

BUSINESS PLAN FOR THE JONKERSHOEK

Special Rating Area



Renewal September 2019

**Compiled in accordance with the By-Law for establishment of
Special Rating Areas, promulgated in the Provincial Gazette 7015/2012**

This Business Plan covers the period 1 July 2020 to 30 June 2025 as set out in the following parts:

Part 1: Background and Introduction

Part 2: Motivation

Part 3: Implementation Plan and Budget

JONKERSHOEK SPECIAL RATING AREA Information:

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Commencement Date: 1 July 2020

Municipality: Stellenbosch

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Boundaries of the JONKERSHOEK Special Ratings Area (Also to Map 1 & 2 below)

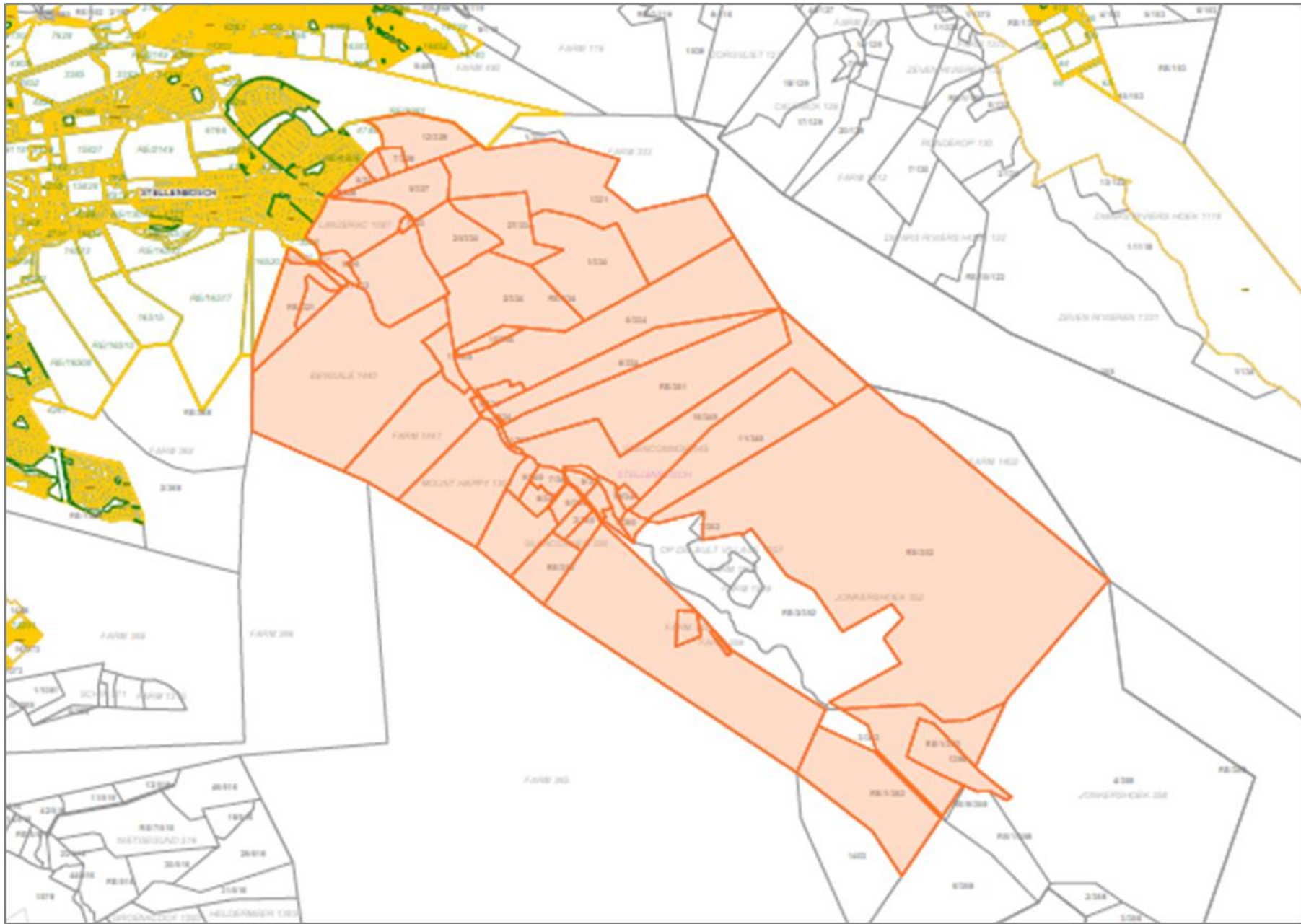
The boundaries are outlined below:

Northern Boundary – From the intersection of Merriman Avenue and Cluver Road along Cluver Road then following the northern boundary of erf 4165 and all erven facing Commanders Avenue up to Simonsberg Street and then along Simonsberg Street and the northern boundary of erven bordering Union Avenue and Rozendal Avenue up to Omega Street.

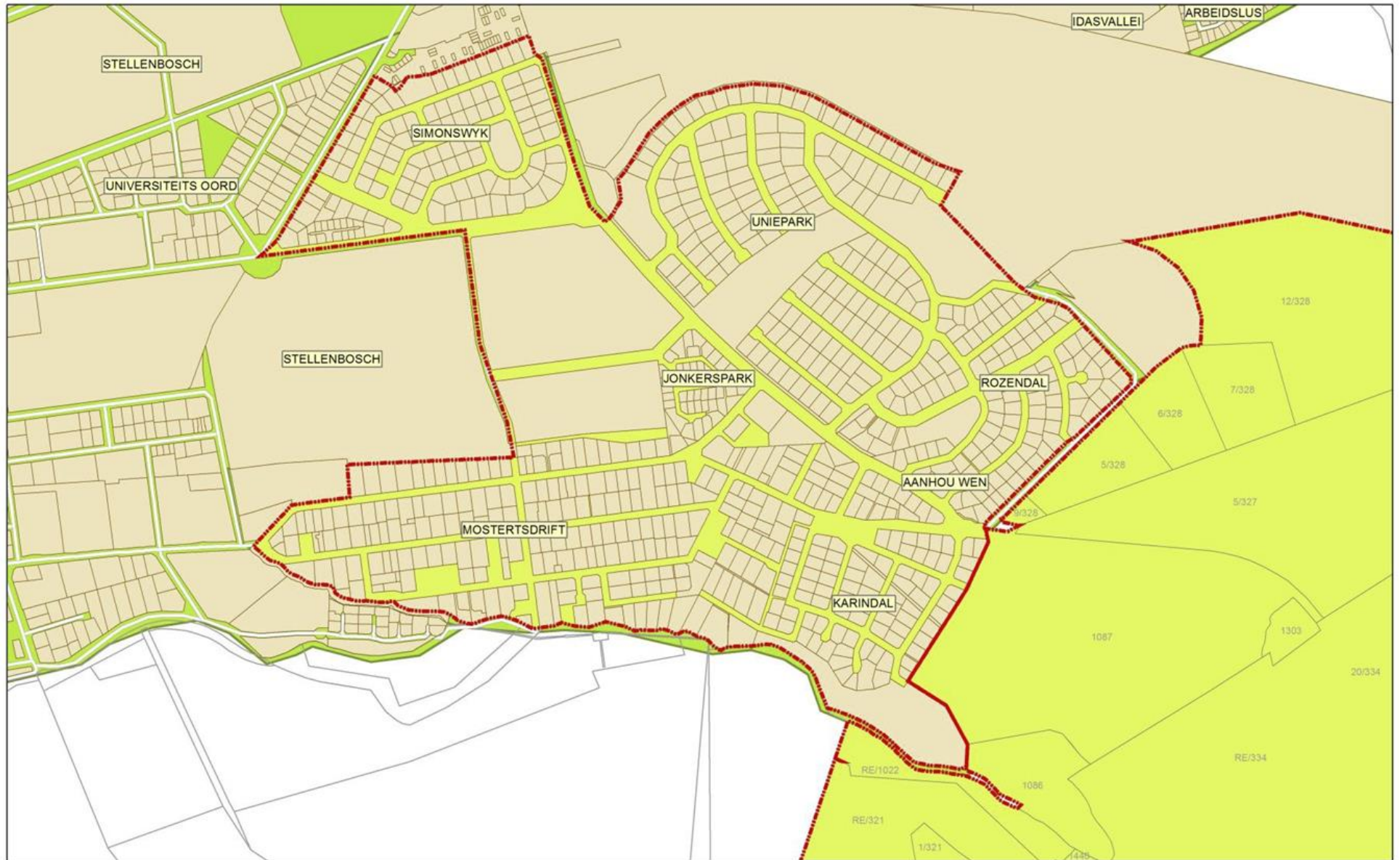
Eastern Boundary – From the intersection of Rozendal Avenue and Omega Street along the watershed boundary of all agricultural properties in the Jonkershoek Valley to include all residential and agricultural erven to the west until the boundary intersects with the Eerste River at the Karindal neighbourhood.

Southern Boundary – Along the Eerste River westward up to the South Eastern corner of the Koloniesland housing estate, along the border of the Koloniesland estate up to the Meulsloot and along the Meulsloot to where the boundary intersects with Van Riebeeck Street.

Western Boundary – From the intersection of Van Riebeeck Street and Jonkershoek Road, along Jonkershoek Road and from erf 1540 along the northern boundary of the erven on the northern side of Jonkershoek Road to Jannasch Street and northwards up to the intersection with Merriman Avenue and along Merriman Avenue to the intersection with Cluver Road.



Map 1 Jonkershoek Special Rating Area agricultural area



Map 2 Boundary of the residential component of the Jonkershoek Special Rating Area

Executive Summary

Over a number of years the Stellenbosch area increasingly became the target of criminal elements wishing to exploit the area and its residents. Property owners adjacent to nature reserves, green belts and rivers have been hit by criminals accessing neighbourhoods from these areas.

In 2012 the Stellenbosch Municipality approved the Special Rating Area By-law for the town thereby setting the platform for property owners to establish such areas in Stellenbosch. The first Business Plan for the Jonkershoek Special Rating Area was drawn up in 2014, approved by the requisite 60%+ majority of property owners within the boundaries and its first five year term started on 1 July 2015. The JSRA has been substantially successful in addressing problems and countering any potential for further urban decay and the further increase of crime in the area. The main purpose of the JSRA is to manage and implement additional public safety and urban management operations in addition to those services provided by the Stellenbosch Municipality. The additional municipal services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area. The area of the JSRA includes the rural farming area of the Jonkershoek valley.

The Jonkershoek SRA NPC was incorporated on 6 August 2015 as a Non Profit Company in terms of the Companies Act 71 of 2008. This Business Plan is the first renewal for the second 5 year term of the JSRA for the period 1 July 2020 to 30 June 2025

The boundaries as per the maps of the area of the JSRA in this renewal 5 year business plan are exactly the same as in per the original 5 year business plan.

Vision, and Goals of the JSRA

The vision of the JSRA is to establish and maintain a safe, clean, and attractive residential area. The continued operations of the JSRA will support the vision of the Stellenbosch Integrated Development Plan (see part 3.3 below).

The JSRA has the following goals:

- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and Stellenbosch Municipality Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Support the promotion of the area as a safe and clean environment by promoting greening, energy efficiency and recycling.
- Support and promote social responsibility in the area
- The sustained and effective management of the area.

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Part 1 : BACKGROUND AND INTRODUCTION

Stellenbosch has grown to be recognised today for its wine production and it is also renowned for its academic institutions. The University of Stellenbosch has approximately 32,000 students, and the surrounding communities and agricultural industries interact with the town and its business and academic institutions on a daily basis. While the central business district and industrial nodes offer support to industry the residential neighbourhoods offer a unique lifestyle opportunity for residents linked to spectacular mountain and rural scenery, access to nature on their doorstep and supported by all the modern amenities that this town can offer.

Unfortunately the area also became the target of criminal elements wishing to exploit the area and its residents. Most residents are aware of crime, concerned about crime or have been directly affected by crime in the area. Property owners adjacent to nature reserves, green belts and rivers have been hit by criminals accessing neighbourhoods from these areas and even the student community have experienced its fair share of criminal activity.



Figure 1 Locality map showing the position of the JSRA relative to the greater Stellenbosch area.

Together the residential communities of a number of Stellenbosch residential suburbs established Stellenbosch Watch with the intention to increase cooperation between neighbourhood watches and to ensure a coordinated fight against crime in Stellenbosch through improved communication between the Stellenbosch Watch, the South African Police Service (SAPS) and other law enforcement agencies.

In 2012 the Stellenbosch Municipality approved the Special Rating Area By-law for the town thereby setting the platform for property owners to establish such areas in Stellenbosch. Certain suburbs in cooperation with Stellenbosch Watch has identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and the further increase of crime in the area. The first Business Plan for the Jonkershoek Special Rating Area was drawn up in 2014, approved by the requisite 60%+ majority of property owners within the boundaries and its first five year term started on 1 July 2015. The main purpose of the JSRA is to manage and implement additional public safety and urban management operations in addition to those services provided by the Stellenbosch Municipality. The property owners from the area pay an additional rate (JSRA Levy) to fund additional municipal services for that specific area as set out in this business plan. The additional municipal services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

The Jonkershoek SRA NPC was incorporated on 6 August 2015 as a Non Profit Company in terms of the Companies Act 71 of 2008. This Business Plan is the first renewal for the second 5 year term of the JSRA for the period 1 July 2020 to 30 June 2025.

The JSRA Levy is collected by the Municipality from property owners in the area and paid over to the JSRA Non Profit Company (NPC). The budget is dedicated to the specific area only. The JSRA Levy paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the additional services allows individual property owners to benefit from a well-managed and safe neighbourhood including a shared sense of communal pride, safety and social responsibility.

The implementation of a properly managed SRA most often results in:

- A safer public environment to the benefit of all residents, visitors, businesses and property owners.
- Proactive and co-ordinated communication and direct consultation with the Municipal service directorates regarding service delivery to the area.
- An equitable distribution of the cost to all property owners for providing supplementary and additional services in the area in proportion to the municipal valuation of the property.
- The protection and tangible growth in property values and capital investments which encourages economic development in the area.

Part 2 : HISTORIC MOTIVATION

2.1 Urban Challenges

During 2014 and as part of the process to develop the first business plan, the Steering Committee commissioned a perception survey amongst property owners of the then proposed area. The survey focused on five general urban issues namely:

- Safety and security
- Litter and cleanliness
- Area lighting & traffic
- Urban management
- Social environment

Participants were also asked to rank the importance of the above listed issues at the end of the survey questionnaire. The survey questionnaire also provided the opportunity to express general comments and concerns in writing. The results of the perception survey along with additional research, newspaper reports and information available to the Steering Committee was used to develop an overall analysis of the urban challenges of the area.

Safety and Security

The survey results indicated a substantial concern amongst participants that crime was on the increase in the area. Overall reported crime showed an upward trend in Stellenbosch and property related crime such as residential burglaries and theft from motor vehicles showed significant increases. In general, crimes such as property related crime, house robberies and theft out of motor vehicles have a negative impact on the sense of safety in a neighbourhood. These are typically crimes that directly and negatively influence the attraction to and perception of safety in the area and significantly detract from the desirability of the area. Crime statistics illustrated the fact that the area experienced crime, high incidents of which could occur or originate from the public domain including assault, theft, theft from motor vehicles, robbery and house and business burglaries.

The survey also tested participant's opinion on the effectiveness of the then current policing efforts and also asked participants to provide a reason for their rating. 70% Regarded the security situation as fair to poor and noted the lack of SAPS visibility most frequently as a reason for the ineffectiveness of the SAPS.

Litter and cleanliness of the public environment

Most participants regarded the general state of cleanliness as very good. Only isolated incidents of litter were found in the area. Some participants indicated illegal dumping of mostly household and garden waste and builders' rubble was problematic.

The survey also indicated some problems with bin picking: Bin picking is mostly associated with the presence of homeless and unemployed people that frequent the area, especially on refuse collection days, to find food and recyclable materials from refuse bins. Sadly, this practice also results in additional littering when bin pickers sort the waste on sidewalks leaving the area littered and dirty. Significant numbers of homeless people and bin pickers frequent the Stellenbosch residential areas, especially on waste collection days.

Area lighting and traffic

The lighting of streets and pavements and the standards of traffic signs and road markings were regarded as mostly sufficient. Isolated incidents of poor lighting on public open spaces (parks) and overgrown street signage were mentioned.

Urban Management

Further to the issues of lighting, signage and cleaning in the public environment, some urban management problems were present in some of the public spaces in the area. Street furniture such as litter bins and benches were in a state of disrepair and some public open spaces had long grass and trees and shrubs that needed pruning and maintenance. It is clear that sidewalks were mostly maintained by the property owners themselves and the general impression of the area was of a green, attractive and well-maintained residential neighbourhood.

The social environment

50% of survey participants perceived homelessness as a problem in this part of Stellenbosch. The most frequently identified issues in the area in order of priority was begging, bin picking, theft and alcohol and drug abuse.

Bin picking creates various problems in any urban area as it supports vagrant communities through recycling of small amounts of material from bins. This in turn leads to anti-social behaviour including littering, aggressive begging and opportunistic criminal activity such as theft.

Conclusion of survey

The perception survey concluded with an opportunity for participants to rank each of the general themes of the survey in terms of its importance. 93% of the respondents ranked safety and security as the most important issue. The cleanliness of public areas was selected as the second highest priority area.

2.2 Establishment of the JSRA and the first business plan

2.2.1 What is an SRA?

The SRA model is based on international best practice aimed at preventing the degeneration of neighbourhoods and facilitating their upliftment, economic growth and sustainable development. The continuing success of this model is demonstrated by the fact that there are an increasing number of SRA's being established in Cape Town, currently numbering 43.

The Stellenbosch Municipality's first Special Rating Area By-Law was approved in 2012. It was designed to enable self-funded community initiatives within a clearly defined geographic area that aim to improve and or upgrade neighbourhoods by making use of a non profit company to manage the implementation supported by property owners in the SRA in accordance with the procedure set out in the By-Law and approved by the Town Council.

In the Stellenbosch Municipal area the JSRA and Techstel SRA(Technopark area) were both established in 2015. Other Stellenbosch residential and business areas are currently investigating the possibility of establishing SRA's.

2.2.2 JSRA established

After the survey mentioned in 2.1 above, the steering committee drew up the first 5 year business plan for the Jonkershoek Special Rating Area which was approved by the Stellenbosch Municipality. After the required public meetings and written approval from the requisite 60%+ majority, the Stellenbosch Town Council approved the business plan to commence on 1 July 2015.

Jonkershoek Special Ratings Area NPC was incorporated on 6 August 2015 as a non profit company in terms of the Companies Act 71 of 2008 of which the main purpose is to provide Community Based Private Urban Management within the public areas of the Special Ratings Area. The first board of directors was appointed and operations in accordance with the approved business plan commenced. Just prior to the final approval of the business plan the Northern boundary of the area was slightly amended by excluding the Simonsrust shopping centre and the Simonsrust cluster housing estate.

In order to vote at the members' meetings of the JSRA, property owners need to apply to become members of the JSRA. Membership ceases, inter alia, when the property is sold and hence new owners would need to apply to become members. Voting at the meetings of the JSRA occurs by show of hands, or if required, by each member having one vote per R5m of municipal valuation of their property. Owners in arrears with their municipal accounts by more than 60 days are not allowed to vote, unless a payment arrangement is in place with the Municipality. Full details of the legal requirements surrounding membership, eligibility to vote and the manner of voting are contained in the Memorandum of Incorporation which is available on request and will be on the JSRA website soon.

The JSRA manages its own finances and appoints its own auditors. The interests of members of the JSRA NPC are protected by the provisions of the Companies Act and the Special Rating Area By-Law which include the following:

- The JSRA retains control over the funds received for the implementation of the business plan, which monies may only be spent within the JSRA and only in accordance with the approved budget and business plan.
- The responsibility for the collection of rates and additional rates in terms of the JSRA business plan vests with the Municipality.
- The Municipality monitors the compliance of the Board with the provisions of the SRA By-Law and the Companies Act and the Finance agreement concluded between the Municipality and the JSRA.
- A councillor of the town council appointed by the Executive Mayor as observer is entitled to attend the board meetings (but not vote) of the JSRA.
- The JSRA is required to submit a 5 year business plan for approval by the Town Council.
- The JSRA is required to prepare audited annual financial statements and submit this to the Municipality.

2.2.3 How are the additional rates (JSRA Levy) calculated?

The current municipal valuation roll is used to determine the properties comprising the JSRA and the JSRA additional rate (levy) payable by each property owner is calculated using the current municipal valuation of that specific property.

The JSRA management prepares an annual budget taking into account the additional supplementary services required as identified in the business plan. The individual contributions by each property owner accordingly represents the value of that property owner's municipal valuation of his property, divided by the total municipal valuation of all properties within the geographic boundary of the JSRA multiplied by the total expenditure budget of the JSRA for a particular year commencing on 1 July.

The JSRA budget and proposed additional rates (levy) must be approved by the Town Council and advertised for comments and objections as part of the Council's budget process for implementation on 1 July.

2.2.4 Term renewal process

Each business plan under the SRA By-Law has a duration of 5 years. The initial business plan of the JSRA was in respect of the period 1 July 2015 to 30 June 2020. Approval by members of a new business plan for the period 1 July 2020 to 30 June 2025 is therefore required. This will occur as follows:

- The JSRA management compiles a new 5 year business plan, consisting of a motivation report, implementation plan and budget.
- The new plan is approved by the Board and submitted to the Municipality for comment.
- Once reviewed by the Municipality, the renewal is advertised along with the notice of the annual general meeting in year 5 of the JSRA 's term.
- At the AGM, the members can then vote to adopt the new 5 year plan and budget and approve the intention to renew.
- Formal application is lodged with the Municipality for approval by the Town Council and exemption by the Council from the compliance of certain of the provisions of Chapter 1 of the By-Law.
- The renewal plan is considered by the full Stellenbosch Town Council.
- Once the renewal plan has been approved by the Town Council, the JSRA commences with the new term on 1 July.

Part 3 : IMPLEMENTATION PLAN AND BUDGET

3.1 Focus for the first 5 years.

The Jonkershoek Special Rating Area NPC ('JSRA') has been in existence since 2015 and focused on the following areas:

- The management of the JSRA operations
- The provision of extensive safety and security measures
- The cleaning, greening and maintenance of the public spaces in the area
- Monitor urban management issues related to public infrastructure in the area in co-operation with the relevant Municipal departments
- Assist with social upliftment in the area

It is proposed that these main areas of focus be retained, although the extent, content and budget allocation for the different areas will change as set out in the proposed budget.

3.2 Operational results for the 4 years 1 July 2015 to 30 June 2019

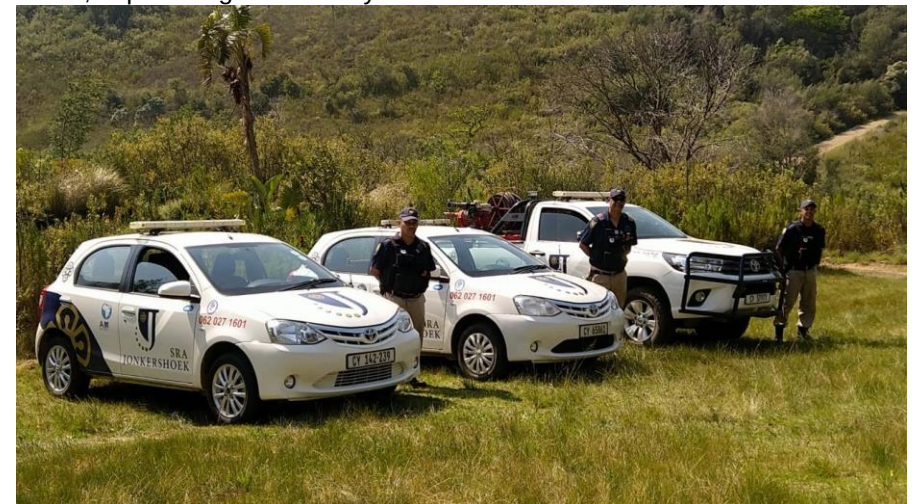
Management

After incorporation of the Jonkershoek SRA NPC and the appointment of the first Board of Directors, JPS Trust (Ms Thea Jordaan) was appointed to attend to the JSRA administrative functions: in particular to deal with financial matters including arrangements with the Stellenbosch Municipality regarding the levy collection, banking arrangements, payments, secretarial work etc. A manager with the specific focus on the security operations was appointed in March 2016. Ms Belinda Hattingh joined the team in this capacity and brought her extensive experience as an officer in the SAPS, supervising the security contractors with excellent results.

Safety and security

Patrol vehicles:

The contracted security company started out with 2 vehicles and 2 bicycles on patrol in the area. It was soon found that the bicycles were not very effective and the arrangement was changed to 3 vehicles. The current arrangement is for the security company to supply 3 dedicated vehicles with an armed officer per vehicle patrolling 24/7 in two shifts. The vehicles are highly visible and have been branded with the JSRA logo and signage. Two of the vehicles (cars) mostly patrol the residential areas and the third (a pick-up truck) concentrate on the agricultural areas in the Jonkershoek valley. The 9 dedicated officers have undergone extensive training and operate under the supervision of the JSRA manager. The vehicles are in constant radio and mobile phone contact with the operational control room and can respond to any emergency within minutes.

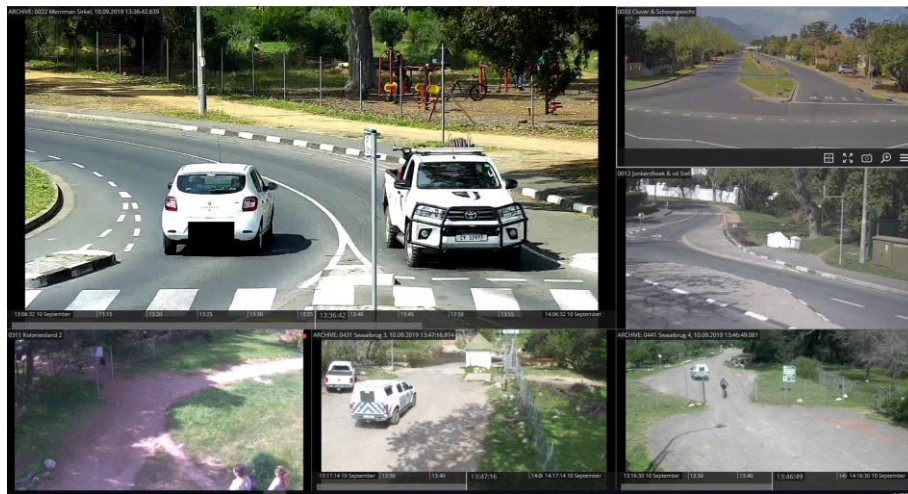


Control Room:

At first the JSRA used the services of the Stellenbosch Watch control room. When our security cameras became fully functional and online in 2018 we had to set up a dedicated control room for the JSRA. The control room is currently situated at the University of Stellenbosch Campus Security premises where we have 3 operators doing shift duty 24/7 (one operator per shift). These operators are employed and have been trained by our contracted security company under supervision of our JSRA Manager. The control room operators monitor our security cameras, monitor our WhatsApp groups and telephones and react to suspicious activities and complaints/information received from residents. They are in constant radio contact with the 3 security patrol vehicles and dispatch them accordingly. They also monitor various other crime alert groups linked to the SAPS and Law Enforcement and react if needed in our area. They arrange emergency units as required by incidents. All incidents and patrols are captured in an incident management system.

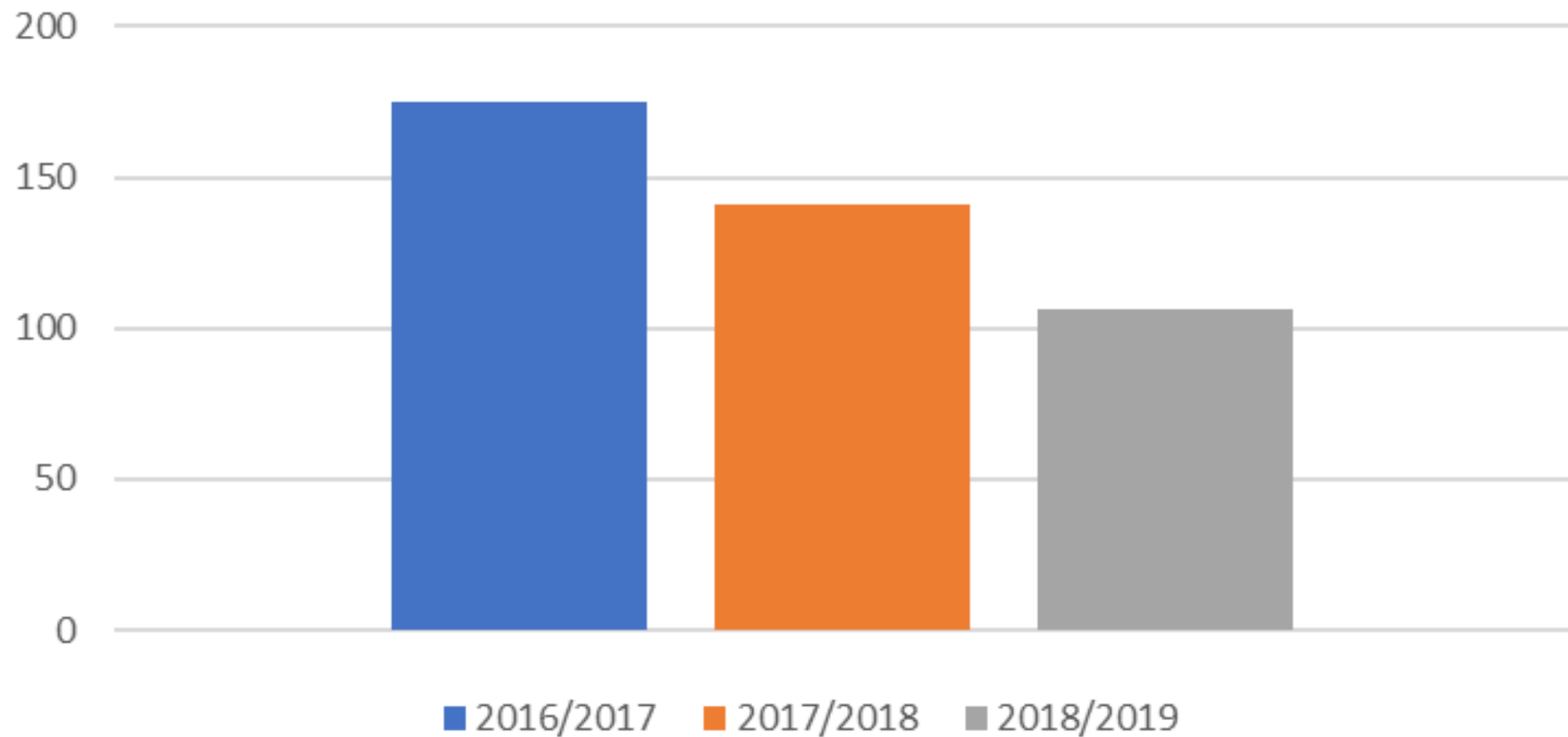
Security cameras:

The steering committee setting up the JSRA in 2015 realised that the JSRA operational budget would not be able to fund the capital cost of a security camera network and they approached JSRA members and residents for donations to fund the initial purchase thereof. Some R4.5 million was contributed by individuals and businesses. The first cameras were installed in 2016 with communication to the control room via wireless data links. This proved to be problematic as broadband, speed, weather, trees etc all affected the stability and quality of the images communicated. Fiber was the only option and the JSRA initiated the installation of a fiber network by Frogfoot, one of the bigger fiber operators. Frogfoot agreed to supply camera points at a nominal fee if the number of fiber internet users justified such a business model. Although the installation of the fiber network was disruptive in the neighbourhood, residents now have access to fast and reliable fiber internet service. The security cameras had to be reconfigured for fiber and the improved communication made a big difference to the effectiveness and stability of our camera surveillance. We currently have 63 cameras at 41 positions linked to the JSRA control room. The camera surveillance substantially improved the effectiveness of our security and crime prevention.

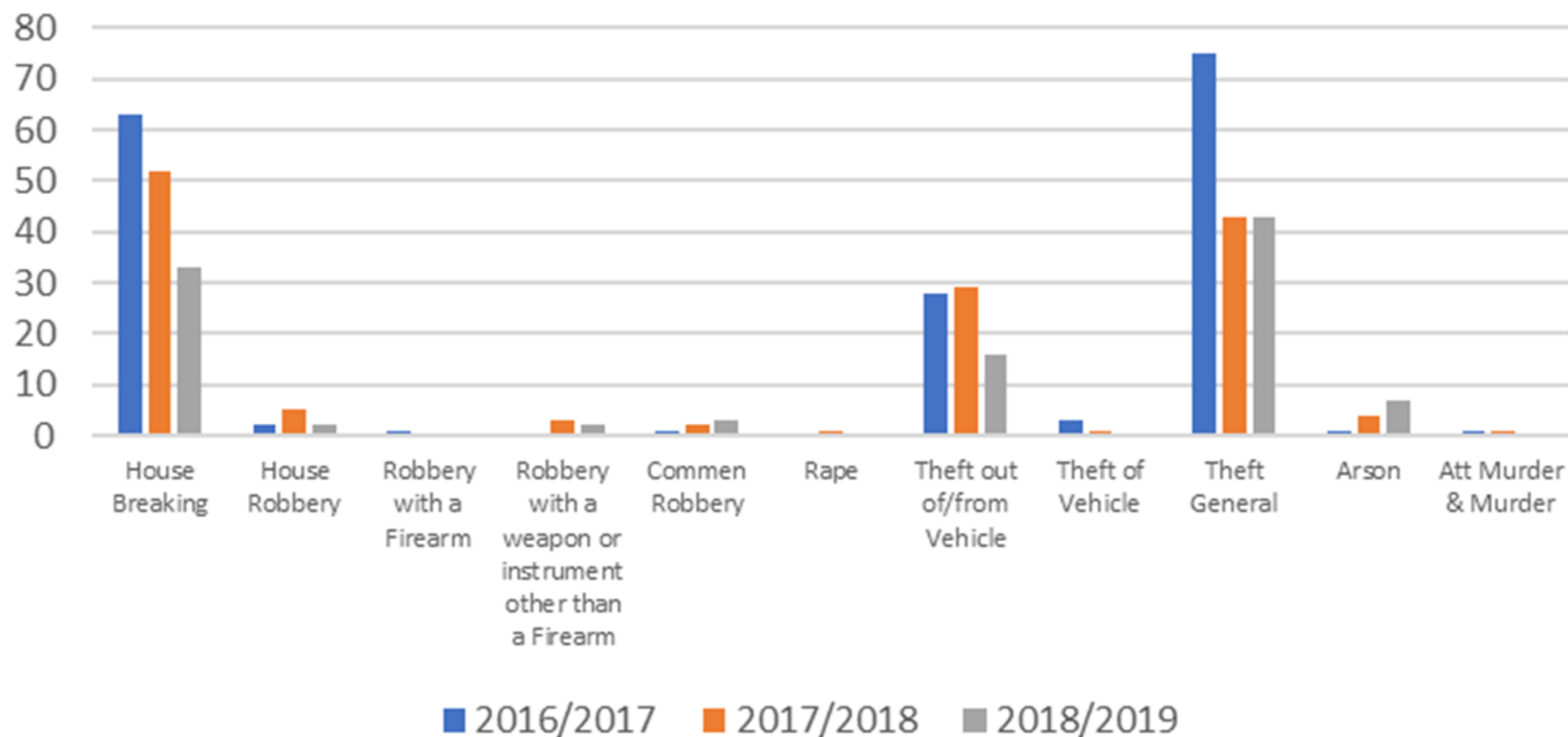


The original camera project envisaged the installation of License Plate Recognition (LPR) cameras at certain entry points to the JSRA area but it proved too expensive to acquire and maintain the software required to run a LPR system. The Stellenbosch Municipality installed a number of LPR cameras in and around the Stellenbosch area and the JSRA control room has access to the information and alerts generated of wanted and suspicious vehicles entering and exiting the area.

Crime for Jonkershoek SRA (SAPS financial year April to March)



Crime for Jonkershoek SRA (SAPS financial year April to March)

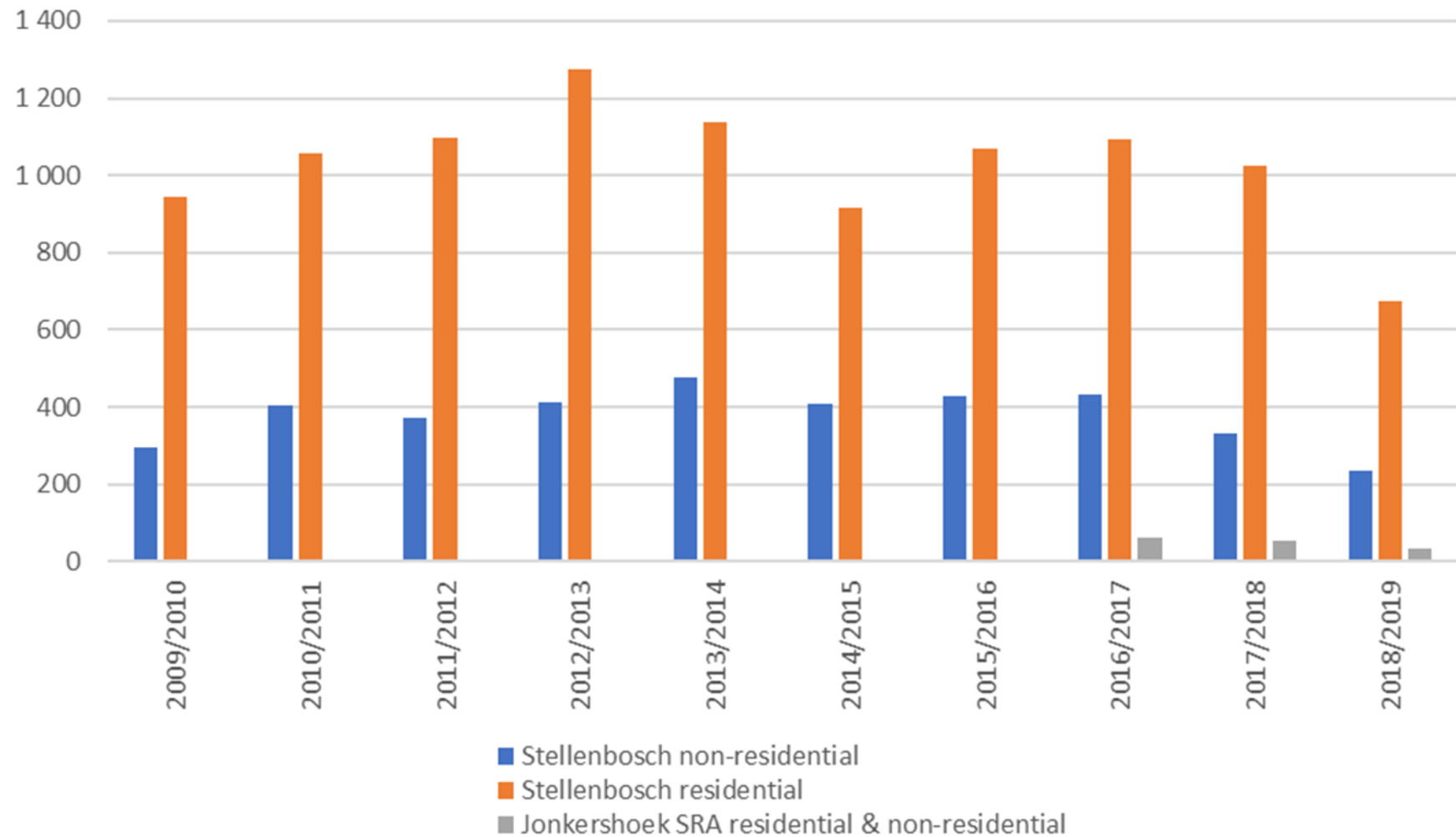


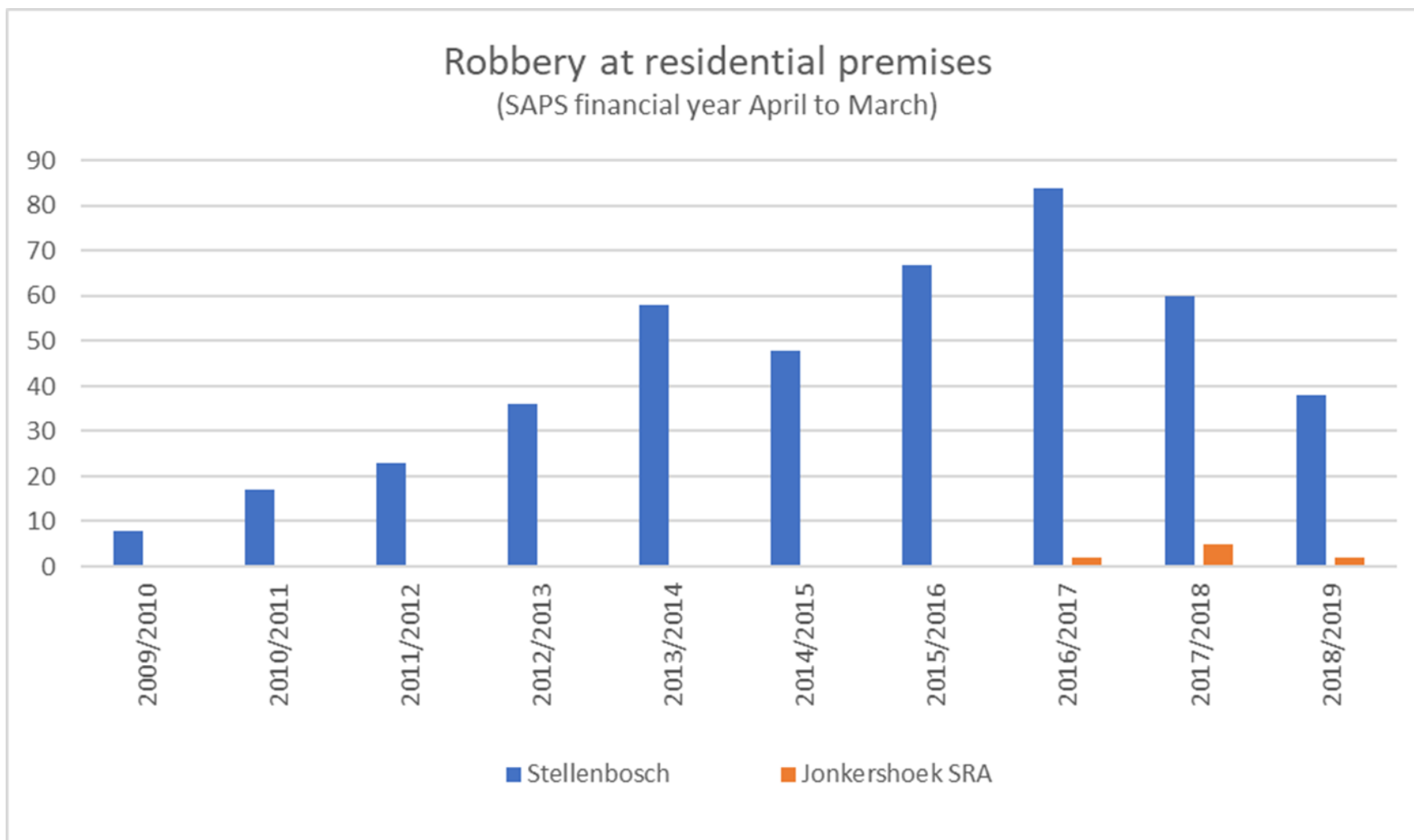
Reduction in crime:

The success in reducing crime in the area during the 3 years of the JSRA existence can be clearly seen from the bar charts above. These figures have been compiled on the SAPS financial year basis by the JSRA staff from its own incident management system. Reliable statistics for the JSRA area for the period before the introduction of the JSRA is not available but all indications are that crime reduced considerably. In comparison to other areas in the Stellenbosch district, the JSRA seems to have significantly less crime. This can be seen from the following charts compiled from information (also on SAPS financial year basis) obtained from cimestatssa website regarding the whole of Stellenbosch with the JSRA's own information on crime in its area in the last 3 years (other crime categories show similar trends):

Burglary at residential & non-residential premises

(SAPS financial year April to March)





Another indicator of the success the establishment of the JSRA had, is insurance companies reporting significant reduction in insurance claims from our area and improvement in their loss ratio (relationship between premium and claims) since the establishment of the JSRA. The JSRA area is regarded as a “low risk” area and this should lead to a reduction in insurance premium cost to residents.

Cleaning and greening

Langverwacht Landscaping has been contracted to assist in the maintenance of the 5 parks in the JSRA area. A team of 10 staff are on duty one day a week and rotate the parks and other ad hoc areas as required.

Urban management

The JSRA Manager is in frequent contact with the relevant municipal departments regarding infrastructure such as road sign maintenance, picking up rubbish in streets and on sidewalks etc. In 2016 a fence was erected on the North-eastern border of the JSRA area. The JSRA was also instrumental in the Stellenbosch Municipality erecting improved lighting at a number of public parks in the JSRA area. The JSRA staff participate in a number of urban management and security initiatives and committees in the Stellenbosch area.

Social upliftment

Workshops for domestic workers regarding safety and security have been held for workers in the area. Funding was provided to the Prochorus Community Development project in the Jonkershoek valley enabling them to tile their facility, upgrade ablution facilities, repair damage from riots and install new shelves in their library. Recently the LAP Neighbourhood Watch (patrolling the areas of Lavanda, Aurora, Phyllaria Flats and the surrounding residential area) was supplied with windbreaker jackets sponsored by the JSRA.

Communication

The 8 Security WhatsApp groups are well supported by residents in the area and give a quick indication of any security related problem that may arise. There are also 4 Social WhatsApp groups, a Facebook page and website (<http://www.jonkershoekjsra.co.za>) . Crime bulletins are published monthly via email and WhatsApp groups.

3.3 Operational plan for the next 5 years: 1 July 2020 to 30 June 2025

Vision, and Goals of the JSRA

The vision of the JSRA is to establish and maintain a safe, clean, and attractive residential area.

The goals:

- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and Stellenbosch Municipality Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Support the promotion of the area as a safe and clean environment by promoting greening, energy efficiency and recycling.
- Support and promote social responsibility in the area
- The sustained and effective management of the area.

Intention of the JSRA

The continued operation of the JSRA will not reinforce previously existing inequalities nor be a substitute for Municipal services. The services of the JSRA will be 'over and above and on top of' services provided by the Municipality.

Consistency with Integrated Development Plan:

It is believed that the continued operation of the JSRA will support the vision of the Stellenbosch IDP as follows:

- The JSRA initiatives will enhance the security and cleanliness of the area and hence contribute to the safe and dignified living of residents and visitors.
- The JSRA initiatives will stimulate employment creation as a result of the appointment of contractors to attend to the cleaning and greening 'top up' services and safety and security patrols.
- The JSRA is subject to the Companies Act and the Stellenbosch Municipal By-Law and oversight by the Municipality and as such contribute to good governance and compliance

Operations:

Management

The management will continue to build on its successes from the first 5 year term. Directors are elected by members for a 3 year term. Directors are not remunerated. The board will endeavor to ensure that all the required skills are contributed by directors. The appointed Manager and contractors will continue to contribute to the smooth running of operations.

Safety and security

Patrol vehicles:

It is not envisaged to change the number of patrol vehicles in the foreseeable future but it may be necessary to increase the km travelled by vehicles during a shift. Visibility of armed patrols are of the utmost importance and routes, standing time and patrolling time will be closely monitored by the JSRA Manager.

Control Room:

Although the JSRA are very thankful for the University of Stellenbosch Campus Security for allowing our control room operators to share their facilities, it is envisaged that we may have to increase our operators from one per shift currently to two per shift. With the increase in the number of cameras to be monitored it is becoming difficult for one operator to monitor effectively. Limitations on space at Campus Security may result in the JSRA setting up its own control room at other premises and provision has been made in the budget for this.

Security cameras:

The cameras and related equipment purchased with the funds raised from donations were acquired in 2016. Most of these cameras are now reaching the end of their useful lives and will require replacement. It has also become evident that some of the original cameras will require upgrading to more up to date technology with better clarity and zoom functionality. In particular, some cameras require night vision technology and it will be more cost effective to install new cameras in certain positions and move the older cameras to other positions. The installed cameras also require maintenance from time to time i.e. cleaning, adjustments, focus etc.

The expected cost of the replacement, upgrading and maintenance has been included in the JSRA operational budget.

Certain high risk areas are not sufficiently covered by the existing cameras. As for the initial camera project, the plan is to again obtain donations for these additional cameras. Residents in a particular street or section of a street, may wish to fund a camera point in that particular area. Members and residents are invited to contact the JSRA should they have such a need. In general, a camera point with two cameras, control box and equipment will cost around R40,000 depending on the proximity

of power and fiber connections. The JSRA management is continuously looking at areas that require improved coverage. Residents in such areas may be approached for funding contributions.

Reduction in crime:

As mentioned above, the JSRA has succeeded in its first 4 years to substantially reduce crime in our neighborhoods. We should build on this success with the objective to reduce crime ever further and aim at having a totally crime free JSRA.

Property owners and residents should note that the JSRA may only focus on the public areas within the JSRA boundaries. The work of the patrol vehicles and cameras are to keep the streets and other public areas safe and free from crime. The JSRA will never replace the alarm companies and their armed response services to individual properties and residents.

Cleaning and greening

The JSRA landscaping contractor will continue to provide services in addition to the normal services provided by the Stellenbosch Municipality.

Urban management and social upliftment

The JSRA management will continue its good relationship with the various Municipal departments and continually look at projects to improve the social environment.

Communication

The successful WhatsApp groups and email communications will be continued. The JSRA website will be upgraded and in the near future provide members and residents with access to a number of JSRA documents.

3.4 Financial

3.4.1 The first 5 years: 1 July 2015 to 30 June 2020

The original 5 year plan and budget was compiled by the steering committee at that time with the assistance of a consultant from Cape Town who assisted a number of newly established SRA's in the Cape Town area. They had no historical data to work from and the SRA concept was also new to Stellenbosch Municipality (the JSRA was the first residential SRA established in the Stellenbosch Municipal area).

The final 5 year budget approved by the JSRA members and the Stellenbosch Town Council was (minor adjustments were made to the first 2 years after a late change in the final Northern boundary):

2015/16	2016/17	2017/18	2018/19	2019/20
R 3,105,567	R 3,392,328	R 3,668,927	R 3,965,568	R 4,237,461
	+9.2%	+8.1%	+8.1%	+6.9%

This budget was compiled without taking VAT (14% at that time) into account. A misunderstanding/mistake then resulted in the municipality deducting 14% VAT from

these numbers in calculating the amounts levied on property owners and paid over to the JSRA. The reason for this was the fact that property tax rates are by law exempt from VAT and additional rates (such as SRA levies) are subject to VAT. The payments from the municipality to the JSRA was thus reduced by the VAT amount. This resulted in a shortfall in JSRA funding for the first 3 years of some R850,000. This was reduced by approx. R313,000 excess collected by the municipality in 2016/17. After discussion agreement was reached with the municipality to increase the budgets in the last two years in an attempt to recover some of this shortfall. All these mistakes and corrections resulted in the actual year on year increase property owners saw in their JSRA Levy as per their individual municipal bills not matching the gradual increase as per the above percentages.

The amended annual budget for the final year (2019/20) excluding VAT amounted to R4,418,614 (R5,081,406 VAT inclusive)

The main factor that influences individual property owner's JSRA Levy as per their municipal bills is the property valuations. As explained in 2.2.3 above the Levy is calculated with reference to individual property valuations. The Stellenbosch Municipality annually compiles the valuation roll from then current valuations. During the JSRA's first 5 year term there was a general property re-valuation, which took effect on 1 July 2017. If a particular property received an above average increase in valuation it would have noted a larger increase in property tax and in JSRA levy. If a particular property did not receive an increase in valuation its property tax and JSRA levy would have reduced.

The rate of SRA Levy paid expressed as a Rand amount per month (excluding VAT) per R1million of property valuation is usually a good indicator of how the SRA levy compares to property tax. In the first 5 years the the amounts were approximately:

2015/16	2016/17	2017/18	2018/19	2019/20
R 69	R 87	R 65	R 79	R 82

Audited annual financial statements

The Audited annual financial statements for the first 3 years have been completed and received a clean and unqualified audit report. Copies are available and will soon be on the JSRA website. The statements for year 4 (year ended 30 June 2019) is currently being finalized and will be presented at the AGM on 26 November 2019.

3.4.2 The next 5 years: 1 July 2020 to 30 June 2025

The budget for the next 5 year period has been prepared on the same basis as for the first 5 years, again exclusive of VAT. Security services again make up the biggest expense item. It is estimated that there will be some R1m in cash in the bank accounts of the JSRA on 1 July 2020. This resulted from the adjustments made to the budgets of the last two years of the first 5 year period. It is proposed to utilise that cash to reduce the annual budgets in next 5 years by R200,000 per year resulting a modest 3.1% increase for the first year (2020/21) over the last year of the first term (2019/20)

2020/21	2021/22	2022/23	2023/24	2024/25
R 4,555,685	R 4,849,690	R 5,162,024	R 5,493,842	R 5,846,387
+3.1%	+6.5%	+6.4%	+6.4%	+6.4%

The rate of SRA Levy paid expressed as a Rand amount per month (excluding VAT) per R1million of property valuation. These amounts are based on the current valuation roll. Another general property re-valuation is expected in 2021 which will affect these amounts.

2020/21	2021/22	2022/23	2023/24	2024/25
R 84	R 89	R 95	R 101	R 107

Stellenbosch monthly Municipal accounts are presented on a basis of including the VAT in the amounts shown and then indicating the amount of VAT included in a column to the right. If the table above is presented on the basis of including VAT it would amount to the following:

2020/21	2021/22	2022/23	2023/24	2024/25
R 96	R 102	R 109	R 116	R 124

Budget

The 5 year budget is attached as annexure A

JSRA**5 Yr Budget 2021 to 2025**

	Year 1 Total Excluding VAT	Year 2 Total Excluding VAT	Year 3 Total Excluding VAT	Year 4 Total Excluding VAT	Year 5 Total Excluding VAT
EXPENDITURE					
1. Employee Related	420 036	453 639	489 930	529 124	571 454
Salaries	387 725	418 743	452 243	488 422	527 496
Bonus Provision	32 310	34 895	37 687	40 702	43 958
2. Core Business	3 669 570	3 889 744	4 123 129	4 370 517	4 632 748
Landscaping & Environmental Upgrade	243 461	258 068	273 553	289 966	307 364
Security Services	3 410 440	3 615 066	3 831 970	4 061 888	4 305 602
- Patrols	2 837 011	3 007 232	3 187 666	3 378 926	3 581 661
- Camera Monitoring	448 675	475 595	504 131	534 379	566 442
- Camera Maintenance	124 754	132 239	140 174	148 584	157 499
Social Upliftment	15 670	16 610	17 606	18 663	19 782
3. Depreciation	30 414	32 238	34 173	36 223	38 396
4. General Expenditure	262 562	278 316	295 015	312 716	331 479
Accounting & administration Fee	88 583	93 898	99 532	105 504	111 834
Advertising, Marketing & Promotions	4 973	5 271	5 588	5 923	6 278
Auditor's remuneration	14 930	15 826	16 776	17 782	18 849
Bank charges	3 173	3 364	3 566	3 780	4 006
Computer expenses (including Website)	13 738	14 562	15 436	16 362	17 343
Insurance	22 571	23 925	25 361	26 882	28 495
Meeting expenses	3 352	3 553	3 766	3 992	4 232
Printing and stationery	4 973	5 271	5 588	5 923	6 278
Vehicle Expenses	54 755	58 040	61 523	65 214	69 127
Telephone and fax	26 074	27 638	29 297	31 055	32 918
Other	25 440	26 966	28 584	30 299	32 117
5. Capital Expenditure	230 435	244 261	258 916	274 451	290 919
6. Bad Debt Provision 3%	142 669	151 492	160 861	170 811	181 392
TOTAL EXPENDITURE	4 755 685	5 049 690	5 362 024	5 693 842	6 046 388
INCOME					
	-4 755 685.47	-5 049 690.17	-5 362 023.83	-5 693 842.20	-6 046 387.55
Estimated surplus 01 July 2020	200 000.00	200 000.00	200 000.00	200 000.00	200 000.00
1 Nett revenue - SRA Levy	-4 555 685.47	-4 849 690.17	-5 162 023.83	-5 493 842.20	-5 846 387.55
% Increase	3.10%	6.45%	6.44%	6.43%	6.42%