

# BUSINESS PLAN

## FOR THE WORCESTER BUSINESS IMPROVEMENT DISTRICT (WBID)

01 JULY 2014 – 30 JUNE 2019

(DISCUSSION DOCUMENT April 2014)



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### **CONCEPT VISION**

The vision of the Worcester Business Improvement District is to facilitate the creation and sustained existence of a vibrant, thriving, desirable and value adding economically prosperous area for the benefit of inhabitants, businesses and property owners, in an inclusive manner by implementing sustainable strategies, cost effective structures and efficient dynamics.

### **CONCEPT MISSION**

To provide enhanced city management and supplementary “top-up” services as provided by the local authority. These services include security, cleansing of public spaces, social interventions and marketing, to reinforce the Worcester Central Business area as one of Breede Valley’s premier locations for business, residential, leisure and entertainment.

### **CONCEPT GOALS**

To improve the economic well-being of the Worcester Business Improvement District area and all its stakeholders and inhabitants, through the facilitation of public and private investment thus developing the private and public assets in a close and mutually beneficial working relationship with the local authority in making the Worcester Business Improvement District an integral part of a world-class city.

**Worcester Business Improvement District Business Plan 2014-2019**

### 1. Introduction

While many South African towns and urban nodes continue to display various levels of deterioration and most local authorities struggle to deal with the impact of urbanization, limited resources and capacity, the Worcester Business Forum (WBF) in partnership with the Breede Valley Municipality, is working to revitalise the Central Business District (CBD) of Worcester, through the establishment of a Business Improvement District (BID).

The establishment of Central or Business Improvement Districts and their related Special Rating Areas, is fast becoming an accepted solution to halt urban degradation, social degeneration and unacceptably high degrees of crime.

Business Improvement Districts are very successful mechanisms, used not only in South Africa but around the world to ensure business precincts remain relevant and competitive. Business Improvement Districts are essentially geographic areas in which the majority of property owners determine and agree to fund supplementary "top-up" services to those normally provided by the local authority, in order to maintain and manage the public environment at a superior level. Through legislation, the cost of the provision of services is then spread over all property owners within the specified geographic or rateable area.

Typically the rates, funds contributed by the property owners is spent in the demarcated area in which they are collected. While the local authority continues to provide normal services, the additional rates contributed by property owners are collected by local authority and paid over to the BID, which then uses these funds to provide supplementary "top-up" services, general maintenance, safety and security, environmental enhancement and marketing of the BID area.

The Worcester Business Improvement District aims to make the Worcester CBD one of the most beautiful business precincts in the Greater Boland. The Worcester BID will be :

- clean and well maintained,
- rich in heritage, art and architecture,
- safe and friendly place to shop, relax, visit and live in,
- accessible to all citizens, young, old and those less fortunate through disability,
- provide a vibrant shopping experience where local products and craft, along with national and international brands are proudly sold through a rich array of shops, traders and markets.

Lastly, the Worcester Business Improvement District aims to proactively compete with the regional shopping centre / mall, offering an alternative to the consumer in terms of variety, choice and value. Competition is good for business in that it challenges us to be creative, innovative and efficient. Only the Worcester BID can offer beautiful public space such as Church and Queen Plains, the tree-lined Church, Fairburn and Russell streets and the lively trading in Durban and Porter streets.

### 2. Overview

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The Breede Valley 's Integrated Development Plan (IDP 2011-2014) "aims to create a more inclusive society by working towards a greater economic freedom for all people of the Valley". This will require the facilitation of an well managed environment in which investment takes place and jobs can be created.

The IDP has five strategic pillars which will also form the basis to drive the Worcester Business Improvement District (WBID) and this business plan, which:

- provides opportunities
- is safe for its inhabitants
- is caring
- is inclusive
- is well managed

### 3. Strategy of the Worcester Business Improvement District

A creative ongoing, sustainable and integrated strategy is necessary to unlock the enormous potential and enhance the value of the Breede Valley, and specifically the Worcester CBD, thereby creating an attractive space for business and people to live in.

### 4. Objectives of the Worcester Business Improvement District

The objectives of the Worcester BID is :

- i. To establish a shared vision and common agenda aligning mandates, ideas and resources with the purpose of facilitating development and promoting the Worcester CBD.
- ii. To initiate, maintain, lead, organize and oversee knowledge and innovation contributions and inputs of the alliance partners into functioning network.
- iii. Creatively address the investment and development potential of the area as well as the challenges of urban decay, urban redevelopment, poverty, safety and security.
- iv. To achieve greater levels of investment which will facilitate development, growth and employment in Worcester, and the CBD in particular.
- v. To actively improve the business and investment climate, as well as the business reputation of the town.

To achieve these objectives, our approach will include the following actions:

- Posses the necessary oversight and coordination ability for the development, planning and implementation of projects, ideas and plans by the relevant role players per project.
- Facilitate coordination and cooperation between all the relevant and significant sectors, stakeholders and role players.

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- Stimulate, facilitate and promote investment and local social and economic development.
- Create, disseminate and oversee the implementation of ideas, plans and projects.
- Assist, support and oversee the alignment of efforts aimed at improving the local social and economic related conditions.
- Develop and support grass-root level participative initiatives into inclusive and innovative development actions and investment.

### 5. Improvement District Area

The defined or demarcated area is the well established existing Worcester Central Business District, also known as the Worcester “Middedorp”, which lies in the block bounded by Tulbagh, Durban, Somerset (Drostdy) and Riebeeck streets.



Figure 1: Worcester Business Improvement District demarcated area.

### 6. Organizational model and functions of the Worcester BID

The Worcester Business Improvement District is a not for profit company, registered in terms of the Companies Act, 2008.

The company is controlled by a Board of Directors consisting of elected representatives of business, property owners, local authority and organised civil society.

### 6.1 Organisational Structure and Institutional Arrangements

The resources requirement of the WBID is based on effective delivery of the objectives, programmes and projects during the budgeted periods. These requirements will drive the team. It is foreseen that some of the projects will be outsourced to capable external organisations, but that they will report to the WBID which will be responsible for project delivery and time frames.

The company is managed by a Chief Executive Officer (CEO). The Chief Executive Officer is accountable to the Board and will be assisted by the following three staff members, namely a;

- Programme and Project Officer/ Manager
- Marketing, Promotions and Funding Officer/ Manager
- Financial Officer/ Accountant (to report to the executive director)

The management team will be assisted by support personnel. The intention is to keep overheads as low as possible, whilst ensuring that the WBID has sufficient professional staff with the necessary skills set to negotiate, coordinate and interact with CEOs of companies (local and international), provincial and city political leaders and senior officials, as well as national and international donors. Each of the positions indicated in the WBID organisations structure will have a comprehensive job description which clearly sets out their respective responsibilities, degree of complexity, impact, influence etc.

### 6.2 Chief Executive Officer

The Chief Executive Officer will be responsible for fiscal health, corporate governance, all internal and external reporting, staff management, administration and board matters, as well as the relationship with the various partners. The CEO will also report regularly as required to the municipal oversight committees.

### 6.3 Programme and Project Officer

The Programme and Project Officer/ Manager is responsible for the identification, initiation and implementation of projects and programmes, as well as the monitoring and evaluation of initiatives which the WBID have undertaken.

### 6.4 Marketing, Promotions and Funding Officer

The Marketing, Promotions and Funding Officer/ Manager will be responsible for the marketing, promotion and communication strategy and plan of the WBID. The person will be responsible for attracting international, national and local donor funding for the WBID and will work closely with the CEO in this regard.

### 6.5 Financial Officer/ Accountant

The Financial Officer is responsible for all financial matters and reports to the CEO. The Audit and Risk Committee of the Board exercises oversight of the financial function. The Financial Officer may be a qualified Chartered Accountant and this appointment will be made as soon as the volume of transactions and reporting will require it.

### 6.6 Support team members

The small but capable support team will be limited to the following two posts in the first year of operation to reduce direct personnel costs and related expenses such as office space and infrastructure cost:

- Secretary and Receptionist,
- Project Assistant(s)

Contract staff may be used if the work does not require full time staff or when peak workloads demand short term assistance.

### 6.7 Implementation of the Management Team and Support staff

Currently the institutional arrangement are of an interim / contract nature. These arrangement will be replaced by a permanent staff establishment and related administrative and governance system as the appointment of staff and the population of the organisational structure proceeds.

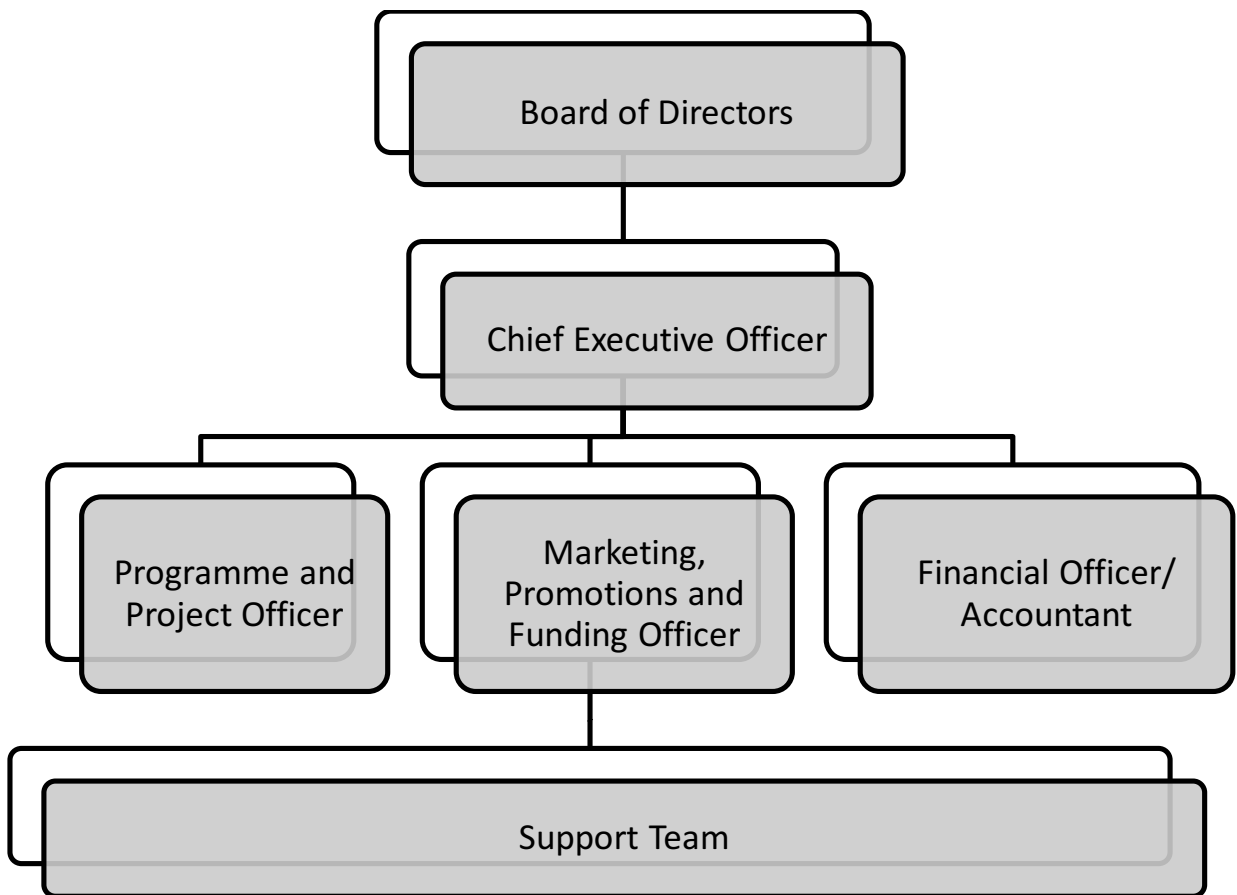


Figure 2: Worcester Business Improvement District institutional structure organogram.

## **6.8 Financial Viability and External Funding**

The establishment and growth of adequate funding streams will be key to the financial viability and continued sustainability of the WBID. The WBID will design and implement a financial strategy aimed at establishing and growing a range of income generating streams which will ensure its financial viability and sustainability.

The Special Rating Area By-law will be promulgated for the Breede Valley Municipal Area, and the Worcester BID in particular. The by-law will enable a BID levy of an additional 10% over and above the existing property tax for Commercial, Business and Residential Zone IV and V properties. Note this excluding water, waste removal and electricity charges, as well as properties zoned Residential I to III and Institutional I and II.

Alternative funding models which are currently investigate is; advertising management and parking management system and all of these models will reduce the reliance on municipal funding.

## **7. Proposed Services and Levels of Services**

### **7.1 Security Services (Public Safety and Security)**

The integrated security plan currently in development, encompasses the existing SA Police Services, additional security provided by service providers, together with the Worcester Community Police Forum (WCPF) and local neighbourhood watches. Through this public / private partnerships existing resources are aligned to provide the following in the Worcester BID area;

- Co-ordination of public/private security planning strategy between SAPS and all law enforcement agencies.
- Increased security presence using manned security trailers.
- Increased visible police patrols supported by the municipal peace officers and neighbourhood watches.
- Maintain law and order in public areas, enforcement of existing by-laws.
- Facilitate with neighbourhood watch initiatives.
- Visual monitoring (including CCTV surveillance) of the demarcated area.
- Provision of safety awareness education and crime prevention programmes, electronic newsletter and leaflet drops.
- Provide on-going safety feedback to the BID members

### **7.2 Cleansing Services (Maintenance and Cleaning)**

Provision will be made to employ the services of sub-contractors to perform cleansing activities from Monday to Sunday, utilizing the services of unemployed community members, together with businesses to provide the following;

- Supplementary street, stormwater gutter and sidewalk cleansing.
- Litter collection.
- Promote recycling.
- Managing illegal dumping with the relevant authority.

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- Removal of graffiti and illegal posters.
- Improved general maintenance of street lights, poles, trees, benches, litter bins, traffic signage, kerbside paving etc.
- Maintenance programme for public open spaces, sidewalks and kerbs, including landscaping and tree well maintenance.

### **7.3 Social upliftment (Vagrancy, illegal car guards and prostitution)**

The Worcester BID, will develop a cohesive strategy for addressing the plight of homeless and vulnerable people in the demarcated area. The Worcester BID will work in partnership with existing state social programmes, non-governmental organizations and funders, to jointly address the issue of social development and social responsibility. The program will be focus in interventions such as youth development, reuniting the homeless with their families and the rehabilitation of substance abusers.

### **7.4 Marketing, Promotions and Advertising**

A sustainable budget is required to implement successful planning, marketing and communication for the Worcester BID area. The steps identified include;

- Developing a communication strategy to convey the success of the Worcester Middelorp BID to property owners, businesses and inhabitants of the area.
- Developing a brand identify for the Worcester CBD, such as the "Winkelhart" concept as developed by our twinned city of Aalst in Belgium.
- The creation of a webpage, linked to the Worcester Business Forum, Breede Valley Municipality as well as to other regional and international best practice BID cities.
- The development of a weekly electronic newsletter.

## **8. Operational Plan**

The operation plan and budget will be finalized as first point of business for the newly appointed CEO and his/her team.

Regular updates will be provided by the WBID team in the form of progress reports and quarterly public meetings.

## **9. Acknowledgements**

We wish to acknowledge the inputs, hard work and support of the Worcester Middelorp Steering Committee Members, the Worcester Business Forum, the Shoprite Development Trust and the Breede Valley Municipality.

## **10. References**

Greater Tygerberg Business Plan (1 March 2013 – 30 June 2015).

The Oranje – Kloof City Improvement District Business Plan (1 July 2011 – 30 June 2016).