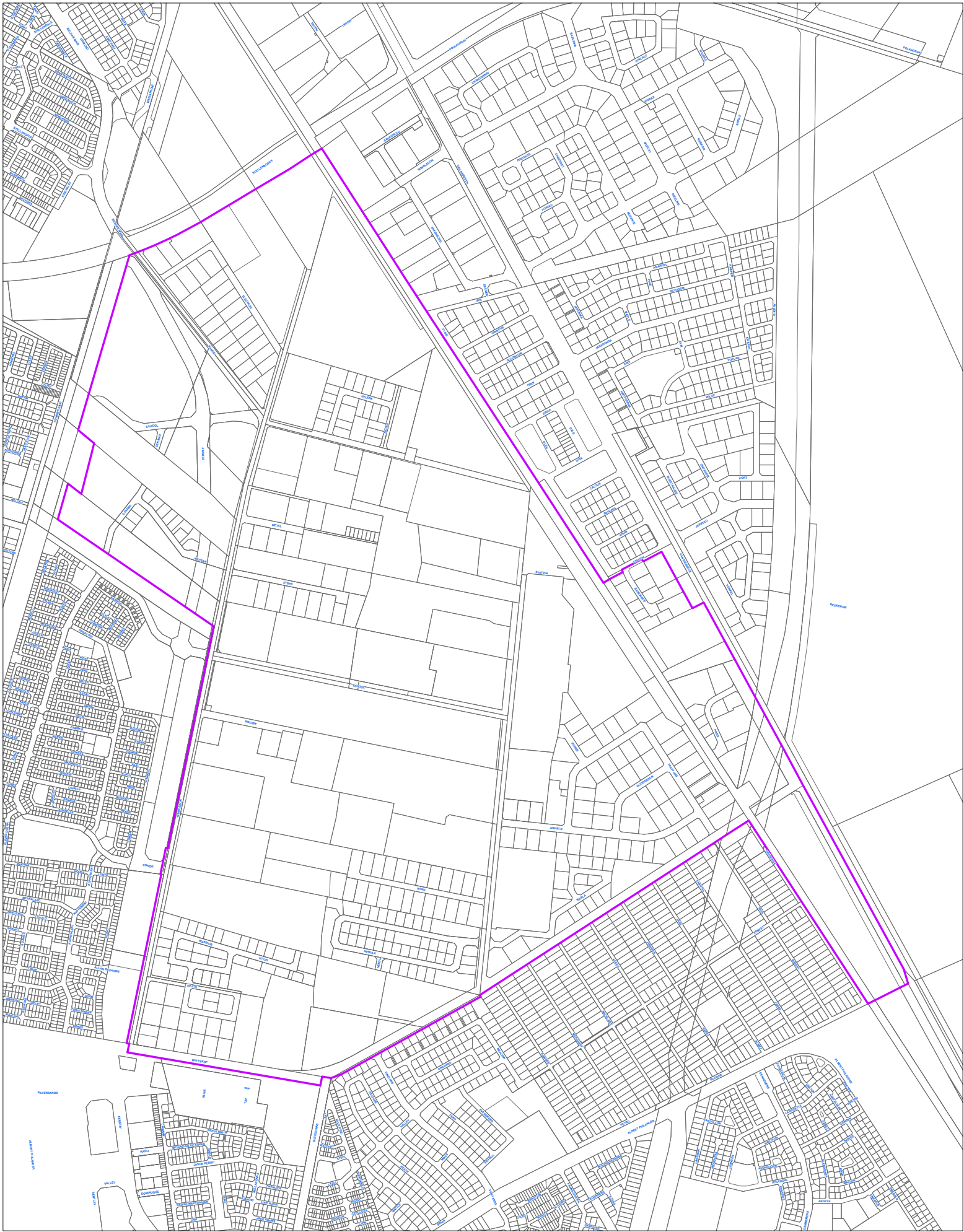
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Transverse Mercator Projection,
Central Meridian 19° East,
WGS84 Ellipsoid using the
Harlebeesthoek94 Datum

BLACKHEATH

City Improvement District

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BLACKHEATH

City Improvement District

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Consistence with the Integrated Development Plan (IDP)

The IDP of the City rests on 3 foundations, 3 second-tier priorities and 3 top-tier priorities.

Together this supports the vision for the City of Cape Town, as a City of Hope. The IDP is based on the City's 16 objectives linked to its priorities and foundations. The BCID's supplementary and enhanced services are consistent with the City's IDP objectives with specific reference to the following initiatives:

Public Safety. The Public Safety plan supports effective 24-hour Security Patrols and Law Enforcement to safeguard the Blackheath Industrial Area and this is supported using technology such as CCTV, License Plate Recognition and Incident Desk Software. The Public Safety plan strengthens safety partnerships, thereby aiming for a holistic crime prevention programme as noted in Objective 5 and 6 of the IDP. SAPS, Law Enforcement, Traffic Services and Metro Police, as well as the local Security Service Providers, perform joint daily Public Safety operations.

Economic Growth. The BCID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management, and social initiatives, all aimed at safeguarding and growing the existing businesses and by promoting economic opportunities thereby maintaining and creating employment opportunities. A well-maintained and well-managed Industrial Area stimulates investment and the potential for future growth.

Cleaning and the environment. The BCID urban cleaning, maintenance, and recycling plan supports the objectives of a healthy and sustainable environment. This is specifically aimed at the public space and City amenities, creating safe, managed public spaces whilst supporting environmental sustainability as noted in Objective 4, 9 and 11 of the IDP. The waste minimisation and cleaning activities provided as a supplementary service further enhance the basic services provided by the City of Cape Town to the Blackheath Industrial Area.

Urban Maintenance. The BCID's urban maintenance work also supports Objective 13 in the IDP through the maintenance of road and associated Infrastructure, thereby creating a safer environment for pedestrians, cyclists, and vehicles alike. Economic growth depends on the City doing the basics well and the partnership with the BCID helps inform the City of the priorities within the Blackheath Industrial Area whilst addressing some of the more pressing matters as part of their daily service routines. The City is therefore better able to prioritise basic services while they are constantly updated by the BCID with the needs of the Blackheath Industrial Area.

Social Development. The BCID supports the City's Social Upliftment Strategies to find lasting solutions for Social Development, supporting Early Childhood Development. Each priority and objective are considered and highlighted within the main service areas of the BCID Business Plan.



The proposed continuation of existing Services

To address the ongoing needs of the area the BCID will continue to address the following six focus areas:

- The management of BCID operations.
- The provision of public safety and security measures in the public areas only.
- The cleaning, greening and maintenance of the public space in the area.
- In co-operation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to public infrastructure in the BCID.
- Through constructive partnerships with all the role-players in the BCID, initiatives will be implemented to improve the sustainability of the businesses and potentially create employment opportunities and social upliftment in the area.
- Marketing of the BCID area and communication with affected parties, as per the attached implementation plan.

Improving Public Safety

Objective 6 of the IDP, in terms of a holistic crime prevention programme, lays the foundation for the Public Safety Plan within the BCID area.

To improve safety and security the BCID developed a comprehensive and integrated public safety plan for the area in conjunction with an appointed service provider. These actions include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Property Owners and other stakeholders

The BCID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately monitor and secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is on roaming vehicles and the Security Kiosk. Considering the contributions from stakeholders such as the South African Police Service and safety and security efforts by the City of Cape Town's Law Enforcement, Traffic Services and Metro Police, a proactive public safety plan has been developed for the BCID.



This plan involves the deployment of one mobile Public Safety Patrol Officer and one static Public Safety Officer manning the BCID Security caravan (like the concept of Neighbourhood Safety Ambassadors) and a public Closed-Circuit Television (CCTV) surveillance system to provide a reassuring presence within the public areas, 7 days a week, for 24-hours a day. During day shift the mobile Public Safety Patrol Officer is supported by a contracted Law Enforcement Officer (LEO) who rides along to ensure By-Law compliance. Matters such as the illegal use of municipal wheelie bins and illegal informal trading as well as stationary vehicle offences and any stop and searches are easily conducted.

The public safety patrol officers are uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for the local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to identify issues and to maintain order and provide an additional deterrent to crime through their constant coverage and visibility.

Public Safety Patrol Officers are equipped with two-way radios and LEO’s with a City Epic device and patrol the area at key times of the day and night. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority’s law enforcement initiative. This group of well-trained public safety patrol officers have proven to be successful in securing the area through active engagement with the public in the area. They are the eyes and ears in the public space.

The additional training of patrol officers is required and is ongoing in order for them to become knowledgeable on issues such as public safety and incident reporting, first aid and first-responder training and with developing communication skills. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity, and behaviour, as well as mediation and conflict management.

If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling vulnerable.

Public Safety Plan

- One clearly BCID branded public safety patrol vehicle patrolling the area on a 24/7 basis.
- One clearly BCID branded mobile command post / Security Caravan.
- Radio communications network.
- Centralised Control Room, CCTV and License Plate Recognition (LPR) monitoring services.
- A CCTV camera network comprising of 12 x LPR, 66 x Overview, Human Detection and 1 x Pan-Tilt-Zoom (PTZ) cameras situated at 39 sites with 2 x formal camera high sites and camera control room monitoring, as set out in the implementation plan.



- A 24-Hour emergency telephone line into the Control Room – 086 000 BCID (2243)
- One City Law Enforcement Officer (Rent-A-Cop)

Assistance from the City of Cape Town

The BCID is proud to acknowledge the invaluable support and partnership extended to us by the City of Cape Town. As a proactive and community-driven organisation, our success is amplified by the collaborative efforts with the city, which shares our vision for a vibrant and thriving industrial node in Blackheath.

The City of Cape Town has been a key ally in our endeavours to enhance the quality of life within our district. Their unwavering commitment to public safety has been instrumental in our collective efforts to reduce crime rates and create a secure environment for residents, businesses, and visitors alike. The City's law enforcement agencies have worked closely with our team to implement effective security measures, contributing significantly to the peace and well-being of our community.

Furthermore, the City of Cape Town's support in infrastructure development and maintenance has played a crucial role in shaping a clean and aesthetically appealing environment. Through their commitment to regular maintenance programs and street cleaning services, we have been able to ensure that our streets are tidy and inviting, promoting a sense of pride and belonging within Blackheath.

In addition to their support in safety and infrastructure, the City of Cape Town has been a strong advocate for environmental sustainability and community development. Their collaboration in green initiatives and beautification projects has helped us foster a greener and healthier Blackheath, while their endorsement of skills development programs and job creation initiatives has empowered our community members with meaningful opportunities.

BCID extends our appreciation to the City of Cape Town for their unwavering support and partnership. As we continue to work together in pursuit of our shared goals, we are confident that our combined efforts will lead to a prosperous and harmonious future for Blackheath. Together, we celebrate the spirit of collaboration and dedication, laying the foundation for a better tomorrow for all.

- The BCID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town through the “Rent-A-Cop” LEO contracted service. Law Enforcement Officers from the City of Cape Town are deployed in the area to enforce City By-Laws during daytime and this service is funded from additional rates.
- The activities of the Public Safety Officers and patrols are measured through a comprehensive management system for the logging of public safety incidents. The logging, mapping and analysis of these incident reports via the Incident Desk Desktop Application informs decision making in the public safety deployment plan for the area.

The deployment plan is revised both weekly and monthly at our sector safety meetings with action steps being allocated to deal with priorities.

CCTV Surveillance Project

The budget and business plan also incorporates the management and development of a CCTV surveillance programme whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras was expanded on. The cameras assist in acting as a deterrent and further assist in the monitoring of areas that are difficult to, or that are less frequently patrolled by patrol vehicles. The cameras also assist in directing mobile response officers and patrol vehicles to specific problems when detected.

The BCID currently has 1 Pan-Tilt-Zoom (PTZ), and 66 static Artificial Intelligence cameras strategically located at 39 sites throughout the area. 12 License Plate Recognition (LPR) cameras are located at strategic intersections on the boundary of the BCID. These cameras communicate via two high sites located at two separate locations. All camera sites, including the high sites, are linked to UPS and power back up facilities.

The current contracts for Public Safety, CCTV Monitoring and CCTV Maintenance are expiring at the end of June 2026. Before expiry, the BCID will go out on open tender or a request for proposals process to test the market and use the opportunity to revise the stipulations of the current contract if and where required. All security companies are PSIRA registered and because there is nationally negotiated minimum wage increases stipulated for security officers, it is suggested that for the next 5 years the expenditure will increase as follows:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure
Public Safety	R462,293	R492,342	R524,345	R558,428	R591,934	R2,629,342
CCTV Monitoring	R53,740	R57,233	R60,854	R64,915	R68,810	R305,652
Law Enforcement	R291,773	R309,280	R327,836	R347,507	R368,357	R1,644,753
Incident Desk Software	R46,747	R49,552	R52,525	R55,678	R59,018	R263,520
CCTV / LPR Cameras	R50,000	R50,000	R50,000	R50,000	R50,000	R250,000

CID Public Safety consistency with CCT Integrated Development Plan (IDP) (2022-2027 edition)

CID PROGRAMMES	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

Operational Security Forum

Weekly meetings bring all the role players to the table to discuss concerns and to coordinate operations and a dedicated WhatsApp channel is in place for each function to ensure real-time solutions and responses to proposed threats. Open reporting is encouraged and supported by the BCID management and all systems are tested on each shift and reported to the respective service providers with up to the minute information.

BCID makes use of data applications to report and record and track security related issues. Incidents are recorded in live time in the app and are automatically forwarded to members in the network once they are successfully captured. Incidents are updated and supported with data and pictures allowing users to follow up on outstanding matters and draw specific reports for discussion at the meetings.

The members are all active in the WhatsApp group created to ease communication between the law enforcement agencies, the BCID and the public safety agencies. CCTV Cameras are tested before day and night shift and again a WhatsApp group is in place for live time reporting of all technical matters for immediate action, 24 hours a day.

Maintenance and Cleansing

City Improvement Districts have appropriate budgets available to deploy the services of a dedicated public cleaning service to provide the supplementary and enhanced cleaning services required in their areas. To ensure the most effective cleaning plan the strategy will continue to

support existing waste management services, identify specific management problems and areas, and assist in developing additional waste management and cleaning schedules for the area.

The City of Cape Town's support in infrastructure development and maintenance has played a crucial role in shaping a clean and aesthetically appealing environment. Through their commitment to regular maintenance programs and street cleaning services, we have been able to ensure that our streets are tidy and inviting, promoting a sense of pride and belonging within

The plan will be executed with a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional litter collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

Urban infrastructure will be maintained by:

- Continuously implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town departments to address infrastructure defects. This will be done through liaison with City departments and the City officials responsible in addition to the reporting and monitoring of reported faults.
- Implementing local actions to correct minor issues.

In addition, the urban maintenance team will consult with the relevant City Departments to assist with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the BCID Implementation.
- Painting of road kerb markings and correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water culvert and drain cleaning when required.

The cleansing contingent will deploy the team in various areas and strategically move through the BCID area. Team members can be recruited from the local area providing gainful employment and training can be facilitated to improve their skills and potential utilisation. The cleaning and urban maintenance team includes:

- 6 x urban management workers per day. The shifts will run from Monday to Friday from 08:00 to 17:00.



- The urban maintenance team workers will wear PPE and reflective vests with BCID printed on them to make them easily identifiable.
- 1 x urban management supervisor (This may be the CID precinct manager)

The following equipment will be required:

- General cleaning equipment such as spades, picks, brooms and also additional equipment for tree works etc.
- General maintenance tools such as scrapers, paint brushes, spanners etc.
- Materials such as paint, cement, cold asphalt and cleaning materials such as plastic bags which will be acquired as needed and within budgetary limitations.

The current contract for cleansing is expiring at the end of June 2026. Before expiry, the BCID will go out on open tender or a request for proposals process to test the market and use the opportunity to revise the stipulations of the current contract if and where required.

The cost of the proposed maintenance and cleansing service is budgeted together under cleansing and is summarised in the table below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure
Cleansing Services	R921,457	R976,745	R1,035,350	R1,097,471	R1,163,320	R5,194,343
Additional Cleansing Services	R190,000	R195,000	R200,000	R210,000	R220,000	R1,015,000
Minor Tools and Equipment	R15,801	R16,750	R17,755	R18,820	R19,950	R89,076
Training	R26,000	R27,500	R29,500	R31,270	R33,160	R147,430
Protective Clothing	R33,897	R35,931	R38,085	R40,370	R42,795	R191,078

CID Maintenance and Cleansing consistency with CCT IDP (2022-2027 edition)

CID PROGRAMMES	IDP PRIORITIES / FOUNDATION	IDP OBJECTIVES	IDP PROGRAMMES
Maintenance and Cleansing	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
Maintenance and Cleansing	Public Space, Environment and Amenities	OBJ 11: Quality and safe parks and recreation facilities	11.1 Quality community facilities programme
			11.2 Partnerships for quality public spaces programme

Maintenance and Cleansing	Transport	OBJ 13: Safe and quality roads for pedestrians, cyclists and vehicles	13.1 Road Safety and Maintenance programme
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Environmental Development

Greening Projects and Verge Upgrades

The Environmental Development aspect of the business plan also focuses on beautifying our urban landscape. We understand that a green and pleasant environment enhances the quality of life for our businesses and users of our area. To this end, we have made a huge investment in planting trees and creating potted gardens throughout the City Improvement District area. This initiative not only adds to the visual appeal of our community but also brings numerous environmental benefits such as improved air quality, reduced urban heat island effects, and increased biodiversity.



The planned Environmental Development is in support of the delivery of services and processes of ensuring that waste materials do not enter drainage systems and the efforts to recycle collected waste supports this priority. This is in line with the objective 4.5 (excellence in waste service delivery program) and 4.6 (waste minimisation and recycling program).

The City of Cape Town has been a strong advocate for environmental sustainability and community development. Their collaboration in green initiatives and beautification projects has helped us foster a greener and healthier Blackheath, while their endorsement of skills development programs and job creation initiatives has empowered our community members with meaningful opportunities.

The mowing of verges and unmanaged Council-owned road reserves are an intricate part of our daily operations and expenses relating to fuel are spent on the line item for Greening Projects and for mowing equipment from the Minor Tools and Equipment line item in the budget to fund this activity. Monies are also made available for the ongoing training of staff in terms of health and safety and safe and proper use and management of equipment and safety gear is provided from the line item in the budget for Protective Clothing.

The planned environmental upgrading services are in support of the IDP. The BCID is working towards the **continuous development and improvement of the urban environment** through **public safety, cleaning, urban management** and **social upliftment** initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities.

The cost of the proposed environmental development service during the five-year term is summarised in the table below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure
Environmental Upgrading	R100,000	R110,000	R120,000	R130,000	R140,000	R600,000
Greening Projects	R100,000	R100,000	R100,000	R100,000	R100,000	R500,000
Verge Upgrades	R350,000	R350,000	R365,000	R395,000	R420,000	R1,880,000

CID Environmental Development consistency with CCT IDP (2022-2027 edition)

CID PROGRAMMES	IDP PRIORITIES / FOUNDATION	IDP OBJECTIVES	IDP PROGRAMMES
Environmental Development	Public Space, Environment and Amenities	OBJ 9: Healthy and sustainable environment	9.1 Environmental and Biodiversity management Programme
Environmental Development	Public Space, Environment and Amenities	OBJ 11: Quality and safe parks and recreation facilities	11.1 Quality community facilities programme 11.2 Partnerships for quality public spaces programme

Social and Economic Development

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. BCID coordinates its social intervention actions with NGO's who are better placed to deal with targeted social programs. The Sing for Africa NGO partner is registered as a Public Benefit Organisation and a Non-Profit Company and is dedicated to serve the young learners in Happy Valley.

Partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a supplementary and enhanced service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required to be carried out and additional staff are required to perform the services. Now that more of the vacant Industrial erven have been bought and, in most cases, developed, there is less cause for such operations. Owners of vacant land are more forthcoming and have developed regular maintenance schedules in partnership with the BCID Manager.



The intention is to employ staff from the local area for the cleansing profile and so all cleansing staff live locally and benefit from ongoing skills development and training that form part of the BCID annual budget. The BCID focusses on the management of the large vacant land parcel funded by Additional Cleansing to ensure the face of the Happy Valley and Wimbledon Estate residential nodes also benefit from the cleaning of the area and we work hand in hand with the EPWP Urban Waste initiative that manages the residential cleaning services. This is replicated along Butskop Road along the border with the residential area of Gaylee and in Station Road on the Rustdal side.

Homelessness and people living on the street have not been a consideration within the Blackheath Industrial Area and so the BCID partnered with Sing for Africa to fund the Happy Valley Grade "R" School in support of their Grade "R" education programme and the provision of an additional classroom that would accommodate 40 further Grade "R" learners from disadvantaged backgrounds in an ever-growing demand for early childhood development in the area. An additional donations budget for sundries and learning aids will also go a long way in supporting this initiative.

The BCID also formed a close partnership with the CCT's Economic Development & Investment Department's Economic Growth Investment Facilitation Branch, Business Retention and Expansion Unit to facilitate various programs and the establishment of task team and is aimed at identifying opportunities for local businesses and to address obstacles to expansion and growth in the Blackheath Industrial Area. This intervention came at no additional cost to the members of the BCID and facilitated the establishment of the Safety at Intersections Road Safety task team, the Street Lighting task team and the Truck Embayment task team.

During the term this partnership also facilitated meetings with Eskom and local business to implement the load-shedding curtailment program in Blackheath. This entailed several public meetings, one to initiate the initiative, then identify ESKOM Large Power User Customers within the

network to drive the registration of businesses within the selected Eskom feeder networks. In total three feeder networks were successfully registered under the load-shedding curtailment program through various public engagements and processes in partnership with external service providers.

These programs seek to promote ease of use and accessibility, economic and social development and to make the Blackheath Industrial Area a sought-after Industrial Node with a stable power network and supply. The cost of the proposed social and economic development service during the five-year term is summarised in the table below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total Expenditure
Social Upliftment	R29,945	R31,750	R33,655	R35,675	R37,815	R168,840
Donations	R18,500	R19,500	R20,650	R21,890	R23,205	R103,745
Happy Valley Grade "R" School	R105,151	R115,670	R127,233	R139,960	R153,955	R641,969

CID Social Development consistency with CCT IDP (2022-2027 edition)

CID PROGRAMMES	IDP PRIORITIES / FOUNDATION	IDP OBJECTIVES	IDP PROGRAMMES
Social and Economic Development	Basic Services	OBJ 15: A more spatially integrated and inclusive city	15.1 Spatial integration and transformation programme
			15.2 Social inclusion and well-being programme

Communication

The focus will be on communicating with the members, businesses and property owners within the BCID and will attend to:

- Maintaining an informative website.
- Participating in surveys and other Economic Development initiatives in partnership with the City's Enterprise and Investment Dept.
- Distributing surveys and BCID flyers and/or newsletters reflecting the initiatives and successes of the BCID.
- Promoting the BCID amongst the local businesses and industries.
- Promote community pride through the initiatives of the BCID in making the area cleaner and safer.
- Promoting the BCID through high visibility branding on patrol vehicles.
- Promoting the BCID through high visibility uniforms with BCID branding for the patrol officers and cleaners.

Financial Impact of the CID

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 CID By-law allows for differentiated additional rates between categories of ratable property and as such a non-residential additional rate is applicable in the CID, as there are only business properties within the BCID geographical location and no residential units.

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)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R5,279,955	R4,929,955	R350,000	6%
2	R5,575,752	R5,225,752	R350,000	6%
3	R5,889,297	R5,539,297	R350,000	6%
4	R6,221,655	R5,871,655	R350,000	6%
5	R6,573,955	R6,223,955	R350,000	6%

The property rate is calculated by the City annually during the City's budget process. The additional rate is expressed as a Rand-in-the-rand and is calculated by dividing the budget total with the total municipal valuation of properties in the CID. 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 or Supplementary Valuation causing the CID budget to be spread over an increased or reduced total municipal valuation base.

Property owners who receive a full or partial rates rebate will not pay additional rates. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any BCID additional property rates. It is however incumbent on the property owner to seek such relief from the City under the City's rates policy.

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

1. Municipal valuation x R 0. XXXXXX = Annual contribution (VAT excl.) – Note: R 0. XXXXXX represents the approved CID additional property rate.
2. Annual contribution (VAT excl.) ÷ 12 = Average monthly contribution (VAT excl.)
3. Average monthly contribution (VAT excl.) x 1.15 = Average monthly contribution (VAT incl.)

5-Year Budget for the BCID

The detailed 5-year budget for the implementation and operations of the BCID is set out in Part C. It reflects the identified needs of the BCID operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all properties in the area and this attracts VAT.

Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any BCID additional property rates. It is, however, incumbent on the property owner to seek such relief from the City under the City's Rates Rebates Policy.

Proposed Management Structure

The BCID is managed by a board of Directors, elected by the members of the BCID at the preceding years Annual General Meeting (AGM). The Board of Directors consists of property owners within the BCID and a political representative from the City of Cape Town attending board meetings as an observer. Membership of the Company is available at no additional cost to property owners within the BCID footprint. The Board manages a Non-Profit company (NPC) which is responsible for the management of the CID, within the framework of the approved business plan and oversees the implementation thereof.

Elected Board members take responsibility for the various portfolios in the company and regular board meetings (once every three months) allow the directors to review current operations and apply corrective measures as required. The BCID board are able to call a meeting at any time when additional meetings are required to address important matters.

The Board has appointed service providers with the necessary contracts in place to manage the day-to-day operations within the BCID. The supplementary and enhanced services provided by the BCID represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided upon by the property owners as CIDs are driven by property owners.

The BCID is managed by a BCID manager appointed by the Board to oversee the day-to-day delivery of the additional services as well as attending to all the administrative legalities of a CID according to the Business plan.

All the above is subject to monitoring and oversight by various departments in the City of Cape Town. The CID Branch also advises, monitors, oversees and provides guidance on administrative, financial, operational and governance compliance.

An AGM is held every year to review the performance of the CID and to confirm the mandate of the members. The budget and implementation plan for the next year is also presented and discussed for approval at the AGM.

The board invites local community members to Members' Meetings and board meetings, regardless of whether or not they are Additional Rate Payers; publishing agendas, notices and minutes of members' meetings and board meetings on the CID Company's website at www.bcid.co.za. However, any member of the BCID or local community may attend a board meeting subject to a written application stating the item and intended outcome at least 1 week prior to the board meeting.

The AGM also provides the opportunity to elect new directors to serve on the board of the NPC.

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.

Where 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.

The BCID signed a Memorandum of Agreement with the Roads Infrastructure Management (RIM) Department, who are responsible for the management and maintenance of all road infrastructure assets falling under the auspices of the Urban Mobility Directorate. This agreement allows the BCID to provide enhanced maintenance tasks related to road infrastructure.

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

List of all rateable properties within the CID

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

	<p align="center">BLACKHEATH CITY IMPROVEMENT DISTRICT (BCID)</p> <p align="center">5 YEAR IMPLEMENTATION PLAN</p> <p align="center">1st July 2026 to 30th June 2031</p>
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MANAGEMENT AND OPERATIONS											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Appointment of relevant service providers	Appointment of appropriately qualified service providers	Year 1	→					Manager and Board	Operational	Service providers appointed by means of a well documented fair, equitable, transparent and competitive process. Review service provider appointments in final year of contract period in documented fair, equitable and transparent process.
2	Appointment of suitably qualified staff	Appointed suitably qualified staff	Year 1	→				→	Manager and Board	Operational	Well documented recruitment and selection process. For contracted staff, review staff contracts in last year of contract period.
3	Appoint an auditor	IRBA registered auditor appointed	Year 1	→					Manager and Board	Operational	IRBA registered auditor appointed at the AGM.
4	Board meetings	Quarterly Board meetings.	Quarterly	4	4	4	4	4	Manager and Board	Annual Report	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
5	Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Branch by 15th	Monthly	12	12	12	12	12	Manager	Operational and Board	Refer to Finance Agreement. Submit reports to the CID Branch. Board to track budget implementation and institute corrective measures when required.
6	Audited Annual Financial Statements	Unqualified Audited Annual Financial Statements	Annually	1	1	1	1	1	Manager and Board	Board, Operational and Annual Report	Annual Financial Statements audited and signed by nominated Directors.
7	Submit Annual Financial Statements to City	Signed Annual Financial Statements submitted to CID Department.	Annually	1	1	1	1	1	Manager	Operational	Signed AFS submitted to the CID Branch by 31 August of each year.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
8	Review arrears list	Report arrears to board.	Quarterly	4	4	4	4	4	Manager	Operational	Board Members in arrears cannot participate in meetings and members in arrears cannot participate in AGMs.
9	Annual feedback to members at AGM	Host legally compliant AGM.	Annually	1	1	1	1	1	Manager and Board	Board	Host successful AGM before 31 December.
10	Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.
11	CIPC Compliance • Annual Returns	Submit Annual Returns to CIPC within 30 business days of company registration date.	Annually	1	1	1	1	1	Manager and Board	Operational	Submit proof of submission to CID Branch.
12	CIPC Compliance • Directors change • Auditors change • Company Secretary	Submit amendments to CIPC within 10 business days of the change.	Ongoing	→	→	→	→	→	Manager and Board	Operational	Submit proof of submission to CID Branch.
13	Manage and monitor the service request process	Complete daily reports of service requests and monitor outstanding C3's	Monthly	12	12	12	12	12	Manager and Board	Operational	Follow up with Sub-council in respect of outstanding C3's / service requests.
14	Participate in the review / development of the City's Integrated Development Plan	Annual submissions to Subcouncil Manager	Annually	1	1	1	1	1	Manager and Board	Operational	October to February of every year.
15	Participate in the City's Capital and Operating Budgets process	Annual submissions to Subcouncil Manager.	Annually	1	1	1	1	1	Manager and Board	Operational	By September of each year.
16	Maintain NPC membership	Up to date NPC membership register.	Ongoing	→	→	→	→	→	Manager and Board	Operational	Maintain up to date membership list on website.
17	Submit an extension of term application	Submit a comprehensive extension of term application for approval by the members and the CCT Council.	In year 5					1	Manager and Board	Operational	Prepare a new business plan in the last year of term.
18	Annual Tax Compliance Status	Within one month after expiry date.	Annually	1	1	1	1	1	Manager and Board	Operational	Upload Tax Compliance Status via the eServices portal.
19	Annual PBO tax return to SARS for donations received.	In August and February annually.	Bi-annually	2	2	2	2	2	Manager	Operational	Submit invoices for donations received to Company Secretary in August and February annually.
20	Adjustment Budget	Board approved adjustment budget.	Annually	1	1	1	1	1	Manager and Board	Operational	Submit Board minutes and approved adjustment budget to the CCT by end of March.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
21	First Board meeting post AGM	Elect Chairperson, sign Declaration of Interest, complete POPIA declaration and allocate portfolios. Agree future dates for Board Meetings.	Annually	1	1	1	1	1	Manager and Board	Operational	All new directors to receive relevant documents.
22	Register with the Information Regulator of South Africa	Compliance with Information Regulator of South Africa.	Year 1	→					Manager and Board	Operational	
23	VAT reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on	Bi-monthly	6	6	6	6	6	Manager and Board	Operational	
24	At least 90% of the approved budget is spent on each line item relating to the capital budget	Total capital expenditure as a percentage of total capital budget	Year 1- Year 5	→	→	→	→	→	Manager and Board	Annual Report	Total spend for each capital line item must exceed 90%
25	At least 90% of the approved budget is spent on each line item relating to the core services budget	Total core services (public safety, cleaning and maintenance, environmental and social development) expenditure as a percentage of total core services budget	Year 1- Year 5	→	→	→	→	→	Manager and Board	Annual Report	Total spend for each core services line item must exceed 90%
26	At least 90% of the approved budget is spent on each line item relating to the project budget	Total project expenditure as a percentage of total project budget	Year 1- Year 5	→	→	→	→	→	Manager and Board	Annual Report	Total spend for each project line item must exceed 90%

PUBLIC SAFETY											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a Public Safety strategy and management plan	Up to date Public Safety Management and Strategy Plan.	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of a new term and then modified continuously in conjunction with the SAPS, Law Enforcement and the Local Authority and existing Public Safety service provider using their experience as well as available crime statistics provided by SAPS.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
2	Appoint a Public Safety service provider(s)	Contracted PSIRA registered public safety service provider(s).	Year 1	→					Board	Board	The Public Safety service provider(s) could include Public Safety Patrols, Control Room services and CCTV Monitoring through a fair, equitable, transparent and competitive process.
3	Review and approve the Public Safety strategy and management plan	Approved Public Safety strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.
4	Record Public Safety Incidents	Up to date public safety incident records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	All incidents saved on the Incident Desk application. Indicative records to be included in Annual Report.
5	CID participation in joint operations	Participated in joint operations	Adhoc	1	1	1	1	1	Manager and Service Provider	Annual Report where applicable	Participation in joint operations dependent on the public safety needs of the area.
6	Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Public Safety patrols	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational	Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches.
7	Participate in local safety forums	Attend local safety forums	Quarterly	4	4	4	4	4	Manager and Service Provider	Operational	Participate in existing Neighbourhood Watch, Community Police Forum, other CIDs and SAPS meetings.
8	Application to be submitted to secure Law Enforcement Officer	Application submitted to the CCT	Annually	1	1	1	1	1	Manager	Operational	Contact Law Enforcement Department by February of every year. Contract concluded by April of every year.
9	Deploy Law Enforcement Officer/s in support of the Public Safety strategy and management plan	Law Enforcement Officers deployed in CID	Ongoing	→	→	→	→	→	Manager and City of Cape Town	Operational	
10	Plan deployment of CCTV cameras	CCTV Camera deployment included in Public Safety strategy and management plan	Ongoing	→	→	→	→	→	Board, Manager and Service Provider	Board and Operational	
11	Register CCTV Cameras with the CCT	Cameras registered with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
12	Monitor CCTV Cameras	Monitoring of CCTV Cameras by appropriately qualified service providers.	Ongoing	→	→	→	→	→	Manager	Operational	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.

MAINTENANCE AND CLEANSING											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a maintenance and cleansing strategy and management plan	Up to date maintenance and cleansing strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics.
2	Appoint a maintenance and cleansing service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a maintenance and cleansing service provider(s) through a fair, equitable, transparent and competitive process.
3	Review and approve the maintenance and cleansing management plan	Approved maintenance and cleansing strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide maintenance and cleansing services by the appointed service provider and evaluate levels of service provided.
4	Evaluate and review the provision of public litter bins	Sufficient public litter bins	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide public litter bins and log a CCT service request.
5	Cleaning of streets and sidewalks supplementary to those provided by the CCT	Clean streets and sidewalks in partnership with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide additional street cleaning and log a CCT service request.
6	Health and safety issues reported to the CCT	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with sub-council in respect of outstanding CCT service requests.
7	Combat Illegal dumping	Logged CCT service request resolved	Ongoing	→	→	→	→	→	Manager	Operational	Follow up with relevant department in respect of outstanding CCT service requests.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
8	Removal of illegal posters	Urban infrastructure free from illegal posters	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of illegal posters by the CCT and where relevant log a CCT service request.
9	Removal of graffiti	Urban infrastructure free of graffiti	Ongoing	→	→	→	→	→	Manager	Operational	Monitor the removal of graffiti by the CCT and where relevant log a CCT service request.
10	Record maintenance and cleansing activities	Up to date maintenance and cleansing records	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report where applicable	Indicative records to be included in Annual Report.
11	Identify problems, requiring minor maintenance to CCT infrastructure and perform relevant maintenance on: a. Water and Sanitation infrastructure b. Roads and Stormwater infrastructure c. Road markings d. Grass cutting in Public Areas e. Street furniture	Completed minor maintenance to CCT infrastructure	Ongoing	→	→	→	→	→	Manager and Service Provider	Operational, Board and Annual Report	Engage with relevant department before undertaking maintenance.
12	Identify problems, required maintenance or damage to CCT infrastructure and report to relevant department including: a. Street lighting b. Water and Sanitation c. Roads and Stormwater d. Traffic signals and road markings e. Public Open Spaces	Report findings to the relevant CCT department and log CCT service request	Ongoing	→	→	→	→	→	Manager	Operational, Board and Annual Report	Follow up with sub-council in respect of outstanding CCT service requests.

ENVIRONMENTAL DEVELOPMENT											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop an environmental development strategy and management plan	Up to date environmental development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics.


NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
2	Appoint an environmental development service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint an environmental development service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.
3	Review and approve the environmental development management plan	Approved environmental development strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide environmental development services by the appointed or existing service provider and evaluate levels of service provided.
4	Promote waste minimization and management thereof through awareness on waste, water, noise and air pollution	Quarterly awareness campaign through newsletters or website to business and property owners.	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Urban Waste Management Law Enforcement.
5	Implement a Recycling programme	Recyclable waste collected	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report	By service provider or cleaning staff.
6	Install public recycling bins	Public recycling bins installed	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report	By service provider or cleaning staff in partnership with the City.
7	Implement and maintain landscaping projects	Landscaping projects implemented and maintained	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	
8	Install and maintain street furniture	Street furniture maintained	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	
9	Monitor and report illegal signage and posters	Report findings to the relevant CCT department and log C3	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	
10	Improve green urban environment	Green urban environment	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Operational	Tree planting, maintaining of tree wells, road verges, replanting and maintaining of flower pots etc.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
11	Monitor environmental health of waterways	Report findings to the relevant CCT department and log C3 service request	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	

SOCIAL AND ECONOMIC DEVELOPMENT											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a social and economic development strategy and management plan	Up to date social and economic development strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider.
2	Appoint a social development service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a social development service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.
3	Review and approve the social and economic development management plan	Approved social and economic development strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide social and economic development services by the appointed or existing service provider and evaluate levels of service provided.
4	Monitor and review implementation of informal trading plans in support of economic development	Managed informal trading	Ongoing	→	→	→	→	→	Manager and Service Provider	Board, Operational and Annual Report where applicable	Ward Councillor and Subcouncil consulted on needs. LEO provides oversight and deals with offences.
5	Promote Social Development awareness	Quarterly awareness campaign through newsletters or website	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Social Development & Early Childhood Development Directorate and social welfare organisations.
6	Work in conjunction with local social welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	Job creation through social intervention	Ongoing	→	→	→	→	→	Manager and social welfare organisations	Annual Report	Partner with CCT Social Development and social welfare organisations.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
7	Provide social services	Social service to recipients	Ongoing	→	→	→	→	→	Manager and Social Worker	Board and Annual Report	

COMMUNICATION											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUEN CY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
1	Develop a communication strategy and management plan	Up to date communication strategy and management Plan	Year 1	→					Board, Manager and Service Provider	Annual Report	This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics.
2	Appoint a communication service provider(s)	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a communication service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.
3	Review and approve the communication management plan	Approved communication strategy and management plan	Annual	1	1	1	1	1	Board and Manager	Annual Report	Clear deliverables and defined performance indicators to guide communication services by the appointed or existing service provider and evaluate levels of service provided.
4	Maintain Website	Up to date website	Ongoing	→	→	→	→	→	Manager	Board	In terms of CCT CID Policy requirements
5	Newsletters / Newsflashes	Communication distributed	Quarterly	4	4	4	4	4	Manager	Operational and Annual Report	Including use of social media platforms
6	Regular interaction with property and business owners	Feedback on interactions	Ongoing	→	→	→	→	→	Manager	Operational	
7	CID information signage	Clearly identifiable CID signage	Ongoing	→	→	→	→	→	Manager	Operational	Signage to be visible and maintained with CCT approval

		BLACKHEATH CITY IMPROVEMENT DISTRICT (BCID) 5-YEAR TERM BUDGET 1 July 2026 to 30 June 2031									
		2026/27		2027/28		2028/29		2029/30		2030/31	
INCOME		R		R		R		R		R	
Income from additional rates		-4 929 955	93.4%	-5 225 752	93.7%	-5 539 297	94.1%	-5 871 655	94.4%	-6 223 955	94.7%
Other: Accumulated surplus		-350 000	6.6%	-350 000	6.3%	-350 000	5.9%	-350 000	5.6%	-350 000	5.3%
TOTAL INCOME		-5 279 955	100.0%	-5 575 752	100.0%	-5 889 297	100.0%	-6 221 655	100.0%	-6 573 955	100.0%
EXPENDITURE		R		R		R		R		R	
Employee-related		1 623 690	30.8%	1 707 119	30.6%	1 794 379	30.5%	1 887 194	30.3%	1 985 576	30.2%
Salaries and wages		785 235		832 350		881 973		934 892		990 986	
PAYE, UIF and SDL		483 325		512 325		543 065		575 650		610 189	
Allowances: Locomotion		228 000		228 000		228 000		228 000		228 000	
COIDA		3 250		3 413		3 588		3 774		3 970	
Bonus		123 880		131 031		137 753		144 878		152 431	
Core business		1 905 955	36.1%	2 026 902	36.4%	2 154 665	36.6%	2 289 674	36.8%	2 429 254	37.0%
Cleansing services		921 457		976 745		1 035 350		1 097 471		1 163 320	
Environmental upgrading		100 000		110 000		120 000		130 000		140 000	
Law enforcement officers		291 773		309 280		327 836		347 507		368 357	
Public safety		462 293		492 342		524 345		558 428		591 934	
Public Safety - CCTV monitoring		53 740		57 233		60 954		64 915		68 810	
Public Safety - Incident reporting		46 747		49 552		52 525		55 678		59 018	
Social upliftment		29 945		31 750		33 655		35 675		37 815	
Depreciation		125 000	2.4%	125 000	2.2%	125 000	2.1%	125 000	2.0%	125 000	1.9%
Repairs & Maintenance		135 181	2.6%	143 292	2.6%	151 890	2.6%	161 005	2.6%	170 665	2.6%
General expenditure		540 619	10.2%	573 398	10.3%	607 976	10.3%	643 960	10.4%	684 424	10.4%
Accounting and taxation fees		26 497		28 086		29 771		31 560		33 455	
Advertising costs		12 528		13 280		14 077		14 950		15 850	
Auditors' remuneration		22 378		23 721		25 144		26 650		28 250	
Bank charges		11 352		12 033		12 755		13 520		14 331	
Catering and food		4 500		4 750		5 050		5 350		5 650	
Cleaning costs		25 076		25 800		27 348		28 990		30 730	

	2026/27		2027/28		2028/29		2029/30		2030/31	
Communication	28 516		30 227		32 040		33 965		36 003	
Computer expenses	15 799		16 747		17 752		18 850		19 980	
Contingency / Sundry	28 140		29 714		31 497		33 385		35 390	
Donations	18 500		19 500		20 650		21 890		23 205	
Insurance	48 869		53 756		56 982		60 400		66 440	
Marketing and promotions	25 471		26 700		28 302		30 000		31 800	
Meeting expenses	5 500		5 500		5 500		5 500		5 500	
Minor tools & equipment	15 801		16 750		17 755		18 820		19 950	
Motor vehicle expenses	23 500		25 000		26 500		28 000		29 500	
Office rental	87 000		92 220		97 753		103 620		109 840	
Postage & courier	750		795		845		895		950	
Printing / stationery / photographic	17 289		18 327		19 552		20 590		21 825	
Protective clothing	33 897		35 931		38 085		40 370		42 795	
Refreshments and teas	3 500		3 600		3 800		4 050		4 300	
Telecommunication	41 756		44 261		46 918		49 735		52 720	
Training	26 000		27 500		29 500		31 270		33 160	
Utilities (not CCT)	18 000		19 200		20 400		21 600		22 800	
Projects	745 151	14.1%	760 670	13.6%	792 233	13.5%	844 960	13.6%	893 955	13.6%
Greening Projects	100 000		100 000		100 000		100 000		100 000	
Additional Cleansing	190 000		195 000		200 000		210 000		220 000	
Verge Upgrades	350 000		350 000		365 000		395 000		420 000	
Happy Valley Grade "R" School	105 151		115 670		127 233		139 960		153 955	
Capital expenditure (PPE)	56 460	1.1%	82 598	1.5%	96 975	1.6%	93 712	1.5%	98 362	1.5%
CCTV / LPR cameras	50 000		50 000		50 000		50 000		50 000	
Computer equipment	3 253		22 448		33 475		29 322		32 982	
Office equipment	3 207		6 110		6 480		6 860		7 280	
Office furniture	-		4 040		7 020		7 530		8 100	
Rolling bad debt reserve 3%	147 899	2.8%	156 773	2.8%	166 179	2.8%	176 150	2.8%	186 719	2.8%
TOTAL EXPENDITURE	5 279 955	100.0%	5 575 752	100.0%	5 889 297	100.0%	6 221 655	100.0%	6 573 955	100.0%

(SURPLUS) / SHORTFALL

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GROWTH: EXPENDITURE

9.5%

5.6%

5.6%

5.6%

5.7%

GROWTH: ADD RATES REQUIRED

6.0%

6.0%

6.0%

6.0%

6.0%

LIST OF RATEABLE PROPERTIES WITHIN THE BLACKHEATH CID

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	1	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493484	862
NON-RESIDENTIAL	2	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493415	854
NON-RESIDENTIAL	3	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493506	863
NON-RESIDENTIAL	4	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493430	855
NON-RESIDENTIAL	5	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493533	864
NON-RESIDENTIAL	6	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493448	856
NON-RESIDENTIAL	7	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493552	865
NON-RESIDENTIAL	9	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493561	866
NON-RESIDENTIAL	10	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493478	858
NON-RESIDENTIAL	11	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493562	867
NON-RESIDENTIAL	12	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493472	844
NON-RESIDENTIAL	13	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493557	868
NON-RESIDENTIAL	14	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493463	845
NON-RESIDENTIAL	15	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493551	869
NON-RESIDENTIAL	16	ANFIELD ROAD	BLACKHEATH INDUSTRIA		15993300	987
NON-RESIDENTIAL	17	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493546	870
NON-RESIDENTIAL	18	ANFIELD ROAD	BLACKHEATH INDUSTRIA		983481	930
NON-RESIDENTIAL	19	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493543	871
NON-RESIDENTIAL	20	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493437	881
NON-RESIDENTIAL	21	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493537	872
NON-RESIDENTIAL	22	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493433	880
NON-RESIDENTIAL	22	ANFIELD ROAD	BLACKHEATH INDUSTRIA		1036214	931
NON-RESIDENTIAL	23	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493531	873
NON-RESIDENTIAL	24	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493428	879
NON-RESIDENTIAL	25	ANFIELD ROAD	BLACKHEATH INDUSTRIA	1	990536	929
NON-RESIDENTIAL	25	ANFIELD ROAD	BLACKHEATH INDUSTRIA	2	990536	929
NON-RESIDENTIAL	25	ANFIELD ROAD	BLACKHEATH INDUSTRIA		990536	929
NON-RESIDENTIAL	29	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493518	876
NON-RESIDENTIAL	31	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493514	877
NON-RESIDENTIAL	33	ANFIELD ROAD	BLACKHEATH INDUSTRIA		493508	878
NON-RESIDENTIAL	1	ARTISAN WAY	WIMBLEDON ESTATE		19903359	1202
NON-RESIDENTIAL	1	ARTISAN WAY	WIMBLEDON ESTATE		492652	1203
NON-RESIDENTIAL	3	ARTISAN WAY	WIMBLEDON ESTATE		19902704	1198
NON-RESIDENTIAL	4	ARTISAN WAY	WIMBLEDON ESTATE		89597980	1454

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	5	ARTISAN WAY	WIMBLEDON ESTATE		19902104	1197
NON-RESIDENTIAL	8	ARTISAN WAY	WIMBLEDON ESTATE		1016248	945
NON-RESIDENTIAL	10	ARTISAN WAY	WIMBLEDON ESTATE		1016249	946
NON-RESIDENTIAL	12	ARTISAN WAY	WIMBLEDON ESTATE		1016247	944
NON-RESIDENTIAL	14	ARTISAN WAY	WIMBLEDON ESTATE		1016246	943
NON-RESIDENTIAL	16	ARTISAN WAY	WIMBLEDON ESTATE		1016245	942
NON-RESIDENTIAL	18	ARTISAN WAY	WIMBLEDON ESTATE		1016244	941
NON-RESIDENTIAL	20	ARTISAN WAY	WIMBLEDON ESTATE		1016243	940
NON-RESIDENTIAL	20	ARTISAN WAY	WIMBLEDON ESTATE		1016414	956
NON-RESIDENTIAL	22	ARTISAN WAY	WIMBLEDON ESTATE		1016242	939
NON-RESIDENTIAL	24	ARTISAN WAY	WIMBLEDON ESTATE		1016241	938
NON-RESIDENTIAL	1	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		492936	812
NON-RESIDENTIAL	2	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		492969	795
NON-RESIDENTIAL	3	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		492972	813
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	1	492998	821
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	2	492998	821
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	3	492998	821
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	4	492998	821
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	5	492998	821
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	6	492998	821
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	7	492998	821
NON-RESIDENTIAL	4	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		492998	821
NON-RESIDENTIAL	5	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		493018	814
NON-RESIDENTIAL	6	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		493072	820
NON-RESIDENTIAL	7	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	1	492991	815
NON-RESIDENTIAL	7	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	2	492991	815
NON-RESIDENTIAL	7	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	3	492991	815
NON-RESIDENTIAL	7	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	4	492991	815
NON-RESIDENTIAL	7	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		492991	815
NON-RESIDENTIAL	8	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		493105	819
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	1	493044	816
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	2	493044	816
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	3	493044	816
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	4	493044	816
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	5	493044	816
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	6	493044	816

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA	7	493044	816
NON-RESIDENTIAL	9	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		493044	816
NON-RESIDENTIAL	10	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		493130	818
NON-RESIDENTIAL	11	BAREWOOD CLOSE	BLACKHEATH INDUSTRIA		493107	817
NON-RESIDENTIAL	4	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		494873	1144
NON-RESIDENTIAL	6	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		494896	1143
NON-RESIDENTIAL	8	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		494912	1142
NON-RESIDENTIAL	10	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		494919	1141
NON-RESIDENTIAL	12	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		494934	1140
NON-RESIDENTIAL	14	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		494623	1131
NON-RESIDENTIAL	18	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		89101385	1426
NON-RESIDENTIAL	24	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		536711	1121
NON-RESIDENTIAL	32	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		494823	1115
NON-RESIDENTIAL	34	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		23363371	1112
NON-RESIDENTIAL	38	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		23363369	1113
NON-RESIDENTIAL	1A	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		63912700	824
NON-RESIDENTIAL	2E	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		978901	809
NON-RESIDENTIAL	4F	BUTTSKOP ROAD	BLACKHEATH INDUSTRIA		978902	806
NON-RESIDENTIAL	2A	BUTTSKOP ROAD	JACOBSDAL SMALLHOLDINGS		1021107	416
NON-RESIDENTIAL	25	DYNAMO WAY	WIMBLEDON ESTATE		1016237	934
NON-RESIDENTIAL	28	DYNAMO WAY	WIMBLEDON ESTATE		1016240	937
NON-RESIDENTIAL	30	DYNAMO WAY	WIMBLEDON ESTATE		1016239	936
NON-RESIDENTIAL	32	DYNAMO WAY	WIMBLEDON ESTATE		1016238	935
NON-RESIDENTIAL	33	DYNAMO WAY	WIMBLEDON ESTATE		22948399	1194
NON-RESIDENTIAL	34	DYNAMO WAY	WIMBLEDON ESTATE		22947199	1196
NON-RESIDENTIAL	32A	DYNAMO WAY	WIMBLEDON ESTATE		22947994	454
NON-RESIDENTIAL	6	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492251	1020
NON-RESIDENTIAL	8	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492218	1019
NON-RESIDENTIAL	10	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492189	1018
NON-RESIDENTIAL	12	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492169	1017
NON-RESIDENTIAL	14	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492146	1016
NON-RESIDENTIAL	16	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492124	1015
NON-RESIDENTIAL	18	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492100	1014
NON-RESIDENTIAL	20	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492079	1013
NON-RESIDENTIAL	21	ELECTRON ROAD	BLACKHEATH INDUSTRIA		59540514	1398
NON-RESIDENTIAL	22	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492046	1007

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	24	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492060	1008
NON-RESIDENTIAL	25	ELECTRON ROAD	BLACKHEATH INDUSTRIA		1044098	1005
NON-RESIDENTIAL	26	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492071	1009
NON-RESIDENTIAL	28	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492087	1010
NON-RESIDENTIAL	29	ELECTRON ROAD	BLACKHEATH INDUSTRIA		1044100	1004
NON-RESIDENTIAL	31	ELECTRON ROAD	BLACKHEATH INDUSTRIA		492038	1003
NON-RESIDENTIAL	1A	ELECTRON ROAD	BLACKHEATH INDUSTRIA		59540562	1399
NON-RESIDENTIAL	2B	FREDERICK STREET	JACOBSDAL SMALLHOLDINGS		978910	416
NON-RESIDENTIAL	3	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493438	843
NON-RESIDENTIAL	4	GOODERSON ROAD	BLACKHEATH INDUSTRIA		87655824	922
NON-RESIDENTIAL	5	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493388	842
NON-RESIDENTIAL	7	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493378	841
NON-RESIDENTIAL	8	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493403	860
NON-RESIDENTIAL	9	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493364	840
NON-RESIDENTIAL	10	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493393	861
NON-RESIDENTIAL	11	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493347	839
NON-RESIDENTIAL	12	GOODERSON ROAD	BLACKHEATH INDUSTRIA		493380	853
NON-RESIDENTIAL	1	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494583	1135
NON-RESIDENTIAL	3	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494677	1134
NON-RESIDENTIAL	5	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494622	1132
NON-RESIDENTIAL	6	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494717	1147
NON-RESIDENTIAL	8	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494763	1136
NON-RESIDENTIAL	10	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494789	1137
NON-RESIDENTIAL	12	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494803	1138
NON-RESIDENTIAL	14	HEATH CIRCLE	BLACKHEATH INDUSTRIA		494826	1139
NON-RESIDENTIAL	3	HEATH STREET	BLACKHEATH INDUSTRIA		20883845	1374
NON-RESIDENTIAL	4	HEATH STREET	BLACKHEATH INDUSTRIA		533717	1148
NON-RESIDENTIAL	6	HEATH STREET	BLACKHEATH INDUSTRIA		494602	1133
NON-RESIDENTIAL	1	HELENE AVENUE	BLACKHEATH INDUSTRIA		492470	812
NON-RESIDENTIAL	2	HELENE AVENUE	BLACKHEATH INDUSTRIA		492458	792
NON-RESIDENTIAL	3	HELENE AVENUE	BLACKHEATH INDUSTRIA		492460	813
NON-RESIDENTIAL	4	HELENE AVENUE	BLACKHEATH INDUSTRIA		492440	793
NON-RESIDENTIAL	5	HELENE AVENUE	BLACKHEATH INDUSTRIA		492429	893
NON-RESIDENTIAL	6	HELENE AVENUE	BLACKHEATH INDUSTRIA		492420	794
NON-RESIDENTIAL	8	HELENE AVENUE	BLACKHEATH INDUSTRIA		492397	795
NON-RESIDENTIAL	9	HELENE AVENUE	BLACKHEATH INDUSTRIA		492405	803

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	10	HELENE AVENUE	BLACKHEATH INDUSTRIA		492376	796
NON-RESIDENTIAL	11	HELENE AVENUE	BLACKHEATH INDUSTRIA		492416	804
NON-RESIDENTIAL	12	HELENE AVENUE	BLACKHEATH INDUSTRIA		492329	797
NON-RESIDENTIAL	13	HELENE AVENUE	BLACKHEATH INDUSTRIA		492424	805
NON-RESIDENTIAL	14	HELENE AVENUE	BLACKHEATH INDUSTRIA		492341	798
NON-RESIDENTIAL	15	HELENE AVENUE	BLACKHEATH INDUSTRIA		492428	806
NON-RESIDENTIAL	16	HELENE AVENUE	BLACKHEATH INDUSTRIA		492349	799
NON-RESIDENTIAL	18	HELENE AVENUE	BLACKHEATH INDUSTRIA		708666	800
NON-RESIDENTIAL	20	HELENE AVENUE	BLACKHEATH INDUSTRIA		492363	910
NON-RESIDENTIAL	22	HELENE AVENUE	BLACKHEATH INDUSTRIA		492372	911
NON-RESIDENTIAL	1	KWELA STREET	BLACKHEATH INDUSTRIA		1049126	957
NON-RESIDENTIAL	2	KWELA STREET	BLACKHEATH INDUSTRIA		1049148	979
NON-RESIDENTIAL	4	KWELA STREET	BLACKHEATH INDUSTRIA		66614728	1400
NON-RESIDENTIAL	7	KWELA STREET	BLACKHEATH INDUSTRIA		1049128	959
NON-RESIDENTIAL	8	KWELA STREET	BLACKHEATH INDUSTRIA		1049145	976
NON-RESIDENTIAL	9	KWELA STREET	BLACKHEATH INDUSTRIA		1049151	982
NON-RESIDENTIAL	11	KWELA STREET	BLACKHEATH INDUSTRIA		1049150	981
NON-RESIDENTIAL	12	KWELA STREET	BLACKHEATH INDUSTRIA		1064967	985
NON-RESIDENTIAL	13	KWELA STREET	BLACKHEATH INDUSTRIA		1049149	980
NON-RESIDENTIAL	14	KWELA STREET	BLACKHEATH INDUSTRIA		1049142	973
NON-RESIDENTIAL	16	KWELA STREET	BLACKHEATH INDUSTRIA		1049141	972
NON-RESIDENTIAL	18	KWELA STREET	BLACKHEATH INDUSTRIA		1049140	971
NON-RESIDENTIAL	20	KWELA STREET	BLACKHEATH INDUSTRIA		1049139	970
NON-RESIDENTIAL	22	KWELA STREET	BLACKHEATH INDUSTRIA		1049138	969
NON-RESIDENTIAL	24	KWELA STREET	BLACKHEATH INDUSTRIA		1049137	968
NON-RESIDENTIAL	28	KWELA STREET	BLACKHEATH INDUSTRIA		1049136	967
NON-RESIDENTIAL	30	KWELA STREET	BLACKHEATH INDUSTRIA		1049135	966
NON-RESIDENTIAL	32	KWELA STREET	BLACKHEATH INDUSTRIA		1049134	965
NON-RESIDENTIAL	34	KWELA STREET	BLACKHEATH INDUSTRIA		1049133	964
NON-RESIDENTIAL	36	KWELA STREET	BLACKHEATH INDUSTRIA		1049132	963
NON-RESIDENTIAL	40	KWELA STREET	BLACKHEATH INDUSTRIA		41786894	988
NON-RESIDENTIAL	42	KWELA STREET	BLACKHEATH INDUSTRIA		1049129	960
NON-RESIDENTIAL	1C	KWELA STREET	BLACKHEATH INDUSTRIA		1049152	983
NON-RESIDENTIAL	1	METAL ROAD	BLACKHEATH INDUSTRIA		533720	1226
NON-RESIDENTIAL	2	METAL ROAD	BLACKHEATH INDUSTRIA		492775	1209
NON-RESIDENTIAL	5	METAL ROAD	BLACKHEATH INDUSTRIA		492591	1225

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	6	METAL ROAD	BLACKHEATH INDUSTRIA		492788	1360
NON-RESIDENTIAL	6	METAL ROAD	BLACKHEATH INDUSTRIA		56917268	1210
NON-RESIDENTIAL	9	METAL ROAD	BLACKHEATH INDUSTRIA		55568736	1377
NON-RESIDENTIAL	10	METAL ROAD	BLACKHEATH INDUSTRIA		492805	1361
NON-RESIDENTIAL	13	METAL ROAD	BLACKHEATH INDUSTRIA		55570291	1378
NON-RESIDENTIAL	14	METAL ROAD	BLACKHEATH INDUSTRIA		492822	1211
NON-RESIDENTIAL	16	METAL ROAD	BLACKHEATH INDUSTRIA		492835	1213
NON-RESIDENTIAL	20	METAL ROAD	BLACKHEATH INDUSTRIA		492597	1062
NON-RESIDENTIAL	21	METAL ROAD	BLACKHEATH INDUSTRIA		492796	1222
NON-RESIDENTIAL	23	METAL ROAD	BLACKHEATH INDUSTRIA		492800	1221
NON-RESIDENTIAL	25	METAL ROAD	BLACKHEATH INDUSTRIA		492804	1220
NON-RESIDENTIAL	27	METAL ROAD	BLACKHEATH INDUSTRIA		492808	1219
NON-RESIDENTIAL	29	METAL ROAD	BLACKHEATH INDUSTRIA		492815	1218
NON-RESIDENTIAL	31	METAL ROAD	BLACKHEATH INDUSTRIA		492817	1217
NON-RESIDENTIAL	33	METAL ROAD	BLACKHEATH INDUSTRIA		492821	1216
NON-RESIDENTIAL	35	METAL ROAD	BLACKHEATH INDUSTRIA		492826	1215
NON-RESIDENTIAL	21A	METAL ROAD	BLACKHEATH INDUSTRIA		50885047	1214
NON-RESIDENTIAL	4	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494230	1327
NON-RESIDENTIAL	5	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		1049488	1365
NON-RESIDENTIAL	6	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494219	1328
NON-RESIDENTIAL	8	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494206	1329
NON-RESIDENTIAL	10	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494188	1330
NON-RESIDENTIAL	11	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494038	1296
NON-RESIDENTIAL	12	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		27364803	1369
NON-RESIDENTIAL	13	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494026	1297
NON-RESIDENTIAL	15	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494014	1298
NON-RESIDENTIAL	17	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494000	1299
NON-RESIDENTIAL	17	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		45852430	1366
NON-RESIDENTIAL	18	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494133	1334
NON-RESIDENTIAL	19	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		493988	1300
NON-RESIDENTIAL	20	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494122	1335
NON-RESIDENTIAL	21	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		493974	1301
NON-RESIDENTIAL	22	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494107	1336
NON-RESIDENTIAL	23	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		493961	1302
NON-RESIDENTIAL	24	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494095	1337
NON-RESIDENTIAL	25	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		493950	1303

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	26	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494082	1338
NON-RESIDENTIAL	27	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		20295753	1367
NON-RESIDENTIAL	28	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494073	1339
NON-RESIDENTIAL	30	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494152	1340
NON-RESIDENTIAL	31	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		493898	1306
NON-RESIDENTIAL	32	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494166	1341
NON-RESIDENTIAL	34	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494177	1342
NON-RESIDENTIAL	36	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494194	1343
NON-RESIDENTIAL	38	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494209	1344
NON-RESIDENTIAL	39	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		28709321	1370
NON-RESIDENTIAL	40	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494224	1345
NON-RESIDENTIAL	41	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		979013	1364
NON-RESIDENTIAL	42	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494232	1346
NON-RESIDENTIAL	44	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494243	1347
NON-RESIDENTIAL	46	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494259	1348
NON-RESIDENTIAL	48	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494276	1349
NON-RESIDENTIAL	49	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494332	1315
NON-RESIDENTIAL	50	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494290	1350
NON-RESIDENTIAL	52	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494302	1351
NON-RESIDENTIAL	53	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494362	1316
NON-RESIDENTIAL	54	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494314	1352
NON-RESIDENTIAL	55	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494372	1317
NON-RESIDENTIAL	57	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494383	1318
NON-RESIDENTIAL	59	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494395	1319
NON-RESIDENTIAL	61	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494407	1320
NON-RESIDENTIAL	63	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494421	1321
NON-RESIDENTIAL	67	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		45874000	1368
NON-RESIDENTIAL	71	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494402	1324
NON-RESIDENTIAL	73	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494335	1325
NON-RESIDENTIAL	75	NEBULA CRESCENT	BLACKHEATH INDUSTRIA		494251	1326
NON-RESIDENTIAL	2	NICOLE AVENUE	BLACKHEATH INDUSTRIA		492483	810
NON-RESIDENTIAL	4	NICOLE AVENUE	BLACKHEATH INDUSTRIA		492473	809
NON-RESIDENTIAL	6	NICOLE AVENUE	BLACKHEATH INDUSTRIA		492461	808
NON-RESIDENTIAL	8	NICOLE AVENUE	BLACKHEATH INDUSTRIA		492433	807
NON-RESIDENTIAL	1	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60246019	829
NON-RESIDENTIAL	2	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60242321	828

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	3	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60246146	830
NON-RESIDENTIAL	4	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60241099	838
NON-RESIDENTIAL	5	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60245987	831
NON-RESIDENTIAL	6	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60242419	837
NON-RESIDENTIAL	7	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60245860	832
NON-RESIDENTIAL	8	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60242610	836
NON-RESIDENTIAL	9	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60245183	833
NON-RESIDENTIAL	10	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60242657	835
NON-RESIDENTIAL	12	PRINS CRESCENT	BLACKHEATH INDUSTRIA		60242700	834
NON-RESIDENTIAL	1	RAND ROAD	BLACKHEATH INDUSTRIA		493939	1097
NON-RESIDENTIAL	2	RAND ROAD	BLACKHEATH INDUSTRIA		493754	1093
NON-RESIDENTIAL	3	RAND ROAD	BLACKHEATH INDUSTRIA		493925	1098
NON-RESIDENTIAL	4	RAND ROAD	BLACKHEATH INDUSTRIA		493730	1092
NON-RESIDENTIAL	5	RAND ROAD	BLACKHEATH INDUSTRIA		493908	1099
NON-RESIDENTIAL	6	RAND ROAD	BLACKHEATH INDUSTRIA		493713	1091
NON-RESIDENTIAL	7	RAND ROAD	BLACKHEATH INDUSTRIA		493893	1100
NON-RESIDENTIAL	8	RAND ROAD	BLACKHEATH INDUSTRIA		493694	1090
NON-RESIDENTIAL	9	RAND ROAD	BLACKHEATH INDUSTRIA		493878	1101
NON-RESIDENTIAL	10	RAND ROAD	BLACKHEATH INDUSTRIA		493672	1354
NON-RESIDENTIAL	11	RAND ROAD	BLACKHEATH INDUSTRIA		493862	1102
NON-RESIDENTIAL	12	RAND ROAD	BLACKHEATH INDUSTRIA		493656	1353
NON-RESIDENTIAL	13	RAND ROAD	BLACKHEATH INDUSTRIA		493852	1103
NON-RESIDENTIAL	14	RAND ROAD	BLACKHEATH INDUSTRIA		493643	1088
NON-RESIDENTIAL	15	RAND ROAD	BLACKHEATH INDUSTRIA		1051772	1104
NON-RESIDENTIAL	16	RAND ROAD	BLACKHEATH INDUSTRIA		493628	1087
NON-RESIDENTIAL	17	RAND ROAD	BLACKHEATH INDUSTRIA		493826	1105
NON-RESIDENTIAL	18	RAND ROAD	BLACKHEATH INDUSTRIA		493614	1086
NON-RESIDENTIAL	19	RAND ROAD	BLACKHEATH INDUSTRIA		493804	1106
NON-RESIDENTIAL	20	RAND ROAD	BLACKHEATH INDUSTRIA		493605	1085
NON-RESIDENTIAL	21	RAND ROAD	BLACKHEATH INDUSTRIA		493789	1107
NON-RESIDENTIAL	22	RAND ROAD	BLACKHEATH INDUSTRIA		493597	1084
NON-RESIDENTIAL	24	RAND ROAD	BLACKHEATH INDUSTRIA		73408996	1404
NON-RESIDENTIAL	25	RAND ROAD	BLACKHEATH INDUSTRIA		493532	1082
NON-RESIDENTIAL	27	RAND ROAD	BLACKHEATH INDUSTRIA		493626	1110
NON-RESIDENTIAL	5	RANGE ROAD	BLACKHEATH INDUSTRIA		1049127	958
NON-RESIDENTIAL	15	RANGE ROAD	BLACKHEATH INDUSTRIA		493420	1081

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	18	RANGE ROAD	BLACKHEATH INDUSTRIA		492493	1054
NON-RESIDENTIAL	19	RANGE ROAD	BLACKHEATH INDUSTRIA		951730	1078
NON-RESIDENTIAL	20	RANGE ROAD	BLACKHEATH INDUSTRIA		812618	1051
NON-RESIDENTIAL	26	RANGE ROAD	BLACKHEATH INDUSTRIA		492453	811
NON-RESIDENTIAL	27	RANGE ROAD	BLACKHEATH INDUSTRIA		40111748	1070
NON-RESIDENTIAL	29	RANGE ROAD	BLACKHEATH INDUSTRIA		493113	1069
NON-RESIDENTIAL	31	RANGE ROAD	BLACKHEATH INDUSTRIA		492974	1068
NON-RESIDENTIAL	32	RANGE ROAD	BLACKHEATH INDUSTRIA		492306	1231
NON-RESIDENTIAL	33	RANGE ROAD	BLACKHEATH INDUSTRIA		785127	1066
NON-RESIDENTIAL	35	RANGE ROAD	BLACKHEATH INDUSTRIA		492851	1064
NON-RESIDENTIAL	37	RANGE ROAD	BLACKHEATH INDUSTRIA		492783	1063
NON-RESIDENTIAL	39	RANGE ROAD	BLACKHEATH INDUSTRIA		492510	1057
NON-RESIDENTIAL	40	RANGE ROAD	BLACKHEATH INDUSTRIA		492368	1024
NON-RESIDENTIAL	42	RANGE ROAD	BLACKHEATH INDUSTRIA		492332	1025
NON-RESIDENTIAL	44	RANGE ROAD	BLACKHEATH INDUSTRIA		492313	1026
NON-RESIDENTIAL	46	RANGE ROAD	BLACKHEATH INDUSTRIA		492293	1027
NON-RESIDENTIAL	47	RANGE ROAD	BLACKHEATH INDUSTRIA		991693	1058
NON-RESIDENTIAL	48	RANGE ROAD	BLACKHEATH INDUSTRIA		492267	1028
NON-RESIDENTIAL	49	RANGE ROAD	BLACKHEATH INDUSTRIA		492495	1059
NON-RESIDENTIAL	50	RANGE ROAD	BLACKHEATH INDUSTRIA		492245	1029
NON-RESIDENTIAL	51	RANGE ROAD	BLACKHEATH INDUSTRIA		492489	1060
NON-RESIDENTIAL	52	RANGE ROAD	BLACKHEATH INDUSTRIA		492212	1030
NON-RESIDENTIAL	53	RANGE ROAD	BLACKHEATH INDUSTRIA		492484	1061
NON-RESIDENTIAL	54	RANGE ROAD	BLACKHEATH INDUSTRIA		492187	1031
NON-RESIDENTIAL	55	RANGE ROAD	BLACKHEATH INDUSTRIA		492472	1229
NON-RESIDENTIAL	56	RANGE ROAD	BLACKHEATH INDUSTRIA		492166	1032
NON-RESIDENTIAL	58	RANGE ROAD	BLACKHEATH INDUSTRIA		533727	1033
NON-RESIDENTIAL	13A	RANGE ROAD	BLACKHEATH INDUSTRIA		773713	1080
NON-RESIDENTIAL	1A	RANGE ROAD	BLACKHEATH INDUSTRIA		773721	1096
NON-RESIDENTIAL	23A	RANGE ROAD	BLACKHEATH INDUSTRIA		773711	1077
NON-RESIDENTIAL	5A	RANGE ROAD	BLACKHEATH INDUSTRIA		773714	1094
NON-RESIDENTIAL	59	RANGE ROAD	WIMBLEDON ESTATE		492301	1041
NON-RESIDENTIAL	61	RANGE ROAD	WIMBLEDON ESTATE		536710	1001
NON-RESIDENTIAL	51A	RANGE ROAD	WIMBLEDON ESTATE		56448338	1040
NON-RESIDENTIAL	51B	RANGE ROAD	WIMBLEDON ESTATE		533726	1000
NON-RESIDENTIAL	56A	RANGE ROAD	WIMBLEDON ESTATE		21962483	1038

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	61A	RANGE ROAD	WIMBLEDON ESTATE		773733	1039
NON-RESIDENTIAL	1	ROKER CLOSE	BLACKHEATH INDUSTRIA		493321	887
NON-RESIDENTIAL	4	ROKER CLOSE	BLACKHEATH INDUSTRIA		493312	834
NON-RESIDENTIAL	6	ROKER CLOSE	BLACKHEATH INDUSTRIA		493304	835
NON-RESIDENTIAL	8	ROKER CLOSE	BLACKHEATH INDUSTRIA		493299	836
NON-RESIDENTIAL	2A	SAMMY STREET	KUILSRIVIER INDUSTRIA		490905	25533
NON-RESIDENTIAL	1	SCHOOL STREET	BLACKHEATH INDUSTRIA		493257	1193
NON-RESIDENTIAL	4	SCHOOL STREET	BLACKHEATH INDUSTRIA		12545081	1072
NON-RESIDENTIAL	6	SCHOOL STREET	BLACKHEATH INDUSTRIA		493083	1178
NON-RESIDENTIAL	10	SCHOOL STREET	BLACKHEATH INDUSTRIA		782303	1179
NON-RESIDENTIAL	34	SCHOOL STREET	WIMBLEDON ESTATE		22950271	1187
NON-RESIDENTIAL	3	STATION STREET	BLACKHEATH INDUSTRIA		983480	928
NON-RESIDENTIAL	6	STATION STREET	BLACKHEATH INDUSTRIA		492901	796
NON-RESIDENTIAL	8	STATION STREET	BLACKHEATH INDUSTRIA		492949	1391
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	1	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	2	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	3	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	4	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	5	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	6	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	7	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	8	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	9	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	10	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	11	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	12	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	13	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	14	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	15	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	16	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	17	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	18	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	19	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	20	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	21	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	22	492992	1393

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	59	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	60	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	61	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	62	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	63	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	64	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	65	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA	66	492992	1393
NON-RESIDENTIAL	10	STATION STREET	BLACKHEATH INDUSTRIA		492992	1393
NON-RESIDENTIAL	4B	STATION STREET	BLACKHEATH INDUSTRIA		773889	811
NON-RESIDENTIAL	60A	SUNBIRD EAST DRIVE	WIMBLEDON ESTATE		536707	454
NON-RESIDENTIAL	4	SYSEN STREET	BLACKHEATH INDUSTRIA		492997	1244
NON-RESIDENTIAL	5	SYSEN STREET	BLACKHEATH INDUSTRIA		80914967	1407
NON-RESIDENTIAL	6	SYSEN STREET	BLACKHEATH INDUSTRIA		493005	1243
NON-RESIDENTIAL	8	SYSEN STREET	BLACKHEATH INDUSTRIA		493019	1242
NON-RESIDENTIAL	9	SYSEN STREET	BLACKHEATH INDUSTRIA		492938	1235
NON-RESIDENTIAL	10	SYSEN STREET	BLACKHEATH INDUSTRIA		493028	1241
NON-RESIDENTIAL	11	SYSEN STREET	BLACKHEATH INDUSTRIA		492958	1236
NON-RESIDENTIAL	12	SYSEN STREET	BLACKHEATH INDUSTRIA		493039	1240
NON-RESIDENTIAL	14	SYSEN STREET	BLACKHEATH INDUSTRIA		493053	1239
NON-RESIDENTIAL	16	SYSEN STREET	BLACKHEATH INDUSTRIA		493086	1238
NON-RESIDENTIAL	18	SYSEN STREET	BLACKHEATH INDUSTRIA		536720	1237
NON-RESIDENTIAL	1A	SYSEN STREET	BLACKHEATH INDUSTRIA		533719	1232
NON-RESIDENTIAL	2A	SYSEN STREET	BLACKHEATH INDUSTRIA		51158362	1248
NON-RESIDENTIAL	4	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493431	846
NON-RESIDENTIAL	5	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493411	885
NON-RESIDENTIAL	6	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493404	847
NON-RESIDENTIAL	9	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493357	886
NON-RESIDENTIAL	10	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493371	848
NON-RESIDENTIAL	12	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493356	849
NON-RESIDENTIAL	14	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493341	850
NON-RESIDENTIAL	15	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493320	833
NON-RESIDENTIAL	16	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493326	851
NON-RESIDENTIAL	17	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493310	832
NON-RESIDENTIAL	18	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493323	852
NON-RESIDENTIAL	19	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493306	831

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	20	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493319	837
NON-RESIDENTIAL	21	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493302	830
NON-RESIDENTIAL	24	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493327	838
NON-RESIDENTIAL	25	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493298	829
NON-RESIDENTIAL	27	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		75010955	1402
NON-RESIDENTIAL	31	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493316	826
NON-RESIDENTIAL	33	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493324	825
NON-RESIDENTIAL	35	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493337	824
NON-RESIDENTIAL	37	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493360	823
NON-RESIDENTIAL	41	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		708673	822
NON-RESIDENTIAL	43	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493424	820
NON-RESIDENTIAL	45	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493399	819
NON-RESIDENTIAL	47	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493413	818
NON-RESIDENTIAL	49	TRAFFORD ROAD	BLACKHEATH INDUSTRIA		493442	817
NON-RESIDENTIAL	1	UTILIS STREET	BLACKHEATH INDUSTRIA		1002015	1261
NON-RESIDENTIAL	1	UTILIS STREET	BLACKHEATH INDUSTRIA		45066058	1371
NON-RESIDENTIAL	3	UTILIS STREET	BLACKHEATH INDUSTRIA		1002014	1260
NON-RESIDENTIAL	4	UTILIS STREET	BLACKHEATH INDUSTRIA		1002041	1287
NON-RESIDENTIAL	5	UTILIS STREET	BLACKHEATH INDUSTRIA		1002013	1259
NON-RESIDENTIAL	6	UTILIS STREET	BLACKHEATH INDUSTRIA		1002040	1286
NON-RESIDENTIAL	7	UTILIS STREET	BLACKHEATH INDUSTRIA		1002012	1258
NON-RESIDENTIAL	9	UTILIS STREET	BLACKHEATH INDUSTRIA		494009	1424
NON-RESIDENTIAL	10	UTILIS STREET	BLACKHEATH INDUSTRIA		1002031	1277
NON-RESIDENTIAL	11	UTILIS STREET	BLACKHEATH INDUSTRIA		1002011	1257
NON-RESIDENTIAL	12	UTILIS STREET	BLACKHEATH INDUSTRIA		1002032	1278
NON-RESIDENTIAL	13	UTILIS STREET	BLACKHEATH INDUSTRIA		1002010	1256
NON-RESIDENTIAL	14	UTILIS STREET	BLACKHEATH INDUSTRIA		1002033	1279
NON-RESIDENTIAL	15	UTILIS STREET	BLACKHEATH INDUSTRIA		1002009	1255
NON-RESIDENTIAL	16	UTILIS STREET	BLACKHEATH INDUSTRIA		1002034	1280
NON-RESIDENTIAL	17	UTILIS STREET	BLACKHEATH INDUSTRIA		1002008	1254
NON-RESIDENTIAL	20	UTILIS STREET	BLACKHEATH INDUSTRIA		1042986	1372
NON-RESIDENTIAL	23	UTILIS STREET	BLACKHEATH INDUSTRIA		1002007	1253
NON-RESIDENTIAL	25	UTILIS STREET	BLACKHEATH INDUSTRIA		1002006	1252
NON-RESIDENTIAL	27	UTILIS STREET	BLACKHEATH INDUSTRIA		1002005	1251
NON-RESIDENTIAL	27	UTILIS STREET	BLACKHEATH INDUSTRIA		69121911	1403
NON-RESIDENTIAL	29	UTILIS STREET	BLACKHEATH INDUSTRIA		1002004	1250

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	19A	UTILIS STREET	BLACKHEATH INDUSTRIA		1080776	1359
NON-RESIDENTIAL	23A	UTILIS STREET	BLACKHEATH INDUSTRIA		1080775	1373
NON-RESIDENTIAL	65	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		60240871	827
NON-RESIDENTIAL	65	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		60240871	827
NON-RESIDENTIAL	65	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		60240871	827
NON-RESIDENTIAL	65A	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		60246198	839
NON-RESIDENTIAL	69A	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		978904	801
NON-RESIDENTIAL	69B	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		978903	803
NON-RESIDENTIAL	69C	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		16082222	810
NON-RESIDENTIAL	69C	VAN RIEBEECK ROAD	BLACKHEATH INDUSTRIA		542373	416
NON-RESIDENTIAL	73	VAN RIEBEECK ROAD	JACOBSDAL SMALLHOLDINGS		493414	416
NON-RESIDENTIAL	61	VAN RIEBEECK ROAD	SAXENBURG PARK 2		535633	799
NON-RESIDENTIAL	63	VAN RIEBEECK ROAD	SAXENBURG PARK 2		493219	800
NON-RESIDENTIAL	71B	VAN RIEBEECK ROAD	STELLENBOSCH FARMS (BLUE		536667	416
NON-RESIDENTIAL	71B	VAN RIEBEECK ROAD	STELLENBOSCH FARMS (BLUE		536667	416
NON-RESIDENTIAL	71B	VAN RIEBEECK ROAD	STELLENBOSCH FARMS (BLUE		536667	416
NON-RESIDENTIAL	2	WAGGIE ROAD	BLACKHEATH INDUSTRIA		493307	1167
NON-RESIDENTIAL	10	WAGGIE ROAD	BLACKHEATH INDUSTRIA		996900	1166
NON-RESIDENTIAL	14	WAGGIE ROAD	BLACKHEATH INDUSTRIA		493315	1168
NON-RESIDENTIAL	18	WAGGIE ROAD	BLACKHEATH INDUSTRIA		493318	1169
NON-RESIDENTIAL	22	WAGGIE ROAD	BLACKHEATH INDUSTRIA		493317	1170
NON-RESIDENTIAL	4	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002042	1288
NON-RESIDENTIAL	5	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		76168887	1406
NON-RESIDENTIAL	6	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002037	1283
NON-RESIDENTIAL	8	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002038	1284
NON-RESIDENTIAL	9	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002020	1266
NON-RESIDENTIAL	10	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002039	1285
NON-RESIDENTIAL	11	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002021	1267
NON-RESIDENTIAL	13	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002022	1268
NON-RESIDENTIAL	15	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002023	1269
NON-RESIDENTIAL	17	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002024	1270
NON-RESIDENTIAL	19	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002025	1271
NON-RESIDENTIAL	21	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002026	1272
NON-RESIDENTIAL	23	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002027	1273
NON-RESIDENTIAL	25	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		1002028	1274
NON-RESIDENTIAL	27	WARRIOR CRESCENT	BLACKHEATH INDUSTRIA		74967548	1405

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	23A	WIMBLEDON CRESCENT	BLACKHEATH INDUSTRIA		56511763	1162
NON-RESIDENTIAL	1	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		494856	1228
NON-RESIDENTIAL	1	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		18080206	1145
NON-RESIDENTIAL	2	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		533728	1022
NON-RESIDENTIAL	3	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA	1	494685	1146
NON-RESIDENTIAL	3	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA	2	494685	1146
NON-RESIDENTIAL	3	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA	3	494685	1146
NON-RESIDENTIAL	3	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA	4	494685	1146
NON-RESIDENTIAL	3	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA	5	494685	1146
NON-RESIDENTIAL	3	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		494685	1146
NON-RESIDENTIAL	4	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		492275	1021
NON-RESIDENTIAL	5	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		494528	1149
NON-RESIDENTIAL	15	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		493676	1111
NON-RESIDENTIAL	19	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		493471	1160
NON-RESIDENTIAL	21	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		493362	1163
NON-RESIDENTIAL	27	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		996899	1165
NON-RESIDENTIAL	39	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		11626305	1212
NON-RESIDENTIAL	75	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		1072310	921
NON-RESIDENTIAL	84	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		492330	1023
NON-RESIDENTIAL	88	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		491976	1011
NON-RESIDENTIAL	19A	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		56509284	1159
NON-RESIDENTIAL	1A	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		18080745	1075
NON-RESIDENTIAL	77B	WIMBLEDON ROAD	BLACKHEATH INDUSTRIA		1024974	899
NON-RESIDENTIAL	12A	WIMBLEDON ROAD	HAPPY VALLEY		56507673	1151
NON-RESIDENTIAL	24A	WIMBLEDON ROAD	HAPPY VALLEY		56536571	1155
NON-RESIDENTIAL	60	WIMBLEDON ROAD	WIMBLEDON ESTATE		56165383	1200
NON-RESIDENTIAL	66	WIMBLEDON ROAD	WIMBLEDON ESTATE		492401	1192
NON-RESIDENTIAL	70	WIMBLEDON ROAD	WIMBLEDON ESTATE		1014347	1044
NON-RESIDENTIAL	72	WIMBLEDON ROAD	WIMBLEDON ESTATE		492443	1043
NON-RESIDENTIAL	62A	WIMBLEDON ROAD	WIMBLEDON ESTATE		22946894	1199
NON-RESIDENTIAL	62B	WIMBLEDON ROAD	WIMBLEDON ESTATE		56914901	1204
NON-RESIDENTIAL	70B	WIMBLEDON ROAD	WIMBLEDON ESTATE		1014165	1045
NON-RESIDENTIAL	70C	WIMBLEDON ROAD	WIMBLEDON ESTATE		1014346	1048
NON-RESIDENTIAL	70D	WIMBLEDON ROAD	WIMBLEDON ESTATE		1040600	1046