

MAITLAND CITY IMPROVEMENT DISTRICT BUSINESS PLAN

1 JULY 2025 – 30 JUNE 2030

FOR THE

CONTINUATION AND ONGOING MANAGEMENT

OF THE

MAITLAND CITY IMPROVEMENT DISTRICT NPC

(NPC Reg. No. 2010/014354/08)



Prepared by:
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A. MOTIVATION REPORT

Introduction

The Maitland City Improvement District (MAITCID) was formally established in 2010 providing supplementary and enhanced public safety and urban cleaning services in close cooperation with the City's Waste Services Department and Law Enforcement Services Branch as well as the South African Police Service (SAPS) to regain the cleanliness of the area and safety of property and business owners and the community.

Maitland is situated along several important transport networks connecting the Cape Town city bowl to the rest of the city. The most important being the railway line that runs through the middle of the suburb and the N1 freeway that is situated on its northern boundary. The location is further enhanced by its proximity to the M5 arterial, the N2 and the Cape Town International Airport. It is surrounded by other commercial and industrial nodes such as Ndabeni, Paarden Island and Epping. Notwithstanding this prime location the Maitland business and property owners constantly find themselves at a crossroads. On the one hand, the area experienced a degree of investment, while on the other, it suffers service-related problems, densification and congestion which not only seriously threatened the success of the area but has the potential to impact negatively on businesses and investments as the area and may lead to urban degeneration.

Maitland is also situated adjacent to areas undergoing regeneration, such as Woodstock and Salt River. It therefore experiences overspill developments. Its proximity to markets, its concentration of labour, and the existence of economic infrastructure makes this an area with the potential for strong economic growth. Maitland is also part of the Voortrekker Road Corridor and lies within the Voortrekker Road Corridor Integration Zone (VRC IZ). "The vision for the VRC IZ is "The VRC IZ with its abundant job opportunities, high quality public transport connectivity, extensive social facilities and diverse residential options offers a wealth of opportunities for residents, visitors and neighbours seeking a vibrant and affordable urban experience." Within the VRC IZ, Maitland forms one of the Prioritised Local Areas of the City of Cape Town envisaged to provide urban planning interventions to support the potential of the area.

With its fourth term renewal imminent, the MAITCID is repositioning itself to address the significant impact of large volumes of commuters in the CBD area, the densification of the area through development and the associated potential, traffic congestion, littering and increased opportunities for crime that may impact the entire MAITCID area. In the light of these challenges the MAITCID aims to continue to motivate property owners to enhance their investments and work closely with the City of Cape Town to upgrade its facilities along this important corridor.

Company: Maitland City Improvement District NPC (MAITCID)
Company Registration No: 2010/014354/08
Registered Office: 185 Voortrekker Road, Maitland

Maitland CID Board:

Shuan Reznik
Martin le Roux
Vuyo Mthi

Portfolio:

Public Safety, Urban Maintenance and Marketing
Cleansing
Social Upliftment

Auditor:

C2M

Accountant:

N Cooke Accounting Services

Company Secretarial Duties:

C2M

MAITCID Management Company:

Geocentric Urban Management
Elsies River Industrial
7490

Contact Details:

CID Manager: 084 309 6078- Control Room 021 565 0900
Email: enquiries@maitcid.co.za
Website: www.maitcid.co.za

MAITCID Area

The MAITCID boundary is depicted in the map below.

Northern Boundary. From the intersection of Koeberg Road and the M5 freeway the boundary follows Koeberg Road, Royal Road, Van Wyk Street and then all properties facing onto Coronation Road up until Station Road. From there the boundary follows the northern extent of all properties facing onto Voortrekker Road from west to east along the corridor up until Third Avenue.

Eastern Boundary. The eastern boundary is formed by the north-south railway line reserve up to where it meets the east-west railway line reserve.

Southern Boundary. The southern boundary includes all properties north of the railway line from the railway bridge at Kensington in the east to Canon Road in the west and then along Canon Road to Berkley Road and along Berkley Road up to the intersection of the off-ramp from the M5 freeway and Berkley Road.

Western Boundary. The western boundary follows the curve of the M5 freeway from Berkley Road up to where it meets with Koeberg Road.

MAITLAND

City Improvement District



0 30 60 120 180 240
Meters

1:2 500

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

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.

THIS MAP WAS COMPILED BY:
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Date: 9th September 2024



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Making progress possible. Together.

MAITLAND

City Improvement District



0 30 60 120 180 240
Meters

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Making progress possible. Together.

MAITCID Mission

To continue to assist with the revitalization, promotion, and urban management and provide an environment that is safe, and clean by supplementing and enhancing those services provided by the City of Cape Town.

MAITCID Vision

In partnership with the City of Cape Town, MAITCID will continue to work toward the economic upliftment of the area by maintaining a level of safety and cleanliness to promote the use of and investment in the area for both the retail, office, and residential sectors.

MAITCID Goals

- To attract shoppers and businesses to the area.
- To attract new investors and investment into the area.
- To encourage the maintenance and upgrading of private properties and public spaces in the area.
- To assist with the management and solution to the issues of people living on the streets of Maitland.

The core values of the MAITCID are focussed on the delivery of supplementary and enhanced municipal services to the community of property and business owners and those who work and visit the area. The Board and the appointed management entity and service providers aim to deliver these services cost-effectively and sustainably. This requires consistent evaluation of the performance of the service providers and the execution of the day-to-day business of the MAITCID in a transparent and accountable manner. Typically, this is achieved through:

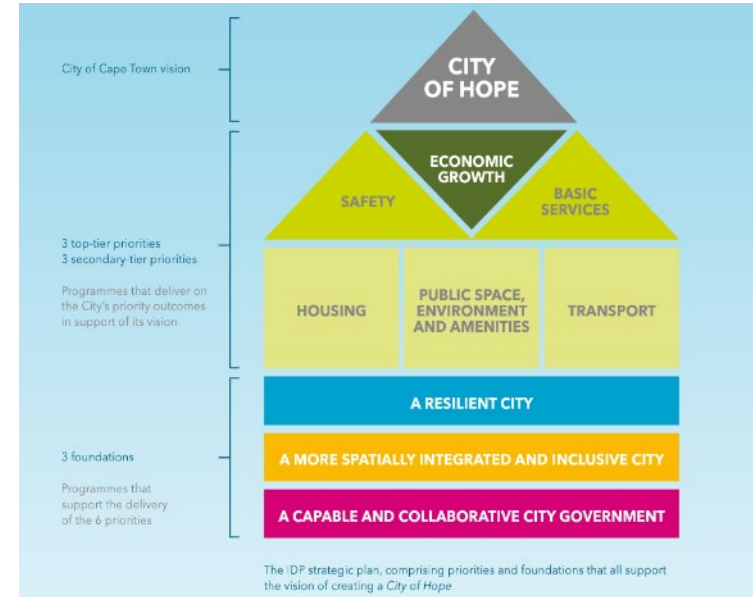
- rigorous reporting to the Board of Directors and the City of Cape Town,
- facilitation of local community participation in board meetings and members' meetings of the CID company,
- proper accounting and financial reporting that meet auditing standards,
- the submission of annual reports to the local community and,
- publication of all relevant documentation online.

Consistency with Integrated Development Plan (IDP)

Introduction

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's City of Hope. The IDP is based on the City's 16 objectives linked to its priorities and foundations. The MAITCID's supplementary and enhanced services are consistent with the City's IDP objectives with specific reference to the following programmes:

- Safety.** The Public Safety plan supports effective Law Enforcement to make communities safer and this is supported using technology such as CCTV. The Public Safety plan also strengthens safety partnerships, thereby aiming for a holistic crime prevention programme as noted in Objective 5 and 6 of the IDP.
- Economic Growth.** The MAITCID 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 economic opportunities thereby maintaining and creating employment opportunities. A well-maintained and managed area stimulates investment and MAITCID therefore directly supports further economic growth.
- Cleaning and the environment.** The MAITCID urban cleaning, maintenance, and recycling plan supports the objectives of a healthy and sustainable environment. This is specifically aimed at the public space and amenities of the city, creating safe, quality public spaces whilst supporting environmental sustainability as noted in Objective 4, 9 and 11 of the IDP. The waste minimization and cleaning activities provided as supplementary services further enhances the basic services provided by the City of Cape Town.
- Urban Maintenance.** The MAITCID's urban maintenance work also supports Objective 13 in the IDP through the maintenance of road and associated infrastructure thereby creating a better environment for pedestrians, cyclists, and vehicles alike.
- Social Development.** The MAITCID supports the City's Social Upliftment Strategies to find lasting solutions for Social Development, which includes supporting individuals to move from the street into places of safety, supporting NGOs that provide social services, and where possible creating employment opportunities as noted in Objective 15 of the IDP.



Each of these priorities and objectives is considered within each of the main service areas of the MAITCID business plan and highlighted in each section.

Proposed continuation of existing services

To address the needs of the area the MAITCID will continue to address six main focus areas namely:

- a) The management of the MAITCID operations.
- b) The provision of public safety and security measures in the public areas only.
- c) The cleaning, greening, and maintenance of the public spaces in the area.
- d) In cooperation with the relevant City of Cape Town departments, actions will continue to address and monitor urban management issues related to the public infrastructure in the MAITCID.
- e) Through constructive partnerships with all the role-players in the MAITCID the recycling initiative will be continued to improve the sustainability of the businesses and potentially create employment opportunities and social upliftment in the area; and
- f) Marketing and promotional efforts will continue to promote the MAITCID as a well-managed and functioning business and residential node.

Improving Public Safety

To improve safety and security the MAITCID will continue to implement a comprehensive and integrated public safety plan for the area in conjunction with an appointed service provider.

The MAITCID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately 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 foot patrols with the highest number of resources deployed during day-time operations between 06:0 and 18:00 when most businesses are operational in the area. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the MAITCID. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and a future public CCTV surveillance system to provide a reassuring presence on streets 7 days a week.

Public Safety Patrol Officers

The public safety patrol officers are brightly uniformed ambassadors who help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for 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 maintain order and provide an additional deterrent to crime through their consistent coverage and visibility.

Public Safety Patrol Officers are equipped with two-way radios and walk or patrol the area at key times of the day. 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 law enforcement. A small group of well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and first-responder training, communication skills and homeless outreach services. 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. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.



It is proposed that 4 public safety foot patrol officers be deployed in the MAITCID, Monday to Friday between 06:00 and 18:00. When specific operations are underway, the MAITCID mobile public kiosk will serve as a public contact point within the MAITCID and serve as a reporting point for the patrol officers. In addition, the area will be patrolled by two public safety patrol vehicles on 24-hour/7 days a week basis. The public safety deployment will be supported by a comprehensive radio and communications network linked to a supporting control room to be supplied by the service provider.

The public safety plan includes.

- 4 x public safety patrol officers on foot patrolling the area, Monday – Friday during the daytime (06:30 – 17:30). All officers will wear reflective vests displaying their role as Public Safety Officers whilst conforming to the regulations of the PSIRA Act which may change from time to time.
- 2 x public safety patrol vehicles co-branded with both the logos of the MAITCID and the service provider patrolling the area on a 24/7 basis.
- 1 x mobile command post.
- Radio communications network.
- Centralised Control Room and CCTV monitoring.
- CCTV camera network to comprise cameras and monitoring as set out in the implementation plan time scale.

Assistance from the City of Cape Town

The MAITCID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilizing the services of one Law Enforcement officer from the City of Cape Town in the area. The Maitland CID will share 1 officer with the adjacent Salt River Business Improvement District. These services are often made available to CIDs by the City of Cape Town. These officers:

- Can enforce compliance with By-Laws and Policies.
- Have powers of arrest.
- Can Issue appropriate fines for the transgression of City By-laws.
- Enhance safety and security in the MAITCID.



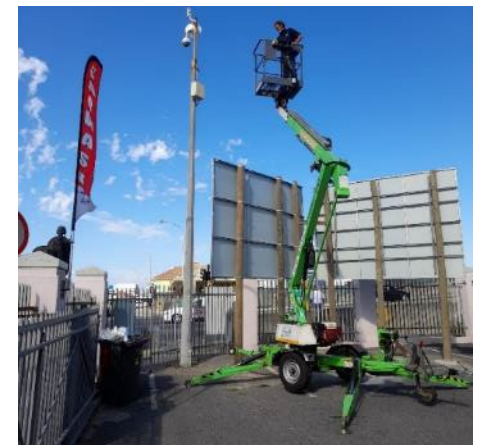
CCTV Surveillance Project

The proposed budget and business plan also incorporate the continuation of the CCTV surveillance program whereby the initial capital expenditure for the implementation of strategically placed surveillance cameras has been completed and the current network of cameras will be maintained over the next 5 years. The current CCTV network consists of 13 Pan-Tilt-Zoom (PTZ) surveillance cameras, 1 AI cameras and 3 Licence Plate Recognition (LPR) cameras strategically located throughout the MAITCID area. Current planning includes the installation of one PTZ, 18 AI cameras and one LPR camera, focussed primarily along the railway corridor. The cameras assist in acting as a deterrent and assist in the monitoring of areas that are difficult to or less frequently patrolled by foot patrollers and patrol vehicles. The cameras also assist in directing foot patrollers and patrol vehicles to specific problems when detected.

Operational security forum

To facilitate an integrated approach, the MAITCID will continue to participate in the safety and security forum in association with the appointed security service provider. These actions will 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
- Other stakeholders

This forum encourages the involvement of members of the MAITCID, property owners, tenants, businesses and representatives of the above-mentioned organizations. Operational and response protocols are governed and decided upon at an operational forum convened to oversee safety and security initiatives within the area. This forum serves to share pertinent crime information as well as trends or emerging threats. The forum should ideally be attended by the following stakeholder groups:

- The preferred private security service provider – employed by the Improvement District
- The cleansing supervisor of the Improvement District
- The local SAPS Commander
- Metropolitan Police Services and Law Enforcement Services
- Traffic Services
- A representative of the Community Policing Forum and Neighbourhood Watch
- Representatives of other private security companies operating within the area.

Perimeter security and security applications

Existing property owners and businesses should be encouraged to improve existing security applications on their property. This includes initiatives to encourage property owners and businesses to secure their perimeters as the MAITCID public safety service provider may only operate in the public space.

The public safety services as planned is in support of the IDP, directly supporting the top-tier priorities of Safety, Economic Development and Basic Services. The envisioned public safety services support Objectives 5 (Effective law enforcement to make communities safer) and 6 (Strengthen partnerships for safer communities).

The budget for the provision of Public Safety was R 3 570 650 or 65.5% of the annual budget of Year 1 of the Business Plan. The cost of the proposed public safety service during the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Public Safety	R 3 204 900	R 3 429 243	R 3 669 290	R 3 926 140	R 4 200 970	R 18 430 543
Law Enforcement	R 135 700	R 146 556	R 158 280	R 170 943	R 184 618	R 796 097
CCTV Monitoring	R 230 050	R 246 154	R 263 384	R 281 821	R 301 549	R 1 322 958
Total	R 3 570 650	R 3 821 953	R 4 090 954	R 4 378 904	R 4 687 137	R 20 549 598

Maintenance and Cleansing

Most established 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 establish the most effective cleaning plan the strategy will support existing waste management services, identify specific management problems and areas, and assist in developing additional waste management and cleaning plans for the area.

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 refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

Urban infrastructure will be maintained by:

- Developing and 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's departments to address infrastructure defects. This will be done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.
- After a base level of repair and reinstatement has been achieved the MAITCID team will implement local actions to correct minor issues.

In addition, the urban maintenance team will in consultation with the relevant City Departments 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 MAITCID Implementation.
- Painting of road markings and correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.





The cleaning contingent will deploy the team in various areas and rotate through the MAITCID. Team members can be recruited from homeless people seeking gainful employment and training can be facilitated to improve their skills and potential utilisation. The cleaning and urban maintenance team includes:

- 6 x urban maintenance workers per day. The shifts will be run Monday to Friday from 08:30 to 16:30.
- The urban maintenance team workers will wear PPE and reflective vests with both the logos of the MAITCID and the service provider
- 1 x urban maintenance supervisor (may be the CID manager)

The following equipment will be required:

- General cleaning equipment such as spades, picks, 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 cleaning and urban management services as planned are in support of the IDP. The MAITCID 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 economic opportunities thereby maintaining and creating employment opportunities.

The Maintenance and Cleansing services as planned are also in support of the delivery of basic 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 of the IDP (Well managed and modernized infrastructure to support economic growth) specifically objective 4.7 promoting cleanliness and addressing illegal dumping. The MAITCID will work closely with the City of Cape Town regarding solid waste objective 4.5 (excellence in waste service delivery programme) and 4.6 (waste minimisation and recycling program).

The budget for the provision of maintenance and cleansing services is R 557 985 or 10% of the annual budget of Year 1 of the Business Plan. The cost of the proposed cleaning and urban cleaning and maintenance service during the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Cleansing	R 542 985	R 580 994	R 621 663	R 665 180	R 711 743	R 3 122 565
Maintenance	R 15 000	R 15 900	R 16 854	R 17 865	R 18 937	R 84 556
Total	R 557 985	R 596 894	R 638 517	R 683 045	R 730 680	R 3 207 121

Environmental Development

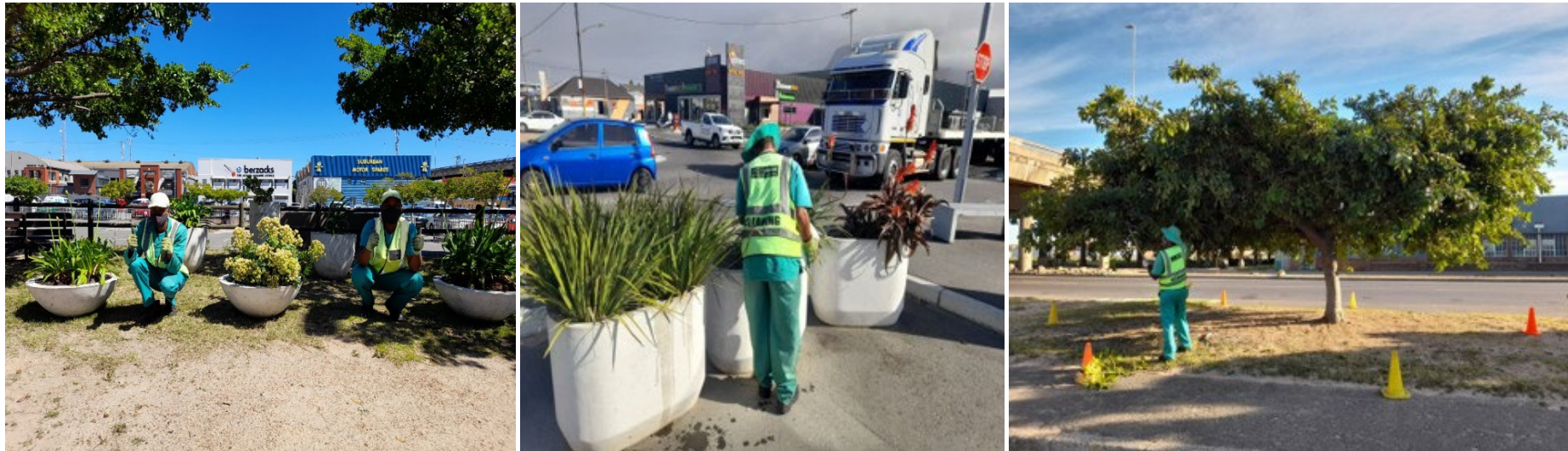
Recycling Initiative

The Environmental Development component of the business plan is dedicated to fostering sustainable practices within our community while enhancing the overall aesthetic appeal of our urban landscape. Our recycling initiative is at the forefront of this effort, aimed at reducing the environmental impact of waste disposal by diverting recyclable materials away from landfills. This includes separating all recyclable items from the urban waste collected by our cleaning teams while sweeping streets and services public litter bins.

Through partnerships with local NGOs to provide a recycling team and educational outreach programs, we aim to encourage residents and businesses alike to actively participate in recycling, ultimately leading to a reduction in waste and a cleaner, healthier environment for all. By taking these steps, we not only protect our natural resources but also contribute to the creation of a more environmentally conscious and responsible community. The recycling team provided by our NGO partners are funded from the Social and Economic Development budget.

Greening

In addition to our recycling initiative, 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 residents and attracts visitors to our area. To this end, we plan to invest in planting trees and creating potted gardens throughout the district. 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 Environmental Development as planned are in support of the delivery of basic 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 budget for the provision of environmental development is R 10 000 or 0.2% of the annual budget of Year 1 of the Business Plan. The cost of the proposed cleaning and urban cleaning and maintenance service during the five-year term is summarized below, including the budget contribution by the proposed extension area.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Environmental Development	R 10 000	R 10 600	R 11 236	R 11 910	R 12 625	R 56 371

Polyphagous shot hole borer (PSHB) beetle

Since 2017, when the first report was received in South Africa of the tiny but seemingly invincible polyphagous shot hole borer (PSHB) beetle, also known as the tree-killing beetle, thousands of trees have died or had to be cut down in urban areas, native forests and more recently in fruit crops. It has been found that a number of susceptible species in Cape Town were in the southern suburbs. With 65 million urban trees at risk of dying in cities over the next three decades, unless the situation is controlled, the MAITCID undertakes to notify the City if an infestation is detected in the area.

POLYPHAGOUS SHOT-HOLE BORER

WHAT IS A POLYPHAGOUS SHOT-HOLE BORER (PSHB)?
PSHB is a tiny invasive black beetle from Asia. It is smaller than a sesame seed but can have a devastating effect on trees.

Firewood can move invasive species like the Polyphagous Shot-Hole Borer which can kill trees.

HOW DOES THE POLYPHAGOUS SHOT-HOLE BORER AFFECT TREES?
The beetle tunnels into trees and lines the tunnels with fungus. The tunnelling and fungus kills the tree by obstructing the flow of water and nutrients through its vascular system.

PROTECT THE TREES IN ALL OUR NATURE RESERVES FROM THIS BEETLE BY:

- Only using firewood sold inside the reserve.
- Only bringing in and using eco-logs or charcoal as an alternative to wood to make fire.
- Not moving firewood to another location.

Report any signs of Polyphagous Shot-Hole Borer to pshb@capenature.co.za

@capenature1 @capenature /capenature1 #ProtectBiodiversity #LoveNature CapeNature

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. MAITCID will coordinate social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Once the Social Intervention Plan has been finalised the MAITCID management will assist to facilitate and monitor the strategy and implement social rehabilitation. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

Through the development of pro-active programmes to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their work programmes to include maintenance and cleansing services to CIDs. These 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. It is therefore suggested that in addition to the permanent maintenance team a social work programme is used to deployed previously homeless people from NGOs for specific clean-up projects in the MAITCID area. This plan depends on close cooperation with NGOs and the City of Cape Town’s social intervention strategy through which a small number of individuals can be identified to be re-integrated into society through gainful employment.

The social upliftment programmes as planned is in support of the IDP Social Development objectives. The MAITCID supports the City's Social Upliftment Strategies to find lasting solutions for social development, which includes supporting individuals to move from the street into places of safety, support NGOs that provide social services and where possible create employment opportunities. This is in support of Objective 15 (Building a more spatially Integrated and Inclusive City).

The budget for the provision of social development is R 15 000 or 0.3% of the annual budget of Year 1 of the Business Plan. The cost of the proposed social upliftment programme during the five-year term is summarized below, including the budget contribution by the proposed extension area.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Social and Economic Development	R 15 000	R 15 900	R 16 854	R 17 865	R 18 937	R 84 556

Communication

The focus will be on communicating with the members, businesses and property owners of the MAITCID will focus on:

- Maintaining an informative website.
- Distributing MAITCID flyers and/or newsletters reflecting the initiatives and successes of the MAITCID.
- Promoting the MAITCID amongst the local businesses and industries.
- Promote community pride through the initiatives of the MAITCID in making the area cleaner and safer.
- Promoting the MAITCID through high visibility branding on the patrol vehicles.
- Promoting the MAITCID though high visibility uniforms with MAITCID branding for the patrol officers and maintenance workers.

Property Owner Supported Projects

Property owners with the financial means to contribute beyond their additional Municipal Property Rates for the MAITCID will be encouraged to support various additional initiatives such as:

- Donation of infrastructure for the deployment of CCTV cameras of properties in strategic locations.
- Job creation and skills development opportunities.
- Funding of voluntary additional services including landscaping of public spaces through an “adopt a spot” initiative.
- Funding of additional public safety patrols in the public area.
- Funding for the contracting of additional City of Cape Town Law enforcement officers.
- Donation of supplies and equipment for the operations of the MAITCID such as uniforms, branding, signage, cleaning equipment.

All additional funding to be approved at an AGM and included into the next year’s Implementation Plan and Budget.

5-Year Budget of the MAITCID

The 5-year budget for the implementation and operations of the MAITCID is set out in Annexure A. It reflects the identified needs of the MAITCID 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 MAITCID additional property rates. It is however incumbent on the property owner to seek such relief from the City under the City’s Rates Policy.

Financial Impact of the CID

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 etc.)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R 5 659 649	R 5 459 649	R 200 000	10.8%
2	R 5 826 965	R 5 826 965	R	6.7%
3	R 6 219 706	R 6 219 706	R	6.7%
4	R 6 639 642	R 6 639 642	R	6.8%
5	R 7 088 662	R 7 088 662	R	6.8%

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. Additional rates attract VAT @ 15%.

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.

The CID By-law allows for differentiated additional rates between categories of rateable property and as such a residential and non-residential additional rate is applicable in the MAITCID.

Property owners who receive a full or partial rates rebate will not pay additional rates.

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 ID 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.)

Proposed Management Structure

The MAITCID is managed by a board of directors, elected by the members of the Maitland City Improvement District NPC (MAITCID). A Board of Directors consists of property owners within the MAITCID and a political representative from the City of Cape Town attending Board Meetings as an observer. The Board manages a Non-Profit Company (NPC), which is responsible for the management of the CID, within the framework of the approved MAITCID business plan and oversees the implementation thereof.

Elected Board members take responsibility for the various portfolios in the company and regular board meetings allow the directors to review current operations and apply corrective measures as required.

The Board can appoint service providers and staff to manage the day-to-day operations within the MAITCID. The supplementary and enhanced services provided by the MAITCID should 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 property-owner driven. The MAITCID is managed by a management company manager appointed by the Board and will oversee the day-to-day delivery of the additional services according to the Business Plan.

All of 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 Annual General Meeting 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 AGM also provides the opportunity to elect new directors to serve on the board of the NPC.

The budget for the provision of management and administrative services is R 648 985 or 12 % of the annual budget of Year 1 of the Business Plan. Provision is made for bad debt at 3% and depreciation of 2.3% in Year 1 of the Business Plan. The cost of the proposed management and administration services for the five-year term is summarized below.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total expenditure over 5-year term
Administration and Management	R 648 985	R 687 924	R 729 200	R 772 952	R 819 329	R 3 658 390

Permissible Amendments to the Business Plan

If, at any time, it was decided that the geographical boundaries of the Maitland City Improvement District needed to change, then such change would need to go through a formal process as required in terms of section 26 of the CID By-law.

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

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

The MAITCID signed a Memorandum of Agreement with the Recreation and Parks Department. This agreement allows the MAITCID to seek permission to provide enhanced greening tasks related to parks and public open spaces.

The MAITCID Board evaluates the need to contract Law Enforcement Officers from the City of Cape Town Safety and Security Directorate on an annual basis in partnership with the adjacent Salt River BID and if deemed necessary enters into an annual Memorandum of Agreement with the Safety and Security Directorate to provide these officers.

There are currently no other plans to investigate or explore significant changes to the strategy or operations of the MAITCID and therefore no other such actions are noted here.

Should any significant changes be required, such changes will be subject to approval of the Members of the MAITCID at an Annual or Special General Meeting.

List of all Rateable Properties within the CID

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

 <p>MAITCID MAITLAND CITY IMPROVEMENT DISTRICT</p>	<p>MAITLAND CITY IMPROVEMENT DISTRICT (MAITCID)</p> <p>5 YEAR IMPLEMENTATION PLAN</p> <p>1st July 2025 to 30th June 2030</p>
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MANAGEMENT AND OPERATIONS											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY 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 to be appointed by means of a well documented fair, equitable, transparent and competitive process. Review service provider appointment in last year of contract period by means of a well documented fair, equitable, transparent and competitive 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 City	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	FREQUENCY 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 issues	Monthly	12	12	12	12	12	Manager and Board	Operational	Follow up with sub-council in respect of outstanding 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	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.
20	First Board meeting post AGM	Allocate portfolios, elect Chairperson, sign Declaration of Interest, complete POPIA declaration	Annually	1	1	1	1	1	Manager and Board	Operational	All new directors to receive relevant documents.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
21	Register with the Information Regulator of South Africa	Compliance with Information Regulator of South Africa	Year 1	→					Manager and Board	Operational	
22	VAT reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	6	6	6	6	6	Manager and Board	Operational	

PUBLIC SAFETY											
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY 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, Local Authority and existing Public Safety service provider using their experience as well as available crime statistics
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	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

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
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	
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	FREQUENCY 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

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
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
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 Open Spaces incl. Parks 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

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				Y1	Y2	Y3	Y4	Y5			
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 incl. Parks	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	FREQUENCY 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
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

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

SOCIAL AND ECONOMIC DEVELOPMENT

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY 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 using their experience as well as available statistics
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	

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

COMMUNICATION

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY 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	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

MAITLAND CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2025/26	2026/27	2027/28	2028/29	2029/30
INCOME	R	R	R	R	R
Income from Additional Rates	-5 459 649	-5 826 965	-6 219 706	-6 639 642	-7 088 662
Other: Accumulated Surplus	-200 000	-	-	-	-
TOTAL INCOME	-5 659 649	-5 826 965	-6 219 706	-6 639 642	-7 088 662
	96.5%	100.0%	100.0%	100.0%	100.0%
	3.5%	0.0%	0.0%	0.0%	0.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
EXPENDITURE	R	R	R	R	R
Core Business	4 153 635	4 445 347	4 757 561	5 091 724	5 449 379
Cleansing services	542 985	580 994	621 663	665 180	711 743
Environmental upgrading	10 000	10 600	11 236	11 910	12 625
Law Enforcement Officers / Traffic Wardens	135 700	146 556	158 280	170 943	184 618
Public Safety	3 204 900	3 429 243	3 669 290	3 926 140	4 200 970
Public Safety - CCTV monitoring	230 050	246 154	263 384	281 821	301 549
Social upliftment	15 000	15 900	16 854	17 865	18 937
Urban Maintenance	15 000	15 900	16 854	17 865	18 937
Depreciation	126 000	126 000	126 000	126 000	126 000
Repairs & Maintenance	30 000	31 800	33 708	35 730	37 874
General Expenditure	936 225	996 009	1 059 666	1 127 448	1 199 625
Accounting fees	20 300	21 721	23 241	24 868	26 609
Administration and management fees	648 985	687 924	729 200	772 952	819 329
Advertising costs	10 000	10 600	11 236	11 910	12 625
Auditor's remuneration	20 300	21 721	23 241	24 868	26 609
Bank charges	2 500	2 650	2 809	2 978	3 156
Insurance	5 000	5 300	5 618	5 955	6 312
Lease rental on equipment	36 000	38 880	41 990	45 350	48 978
Motor vehicle expenses	25 640	27 178	28 809	30 538	32 370
Office rental	120 000	129 600	139 968	151 165	163 259
Secretarial duties	8 500	9 095	9 732	10 413	11 142
Telecommunication	15 000	15 900	16 856	17 867	18 937
Utilities (not CCT)	24 000	25 440	26 966	28 584	30 299
Projects	200 000	-	-	-	-
Maintenance Team Project	200 000	-	-	-	-
Capital Expenditure (PPE)	50 000	53 000	56 180	59 551	63 124
CCTV / LPR Cameras	50 000	53 000	56 180	59 551	63 124
Bad Debt Provision 3%	163 789	174 809	186 591	199 189	212 660
TOTAL EXPENDITURE	5 659 649	5 826 965	6 219 706	6 639 642	7 088 662
	73.4%	76.3%	76.5%	76.7%	76.9%
	2.2%	2.2%	2.0%	1.9%	1.8%
	0.5%	0.5%	0.5%	0.5%	0.5%
	16.5%	17.1%	17.0%	17.0%	16.9%
	3.5%	0.0%	0.0%	0.0%	0.0%
	0.9%	0.9%	0.9%	0.9%	0.9%
	2.9%	3.0%	3.0%	3.0%	3.0%
	100.0%	100.0%	100.0%	100.0%	100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	5.5%	3.0%	6.7%	6.8%	6.8%
GROWTH: ADD RATES REQUIRED	10.8%	6.7%	6.7%	6.8%	6.8%

LIST OF RATEBLE PROPERTIES WITHIN THE MAITLAND CID						
Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	10	AMSTEL ROAD	MAITLAND		73603	106179
NON-RESIDENTIAL	78	AMSTEL ROAD	MAITLAND		17043	22957
NON-RESIDENTIAL	1	BASSON STREET	MAITLAND		17351	23366
NON-RESIDENTIAL	2	BASSON STREET	MAITLAND		80930	116596
NON-RESIDENTIAL	3	BASSON STREET	MAITLAND		17343	23353
NON-RESIDENTIAL	7	BASSON STREET	MAITLAND		104258	142124
NON-RESIDENTIAL	19	BASSON STREET	MAITLAND		17333	23338
NON-RESIDENTIAL	7	BEACH ROAD	MAITLAND		18335	24890
NON-RESIDENTIAL	12	BEACH ROAD	MAITLAND		17688	23828
NON-RESIDENTIAL	2	BERKLEY ROAD	MAITLAND		42005940	177361
NON-RESIDENTIAL	3	BERKLEY ROAD	MAITLAND		82552	118803
NON-RESIDENTIAL	6	BERKLEY ROAD	MAITLAND		82556	118810
NON-RESIDENTIAL	7	BERKLEY ROAD	MAITLAND		82553	118805
NON-RESIDENTIAL	9	BERKLEY ROAD	MAITLAND		18026	24471
NON-RESIDENTIAL	20	BLACK RIVER PARKWAY	MAITLAND		17704	23868
NON-RESIDENTIAL	24	BURTON STREET	MAITLAND		293130	158034
NON-RESIDENTIAL	44	BURTON STREET	MAITLAND		81306	117235
NON-RESIDENTIAL	47	BURTON STREET	MAITLAND		17660	23787
NON-RESIDENTIAL	4	CAMDEN STREET	MAITLAND		17560	23637
NON-RESIDENTIAL	313	CAMDEN STREET	MAITLAND		17559	23636
NON-RESIDENTIAL	4	CAMP ROAD	MAITLAND		1013949	172278
NON-RESIDENTIAL	8	CAMP ROAD	MAITLAND	1	18564	25173
NON-RESIDENTIAL	8	CAMP ROAD	MAITLAND	2	18564	25173
NON-RESIDENTIAL	8	CAMP ROAD	MAITLAND		18564	25173
NON-RESIDENTIAL	9	CAMP ROAD	MAITLAND		17713	23884
NON-RESIDENTIAL	9	CAMP ROAD	MAITLAND		17713	23884
NON-RESIDENTIAL	4A	CAMP ROAD	MAITLAND		17698	23857
NON-RESIDENTIAL	15	CANNON ROAD	MAITLAND		18041	24500

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	21	CANNON ROAD	MAITLAND		18027	24472
NON-RESIDENTIAL	4	CHAPEL STREET	MAITLAND		17678	23807
NON-RESIDENTIAL	8	CHAPEL STREET	MAITLAND		17677	23806
NON-RESIDENTIAL	10	CHAPEL STREET	MAITLAND		78134	112475
NON-RESIDENTIAL	14	CHATHAM STREET	MAITLAND		990652	169141
NON-RESIDENTIAL	18	CORONATION ROAD	MAITLAND		17693	23836
NON-RESIDENTIAL	28	CORONATION ROAD	MAITLAND		17676	23803
NON-RESIDENTIAL	30	CORONATION ROAD	MAITLAND		76571	110376
NON-RESIDENTIAL	31	CORONATION ROAD	MAITLAND		17329	23329
NON-RESIDENTIAL	41	CORONATION ROAD	MAITLAND		17334	23339
NON-RESIDENTIAL	51	CORONATION ROAD	MAITLAND		17346	23356
NON-RESIDENTIAL	57	CORONATION ROAD	MAITLAND		17345	23355
NON-RESIDENTIAL	60	CORONATION ROAD	MAITLAND		68654	99883
NON-RESIDENTIAL	61	CORONATION ROAD	MAITLAND		17344	23354
NON-RESIDENTIAL	65	CORONATION ROAD	MAITLAND		17342	23352
NON-RESIDENTIAL	66	CORONATION ROAD	MAITLAND		17652	23777
NON-RESIDENTIAL	69	CORONATION ROAD	MAITLAND		17350	23365
NON-RESIDENTIAL	70	CORONATION ROAD	MAITLAND		107354	146647
NON-RESIDENTIAL	72	CORONATION ROAD	MAITLAND		107355	146648
NON-RESIDENTIAL	73	CORONATION ROAD	MAITLAND		17349	23364
NON-RESIDENTIAL	74	CORONATION ROAD	MAITLAND		107356	146649
NON-RESIDENTIAL	76	CORONATION ROAD	MAITLAND		107357	146650
NON-RESIDENTIAL	78	CORONATION ROAD	MAITLAND		107358	146651
NON-RESIDENTIAL	80	CORONATION ROAD	MAITLAND		107359	146652
NON-RESIDENTIAL	82	CORONATION ROAD	MAITLAND		107360	146653
NON-RESIDENTIAL	83	CORONATION ROAD	MAITLAND		110744	151854
NON-RESIDENTIAL	88	CORONATION ROAD	MAITLAND		17662	23790
NON-RESIDENTIAL	166	CORONATION ROAD	MAITLAND		17573	23660
NON-RESIDENTIAL	176	CORONATION ROAD	MAITLAND		17570	23650

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	30A	CORONATION ROAD	MAITLAND		17679	23808
NON-RESIDENTIAL	1	DUBLIN STREET	MAITLAND		17732	23916
NON-RESIDENTIAL	1	FOUNDRY ROAD	SALT RIVER		205144	15297
NON-RESIDENTIAL	13	GLAMIS CLOSE	MAITLAND		17323	23317
NON-RESIDENTIAL	17	GLAMIS CLOSE	MAITLAND		17325	23319
NON-RESIDENTIAL	15A	GLAMIS CLOSE	MAITLAND		17324	23318
NON-RESIDENTIAL	7	GLENHAVEN AVENUE	GLENHAVEN		637652	14021
NON-RESIDENTIAL	2	GREEN STREET	MAITLAND		17690	23833
NON-RESIDENTIAL	75	GREEN STREET	MAITLAND		17692	23835
NON-RESIDENTIAL	1	HELY STREET	MAITLAND		18136	24616
NON-RESIDENTIAL	2	HELY STREET	MAITLAND		18032	24482
NON-RESIDENTIAL	5	HELY STREET	MAITLAND		18135	24615
NON-RESIDENTIAL	7	HELY STREET	MAITLAND		110746	151856
NON-RESIDENTIAL	8	HELY STREET	MAITLAND		18746258	176753
NON-RESIDENTIAL	11	HELY STREET	MAITLAND		18133	24613
NON-RESIDENTIAL	12	HELY STREET	MAITLAND		110628	151479
NON-RESIDENTIAL	14	HELY STREET	MAITLAND		111221	152937
NON-RESIDENTIAL	26	KOEBERG ROAD	MAITLAND		91101	127724
NON-RESIDENTIAL	3	KOEBERG ROAD SOUTH SERVIC	MAITLAND		79960	115305
NON-RESIDENTIAL	5	KOEBERG ROAD SOUTH SERVIC	MAITLAND		243785	156947
NON-RESIDENTIAL	17	KOEBERG ROAD SOUTH SERVIC	MAITLAND		81770	117840
NON-RESIDENTIAL	19	KOEBERG ROAD SOUTH SERVIC	MAITLAND		81769	117839
NON-RESIDENTIAL	21	KOEBERG ROAD SOUTH SERVIC	MAITLAND		81768	117838
NON-RESIDENTIAL	23	KOEBERG ROAD SOUTH SERVIC	MAITLAND		81767	117837
NON-RESIDENTIAL	25	KOEBERG ROAD SOUTH SERVIC	MAITLAND		17347	23362
NON-RESIDENTIAL	27	KOEBERG ROAD SOUTH SERVIC	MAITLAND		76421	110179
NON-RESIDENTIAL	35	KOEBERG ROAD SOUTH SERVIC	MAITLAND		90245	126837
NON-RESIDENTIAL	37	KOEBERG ROAD SOUTH SERVIC	MAITLAND		17327	23321
NON-RESIDENTIAL	39	KOEBERG ROAD SOUTH SERVIC	MAITLAND		244885	159567

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	41	KOEBERG ROAD SOUTH SERVICE	MAITLAND		107180	146233
NON-RESIDENTIAL	33A	KOEBERG ROAD SOUTH SERVICE	MAITLAND		17328	23323
NON-RESIDENTIAL	1	LANGHAM STREET	MAITLAND		17635	23751
NON-RESIDENTIAL	2	LONG STREET	MAITLAND		72819	105068
NON-RESIDENTIAL	9	LONG STREET	MAITLAND		75575	108923
NON-RESIDENTIAL	40	LONG STREET	MAITLAND		106601	145148
NON-RESIDENTIAL	44	LONG STREET	MAITLAND		76251	109853
NON-RESIDENTIAL	8	LOOP STREET	MAITLAND		72620	104809
NON-RESIDENTIAL	9	LOOP STREET	MAITLAND		963257	168390
NON-RESIDENTIAL	318	LOOP STREET	MAITLAND		17797	24035
NON-RESIDENTIAL	1	MELON STREET	MAITLAND		17655	23780
NON-RESIDENTIAL	4	MELON STREET	MAITLAND		17654	23779
NON-RESIDENTIAL	9	MELON STREET	MAITLAND		107361	146654
NON-RESIDENTIAL	1	MILNER ROAD	MAITLAND		18036	24486
NON-RESIDENTIAL	2	MILNER ROAD	MAITLAND		18019	24463
NON-RESIDENTIAL	3	MILNER ROAD	MAITLAND		18035	24485
NON-RESIDENTIAL	6	MILNER ROAD	MAITLAND		300343	158997
NON-RESIDENTIAL	8	MILNER ROAD	MAITLAND		229270	156857
NON-RESIDENTIAL	1A	MILNER ROAD	MAITLAND		18033	24483
NON-RESIDENTIAL	6A	MILNER ROAD	MAITLAND		18020	24464
NON-RESIDENTIAL	59	MONTAGUE STREET	MAITLAND		300651	158045
NON-RESIDENTIAL	3	MOWBRAY ROAD	MAITLAND		73750	106368
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	1	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	2	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	3	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	4	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	5	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	6	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	7	1002196	172016

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	8	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	9	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	10	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	12	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	13	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	14	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	17	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	18	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	19	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	20	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	21	1002196	172016
NON-RESIDENTIAL	10	MOWBRAY ROAD	MAITLAND	22	1002196	172016
NON-RESIDENTIAL	394	MOWBRAY ROAD	MAITLAND	1	447249	165310
NON-RESIDENTIAL	394	MOWBRAY ROAD	MAITLAND	2	447249	165310
NON-RESIDENTIAL	394	MOWBRAY ROAD	MAITLAND	3	447249	165310
NON-RESIDENTIAL	394	MOWBRAY ROAD	MAITLAND	4	447249	165310
NON-RESIDENTIAL	394	MOWBRAY ROAD	MAITLAND	5	447249	165310
NON-RESIDENTIAL	394	MOWBRAY ROAD	MAITLAND	6	447249	165310
NON-RESIDENTIAL	3	NORWAY STREET	MAITLAND		17807	24075
NON-RESIDENTIAL	7	NORWAY STREET	MAITLAND		17811	24086
NON-RESIDENTIAL	4	PERTH STREET	MAITLAND		17712	23883
NON-RESIDENTIAL	10	PERTH STREET	MAITLAND		17711	23882
NON-RESIDENTIAL	3	PITT STREET	MAITLAND		17823	24112
NON-RESIDENTIAL	8	PITT STREET	MAITLAND		17821	24106
NON-RESIDENTIAL	396	PITT STREET	MAITLAND		17819	24102
NON-RESIDENTIAL	22A	PRESTIGE DRIVE	MAITLAND		17836	24151
NON-RESIDENTIAL	2	QUALITY STREET	MAITLAND		109577	149959
NON-RESIDENTIAL	329	ROSS STREET	MAITLAND		17540	23613
NON-RESIDENTIAL	8	ROYAL ROAD	MAITLAND		17331	23331

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	8	ROYAL ROAD	MAITLAND		17330	23330
NON-RESIDENTIAL	10	ROYAL ROAD	MAITLAND		17332	23335
NON-RESIDENTIAL	14	ROYAL ROAD	MAITLAND		70625	102213
NON-RESIDENTIAL	22	ROYAL ROAD	MAITLAND	1	17336	23342
NON-RESIDENTIAL	22	ROYAL ROAD	MAITLAND	2	17336	23342
NON-RESIDENTIAL	22	ROYAL ROAD	MAITLAND	3	17336	23342
NON-RESIDENTIAL	22	ROYAL ROAD	MAITLAND	4	17336	23342
NON-RESIDENTIAL	24	ROYAL ROAD	MAITLAND		17337	23343
NON-RESIDENTIAL	30	ROYAL ROAD	MAITLAND		1084003	174073
NON-RESIDENTIAL	46	ROYAL ROAD	MAITLAND	1	91099	127722
NON-RESIDENTIAL	46	ROYAL ROAD	MAITLAND	2	91099	127722
NON-RESIDENTIAL	46	ROYAL ROAD	MAITLAND	3	91099	127722
NON-RESIDENTIAL	46	ROYAL ROAD	MAITLAND		91099	127722
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	1	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	2	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	3	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	4	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	5	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	6	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	7	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	8	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	9	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	10	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	11	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	12	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	13	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	14	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	15	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	16	91100	127723

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	17	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	18	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	19	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	20	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	21	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	22	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	23	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	24	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	25	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	26	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	27	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	28	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	29	91100	127723
NON-RESIDENTIAL	48	ROYAL ROAD	MAITLAND	30	91100	127723
NON-RESIDENTIAL	1A	ROYAL ROAD	MAITLAND		13062	16363
NON-RESIDENTIAL	4	RUSPERS STREET	MAITLAND		68653	99877
NON-RESIDENTIAL	10	RUSPERS STREET	MAITLAND		18559	25165
NON-RESIDENTIAL	4	SPENCER STREET	MAITLAND		105831	144103
NON-RESIDENTIAL	6	SPENCER STREET	MAITLAND		105832	144104
NON-RESIDENTIAL	8	SPENCER STREET	MAITLAND		105833	144105
NON-RESIDENTIAL	10	SPENCER STREET	MAITLAND		105834	144106
NON-RESIDENTIAL	2	ST ANNES STREET	MAITLAND		18218	24733
NON-RESIDENTIAL	13	STATION ROAD	MAITLAND		111429	153637
NON-RESIDENTIAL	6B	STATION ROAD	MAITLAND		17753	23960
NON-RESIDENTIAL	241	SUFFOLK STREET	MAITLAND		17590	23689
NON-RESIDENTIAL	9	SYDOW STREET	MAITLAND		17701	23860
NON-RESIDENTIAL	11	SYDOW STREET	MAITLAND		17700	23859
NON-RESIDENTIAL	13	SYDOW STREET	MAITLAND		17699	23858
NON-RESIDENTIAL	15	SYDOW STREET	MAITLAND		17697	23855

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	2	THIRD AVENUE	MAITLAND		17044	22959
NON-RESIDENTIAL	3	THIRD AVENUE	MAITLAND		73522	106078
NON-RESIDENTIAL	4	UPPER CAMP ROAD	MAITLAND		18139	24622
NON-RESIDENTIAL	8	UPPER CAMP ROAD	MAITLAND		108504	147960
NON-RESIDENTIAL	10	UPPER CAMP ROAD	MAITLAND		108503	147959
NON-RESIDENTIAL	19	UPPER CAMP ROAD	MAITLAND		18018	24462
NON-RESIDENTIAL	21	UPPER CAMP ROAD	MAITLAND		82551	118802
NON-RESIDENTIAL	1	VOORTREKKER ROAD	MAITLAND		17695	23851
NON-RESIDENTIAL	69	VOORTREKKER ROAD	MAITLAND		17689	23831
NON-RESIDENTIAL	85	VOORTREKKER ROAD	MAITLAND		17694	23837
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	1	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	2	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	3	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	4	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	5	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	6	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	7	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	8	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	9	76358	110070
NON-RESIDENTIAL	89	VOORTREKKER ROAD	MAITLAND	10	76358	110070
NON-RESIDENTIAL	109	VOORTREKKER ROAD	MAITLAND		17681	23810
NON-RESIDENTIAL	111	VOORTREKKER ROAD	MAITLAND		17675	23802
NON-RESIDENTIAL	113	VOORTREKKER ROAD	MAITLAND		17682	23812
NON-RESIDENTIAL	117	VOORTREKKER ROAD	MAITLAND		17684	23817
NON-RESIDENTIAL	119	VOORTREKKER ROAD	MAITLAND		17683	23816
NON-RESIDENTIAL	125	VOORTREKKER ROAD	MAITLAND		17687	23825
NON-RESIDENTIAL	141	VOORTREKKER ROAD	MAITLAND		17656	23781
NON-RESIDENTIAL	155	VOORTREKKER ROAD	MAITLAND		17657	23782
NON-RESIDENTIAL	157	VOORTREKKER ROAD	MAITLAND		17658	23785

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	160	VOORTREKKER ROAD	MAITLAND		108651	148188
NON-RESIDENTIAL	161	VOORTREKKER ROAD	MAITLAND		17659	23786
NON-RESIDENTIAL	164	VOORTREKKER ROAD	MAITLAND		17706	23874
NON-RESIDENTIAL	167	VOORTREKKER ROAD	MAITLAND		17672	23798
NON-RESIDENTIAL	171	VOORTREKKER ROAD	MAITLAND		17671	23797
NON-RESIDENTIAL	176	VOORTREKKER ROAD	MAITLAND		70090	101696
NON-RESIDENTIAL	177	VOORTREKKER ROAD	MAITLAND		247541	157094
NON-RESIDENTIAL	179	VOORTREKKER ROAD	MAITLAND		17663	23791
NON-RESIDENTIAL	182	VOORTREKKER ROAD	MAITLAND		17707	23877
NON-RESIDENTIAL	183	VOORTREKKER ROAD	MAITLAND		17648	23771
NON-RESIDENTIAL	185	VOORTREKKER ROAD	MAITLAND		17647	23770
NON-RESIDENTIAL	187	VOORTREKKER ROAD	MAITLAND		353571	160252
NON-RESIDENTIAL	189	VOORTREKKER ROAD	MAITLAND		74262	107009
NON-RESIDENTIAL	190	VOORTREKKER ROAD	MAITLAND		17708	23878
NON-RESIDENTIAL	191	VOORTREKKER ROAD	MAITLAND		17644	23760
NON-RESIDENTIAL	193	VOORTREKKER ROAD	MAITLAND		17643	23759
NON-RESIDENTIAL	195	VOORTREKKER ROAD	MAITLAND		17642	23758
NON-RESIDENTIAL	199	VOORTREKKER ROAD	MAITLAND		441703	166349
NON-RESIDENTIAL	201	VOORTREKKER ROAD	MAITLAND		17625	23735
NON-RESIDENTIAL	203	VOORTREKKER ROAD	MAITLAND		17624	23734
NON-RESIDENTIAL	207	VOORTREKKER ROAD	MAITLAND		17623	23733
NON-RESIDENTIAL	213	VOORTREKKER ROAD	MAITLAND		73499	106051
NON-RESIDENTIAL	216	VOORTREKKER ROAD	MAITLAND		17715	23894
NON-RESIDENTIAL	216	VOORTREKKER ROAD	MAITLAND		17715	23894
NON-RESIDENTIAL	216	VOORTREKKER ROAD	MAITLAND		17715	23894
NON-RESIDENTIAL	216	VOORTREKKER ROAD	MAITLAND		17715	23894
NON-RESIDENTIAL	217	VOORTREKKER ROAD	MAITLAND		17607	23712
NON-RESIDENTIAL	219	VOORTREKKER ROAD	MAITLAND		17606	23711
NON-RESIDENTIAL	222	VOORTREKKER ROAD	MAITLAND		17716	23896

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	230	VOORTREKKER ROAD	MAITLAND		17725	23907
NON-RESIDENTIAL	233	VOORTREKKER ROAD	MAITLAND		18528	25105
NON-RESIDENTIAL	234	VOORTREKKER ROAD	MAITLAND		76308	109956
NON-RESIDENTIAL	236	VOORTREKKER ROAD	MAITLAND		17743	23937
NON-RESIDENTIAL	238	VOORTREKKER ROAD	MAITLAND		75128	108332
NON-RESIDENTIAL	244	VOORTREKKER ROAD	MAITLAND		17828	24131
NON-RESIDENTIAL	245	VOORTREKKER ROAD	MAITLAND		71421	103262
NON-RESIDENTIAL	253	VOORTREKKER ROAD	MAITLAND		17583	23677
NON-RESIDENTIAL	253	VOORTREKKER ROAD	MAITLAND		17583	23677
NON-RESIDENTIAL	253	VOORTREKKER ROAD	MAITLAND		17583	23677
NON-RESIDENTIAL	254	VOORTREKKER ROAD	MAITLAND		17746	23948
NON-RESIDENTIAL	266	VOORTREKKER ROAD	MAITLAND		17765	23971
NON-RESIDENTIAL	270	VOORTREKKER ROAD	MAITLAND		17779	23988
NON-RESIDENTIAL	278	VOORTREKKER ROAD	MAITLAND		1073971	172485
NON-RESIDENTIAL	280	VOORTREKKER ROAD	MAITLAND		17786	24005
NON-RESIDENTIAL	282	VOORTREKKER ROAD	MAITLAND		17788	24008
NON-RESIDENTIAL	285	VOORTREKKER ROAD	MAITLAND		111743	154867
NON-RESIDENTIAL	286	VOORTREKKER ROAD	MAITLAND		19828988	176789
NON-RESIDENTIAL	287	VOORTREKKER ROAD	MAITLAND		17575	23663
NON-RESIDENTIAL	288	VOORTREKKER ROAD	MAITLAND		17789	24010
NON-RESIDENTIAL	293	VOORTREKKER ROAD	MAITLAND		17574	23661
NON-RESIDENTIAL	295	VOORTREKKER ROAD	MAITLAND		211852	99999
NON-RESIDENTIAL	296	VOORTREKKER ROAD	MAITLAND	1	17791	24012
NON-RESIDENTIAL	296	VOORTREKKER ROAD	MAITLAND	2	17791	24012
NON-RESIDENTIAL	296	VOORTREKKER ROAD	MAITLAND	3	17791	24012
NON-RESIDENTIAL	296	VOORTREKKER ROAD	MAITLAND	4	17791	24012
NON-RESIDENTIAL	296	VOORTREKKER ROAD	MAITLAND	5	17791	24012
NON-RESIDENTIAL	296	VOORTREKKER ROAD	MAITLAND	6	17791	24012
NON-RESIDENTIAL	296	VOORTREKKER ROAD	MAITLAND	7	17791	24012

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	1	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	2	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	3	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	4	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	5	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	6	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	7	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	8	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	9	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	10	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	11	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	12	107015	145913
NON-RESIDENTIAL	300	VOORTREKKER ROAD	MAITLAND	13	107015	145913
NON-RESIDENTIAL	307	VOORTREKKER ROAD	MAITLAND		74713	171768
NON-RESIDENTIAL	309	VOORTREKKER ROAD	MAITLAND		17566	23646
NON-RESIDENTIAL	309	VOORTREKKER ROAD	MAITLAND		17566	23646
NON-RESIDENTIAL	317	VOORTREKKER ROAD	MAITLAND		17558	23635
NON-RESIDENTIAL	321	VOORTREKKER ROAD	MAITLAND		17557	23634
NON-RESIDENTIAL	322	VOORTREKKER ROAD	MAITLAND		17798	24036
NON-RESIDENTIAL	323	VOORTREKKER ROAD	MAITLAND		17547	23623
NON-RESIDENTIAL	328	VOORTREKKER ROAD	MAITLAND		17740	23933
NON-RESIDENTIAL	336	VOORTREKKER ROAD	MAITLAND		17800	24039
NON-RESIDENTIAL	339	VOORTREKKER ROAD	MAITLAND		17539	23611
NON-RESIDENTIAL	347	VOORTREKKER ROAD	MAITLAND		17538	23610
NON-RESIDENTIAL	354	VOORTREKKER ROAD	MAITLAND		72642	104854
NON-RESIDENTIAL	355	VOORTREKKER ROAD	MAITLAND		17307	23295
NON-RESIDENTIAL	359	VOORTREKKER ROAD	MAITLAND		17306	23294
NON-RESIDENTIAL	360	VOORTREKKER ROAD	MAITLAND		21877269	176994
NON-RESIDENTIAL	361	VOORTREKKER ROAD	MAITLAND		105610	143790

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	364	VOORTREKKER ROAD	MAITLAND		17812	24088
NON-RESIDENTIAL	367	VOORTREKKER ROAD	MAITLAND	1	79322	114436
NON-RESIDENTIAL	367	VOORTREKKER ROAD	MAITLAND	2	79322	114436
NON-RESIDENTIAL	367	VOORTREKKER ROAD	MAITLAND		79322	114436
NON-RESIDENTIAL	373	VOORTREKKER ROAD	MAITLAND		17305	23290
NON-RESIDENTIAL	384	VOORTREKKER ROAD	MAITLAND		103047	140733
NON-RESIDENTIAL	385	VOORTREKKER ROAD	MAITLAND		73632	106217
NON-RESIDENTIAL	386	VOORTREKKER ROAD	MAITLAND		17817	24097
NON-RESIDENTIAL	393	VOORTREKKER ROAD	MAITLAND		74889	107950
NON-RESIDENTIAL	398	VOORTREKKER ROAD	MAITLAND		17822	24109
NON-RESIDENTIAL	401	VOORTREKKER ROAD	MAITLAND		75452	108791
NON-RESIDENTIAL	403	VOORTREKKER ROAD	MAITLAND		71500	103476
NON-RESIDENTIAL	404	VOORTREKKER ROAD	MAITLAND		1084333	174266
NON-RESIDENTIAL	407	VOORTREKKER ROAD	MAITLAND		71476	103329
NON-RESIDENTIAL	410	VOORTREKKER ROAD	MAITLAND		17824	24123
NON-RESIDENTIAL	411	VOORTREKKER ROAD	MAITLAND		71632	103670
NON-RESIDENTIAL	412	VOORTREKKER ROAD	MAITLAND		17825	24125
NON-RESIDENTIAL	414	VOORTREKKER ROAD	MAITLAND		17826	24129
NON-RESIDENTIAL	416	VOORTREKKER ROAD	MAITLAND		443340	99882
NON-RESIDENTIAL	418	VOORTREKKER ROAD	MAITLAND		980299	169890
NON-RESIDENTIAL	426	VOORTREKKER ROAD	MAITLAND		81785	117870
NON-RESIDENTIAL	197A	VOORTREKKER ROAD	MAITLAND		17640	23756
NON-RESIDENTIAL	262A	VOORTREKKER ROAD	MAITLAND		17751	23958
NON-RESIDENTIAL	288A	VOORTREKKER ROAD	MAITLAND		17790	24011
NON-RESIDENTIAL	340A	VOORTREKKER ROAD	MAITLAND		11604635	174571
NON-RESIDENTIAL	398A	VOORTREKKER ROAD	MAITLAND		80381	115864
NON-RESIDENTIAL	416A	VOORTREKKER ROAD	MAITLAND		443339	99881
NON-RESIDENTIAL	65A	VOORTREKKER ROAD	MAITLAND		211954	102557
NON-RESIDENTIAL	4	WILLIAM STREET	MAITLAND		1002195	172015

Category	St No.	Street	Suburb	Unit No	LIS Key	ERF No
NON-RESIDENTIAL	7	WILLIAM STREET	MAITLAND		17810	24082
NON-RESIDENTIAL	11	WILLIAM STREET	MAITLAND		17809	24081
NON-RESIDENTIAL	19	WILLIAM STREET	MAITLAND		17808	24080