BAYSIDEUIP NPC

PROPOSED BAYSIDE URBAN IMPROVEMENT PRECINCT

Business Plan & Funding Submission

LIVE · WORK · PLAY

The Bayside way of life — a precinct identity, not an organisational structure

1 JULY 2027 – 30 JUNE 2030

Five-Year Financial Outlook to 30 June 2032

Prepared for Stakeholder Consultation, Public Participation, and Assessment by eThekwini Municipality

Durban, KwaZulu-Natal, South Africa

Prepared by the BaysideUIP Steering Committee

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Document Status

PRELIMINARY BUSINESS PLAN

This document has been prepared by BaysideUIP NPC to provide a comprehensive framework for stakeholder consultation, public participation, and consideration by eThekwini Municipality under the Special Rating Area (SRA) / Urban Improvement Precinct (UIP) provisions of the City's Property Rates Policy.

The document sets out the proposed:

- Precinct boundary and character
- Governance structure
- Service delivery model
- Management structure
- Stakeholder framework
- Funding model
- Budget
- Implementation programme
- Performance framework
- Financial projections

The final application will remain subject to the prescribed municipal process, including confirmation of the final boundary, valuation information, public participation requirements, perception survey requirements, service-provider quotations, municipal assessment, and Council approval.

Document Attribute	Detail
Applicant	BaysideUIP NPC (Non-Profit Company)
Precinct name	Bayside — Durban Esplanade / Victoria Embankment area
Application type	Special Rating Area (SRA) / Urban Improvement Precinct (UIP)
Proposed commencement	1 July 2027
Proposed operating term	Three years (1 July 2027 – 30 June 2030)
Financial planning horizon	Five years (to 30 June 2032)
Detailed operating projection	36 months
Working Year 1 budget	R8,570,000
Status	Preliminary — for consultation and municipal assessment

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eThekwini Municipality Compliance & Submission Readiness

This section has been added to align the Business Plan directly with eThekwini Municipality's Special Rating Area (SRA) Policy and application process, so that the Steering Committee can track exactly what remains outstanding before formal lodgement. It is intended as a live checklist for the Board and is not part of the original section numbering.

A. Statutory and Policy Basis

The proposed Bayside UIP is brought under the framework established by Section 3(1) of the Local Government: Municipal Property Rates Act 6 of 2004, Section 62(1)(f) of the Local Government: Municipal Finance Management Act 56 of 2003, and eThekwini Municipality's own Special Rating Area Policy (adopted by Council 31 August 2020) and its 2026/2027 Property Rates Policy, approved by Council on 4 June 2026.

Under the current policy framework, the Additional Rate applies only to rateable property within an approved SRA. The ceiling is tiered rather than flat: the Additional Rate may not exceed 35% of the normal municipal rate for the first two years of an SRA's operation, reducing to 25% from the third year onwards (SRA Policy, Clause 3.5). In addition, no single liable property may be required to pay more than 20% of the SRA's total annual budget — for Bayside's Working Year 1 budget of R8,570,000, that is a hard cap of R1,714,000 on any one property (Clause 3.6). The SRA Management Company must submit its annual budget to the Chief Financial Officer by 31 January each year so that the applicable Additional Rate can be determined for the following financial year, and the application to establish the SRA must be lodged with the Head of Economic Development by 30 November (Clause 5.7.1). These are statutory ceilings and administrative deadlines, not proposed Bayside figures. Based on the working figures in Section 35, no property in the current working model exceeds the 20% single-property cap.

B. Municipal Submission Checklist

Based on eThekwini's published SRA application requirements, a complete submission comprises the following documentation. The status column reflects the current position of this Business Plan and should be updated by the Steering Committee as each item is completed.

Required Item	Description	Status
Comprehensive Business Plan	This document — precinct definition, governance, budget, service plan, financial projections	In progress (this draft)
Registration certificate of NPC	BaysideUIP NPC company registration (CIPC)	Confirmed — BaysideUIP NPC formally registered
Final precinct boundary & cadastral map	Confirmed against municipal cadastral and valuation data	Official boundary map obtained from eThekwini Strategic Spatial Planning Branch (Figure 4.1) — final legal boundary still subject to confirmation through the SRA establishment process
List of affected property owners	Full list of commercial and industrial-rated (liable) property owners within the boundary; residential owners are not liable and are listed separately for information only	Working list verified against eThekwini's valuation roll (452 properties, Appendix J). Note: eThekwini's SRA Policy confirms the Municipality will directly supply a database of owners'

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Required Item	Description	Status
		rates billing addresses on written request to the Head of Economic Development, once a confidentiality undertaking is signed (SRA Policy, Clause 5.1.3.5)
Signed assent forms	Individual owner assent, meeting the required support threshold	Outstanding
Notice of Special Open Meeting	Published at least two weeks in advance, per policy	To be scheduled
Proofs of distribution / placement	Evidence the notice reached affected owners	Pending Special Open Meeting
Minutes of Special Open Meeting	Attendance register and resolutions	Pending Special Open Meeting
Notice of intention to lodge application	Formal notice to Municipality and stakeholders	To be issued after Special Open Meeting
Perception survey	Undertaken per methodology confirmed by eThekwini	Outstanding — Appendix H
Detailed & costed Services Plan	Service-by-service specification with competitive quotations	Outstanding — Appendix A
List of recoverable set-up costs	Costs incurred after the Special Open Meeting, recoverable from Year 1 revenue	To be compiled

C. Support Threshold and Voting

BaysideUIP is proposed as a Commercial SRA: the Additional Rate applies only to properties rated Business & Commercial and Industrial, and residential properties within the precinct are not liable and therefore not part of the support-threshold calculation. eThekwini's SRA Policy confirms that support must be obtained from at least 50% plus one of all properties categorised as Business and Commercial (Clause 5.2.6) — the Commercial SRA threshold applicable to Bayside.

Voting is per property, not per owner. Each registered liable property carries one vote, irrespective of the number of co-owners of that property — joint owners of a single property share one vote between them (Clause 5.2.5). Conversely, an owner who holds multiple liable properties in the precinct carries one vote per property, not one vote overall. This is reflected clearly in the Assent Form process: a separate form is required for each liable property, even where the same owner holds several. For properties under sectional title or share block ownership, the Steering Committee may instead consult the body corporate or managing agent to conduct an internal vote, resolved by a simple majority of unit owners (Clause 5.2.8). Owners unable to attend the Special Open Meeting in person may appoint a proxy using the prescribed form (Clause 6).

D. Alignment with the Corporate Funding Proposal

BaysideUIP is separately raising corporate funding for an Interim Precinct Activation Programme (September 2026 – July 2027) to bridge the period before the formal UIP commences. This Business Plan has been cross-checked against that funding proposal and is consistent with it on precinct definition, the six-pillar service model — Security, Cleaning, Maintenance, Beautification and Enhancement, Placemaking and Identity, and Promotion/Events/Tourism/Investment (Section 11) — the CityMenderSA partnership, the December 2026 High Court reopening, the R8.57 million full Year 1 requirement, and the proposed "Sponsor a Cleaner Durban Yacht Marina" special project (Section 19). The interim programme itself — its two funding scenarios, monthly operating

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model, and corporate partnership tiers — is set out in full in Section 27A, so that a reader of this Business Plan sees the full funding pathway from interim, corporate-funded activation through to the rate-funded UIP.

E. Benchmarking Against Cape Town CID Practice

Durban's SRA framework and Cape Town's City Improvement District (CID) By-law are both built on Section 22 of the Municipal Property Rates Act, so the two run on similar legal foundations even though the local policy detail differs. Reviewing a sample of published Cape Town CID business plans — including the Cape Town Central City Improvement District, Groote Schuur, Blackheath, Lower Gardens, Newlands, Pinelands, Sondal, and Northpine CIDs — surfaces several practices that are standard there and worth adopting or explicitly confirming here, even where eThekwini does not mandate them in identical form:

Practice Area	Cape Town CID Standard Practice	Bayside Position / Recommendation
Boundary map	Every reviewed business plan embeds a boundary map directly in the document, alongside a written metes-and-bounds description	Now included: an official parcel-level boundary map from eThekwini's Strategic Spatial Planning Branch appears as Figure 4.1; the written description (Section 4) and Appendix I should be finalised against it
List of rateable properties	Standard appendix listing every rateable property within the boundary (e.g. Blackheath CID, p.24)	Covered in principle by Appendix J (Stakeholder Register); recommend this be split into a dedicated, valuation-roll-matched property list once the boundary is confirmed
Municipal IDP alignment	Business plans explicitly map their objectives against the City's Integrated Development Plan priorities	Not yet addressed — recommend a short cross-reference to eThekwini's IDP once the current IDP priorities are confirmed
NPC membership mechanics	Property owners apply in writing for NPC membership (liability for the rate does not equal automatic membership); members elect the Board at an Annual General Meeting	Confirmed directly by eThekwini's SRA Policy: owners who become liable for the Additional Rate must enrol as NPC members and cannot be taken into membership automatically (Clause 5.8.5). BaysideUIP NPC is now formally registered — the founding Members' Meeting and enrolment process should be actioned now.
Municipal oversight on the Board	Cape Town appoints a councillor as a non-voting Board Observer	eThekwini's SRA Policy confirms a comparable mechanism: notice of Board and Annual General Meetings must be sent to the Head of Economic Development, who may delegate an official to attend (Clause 5.9.2) — this should be built into BaysideUIP's meeting-notice procedure
Reporting cadence to the City	Monthly financial reports submitted to the municipality, in addition to the AGM budget process	Confirmed directly: minutes of Board meetings must be submitted to the Municipality with quarterly reports (Clause 5.9.3), and the Municipality separately reports the Additional Rate collected to the SRA each month (Clause 3.9) — Section 48 already reflects quarterly Board reporting and is consistent with this
Tax and VAT treatment	Business plans typically confirm NPC income-tax exemption (Income Tax Act s10(1)(e)) and VAT vendor registration on additional-rate income	Confirmed requirement, not optional: eThekwini's SRA Policy requires the SRA Management Company to register for VAT once its annual payment from the Municipality exceeds R1 million (Clause 5.8.3.1). BaysideUIP's R8.57 million Working Year 1 budget clearly exceeds this threshold, so VAT registration is mandatory

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Practice Area	Cape Town CID Standard Practice	Bayside Position / Recommendation
		ahead of the first Finance Agreement — recommend actioning with BaysideUIP's auditors now rather than treating it as an open question
Social development / vagrancy	Widely treated as a core CID service category alongside safety, cleaning, and environment	Not currently a named service in Bayside's six pillars — worth a deliberate Steering Committee decision on whether to include it, given the CBD-fringe and public-waterfront character of the precinct
Term length	Typically five years, with renewal	Three years, matching eThekwini's standard SRA Finance Agreement term (Section 36) — a policy difference between cities, not a gap

None of these items block submission of this Business Plan, and several — the reporting cadence, the tax treatment, and the NPC membership/AGM mechanics in particular — are the kind of detail eThekwini's Economic Development Unit is well placed to confirm directly, since South African CID and SRA frameworks are similar but not identical in their administrative detail.

1. Executive Summary

BaysideUIP NPC (Registration No. 2026/611197/08) proposes the establishment of a professionally managed Urban Improvement Precinct / Special Rating Area within central Durban, along the Esplanade and Victoria Embankment waterfront. The Special Rating Area (SRA) model is South Africa's equivalent of the Business Improvement District (BID) mechanism used internationally.

The proposed Bayside precinct incorporates the Durban High Court, portions of the Durban CBD, Victoria Embankment, the Durban Yacht Marina, Wilson's Wharf, the BAT Centre, the Maritime Museum, and the surrounding commercial, residential, maritime, tourism, and cultural properties that make up this stretch of the city's waterfront.

Bayside is therefore not simply a commercial district. It is a mixed urban environment in which people live, work, and play.

LIVE ● WORK ● PLAY

BaysideUIP is proposed as a Commercial SRA. While the precinct is home to a genuine live-work-play mix of activity, the Additional Rate that funds the UIP will be levied only on commercial and industrial-rated properties within the boundary — residential properties are not liable for the rate and residential owners are not part of the SRA's support-threshold or governance process. "Live-Work-Play" describes the character of the precinct and the experience the UIP is designed to improve, not who funds it.

The proposed UIP will provide supplementary precinct management and services designed to improve the safety, cleanliness, appearance, maintenance, economic performance, and overall experience of the precinct — supplementing, not replacing, the Municipality's own statutory services.

The principal economic objective is business retention. The UIP will seek to retain and support existing businesses and investment before concentrating on attracting additional investment.

The programme is structured around six pillars: Security; Cleaning; Maintenance and CityMenderSA; Beautification and Enhancement; Placemaking and Identity; and Promotion, Events, Tourism and Investment. Business retention and stakeholder engagement are the outcome these six pillars are designed to deliver, not a separate pillar in their own right.

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The current bottom-up working budget indicates an initial annual operating requirement of approximately R8,570,000. This is a working cost derived from the proposed service structure, not an arbitrary predetermined levy — the final budget will be determined once detailed service specifications, competitive quotations, sponsorship commitments, and municipal requirements have been incorporated.

Ahead of formal commencement, BaysideUIP plans to run a corporate-funded Interim Precinct Activation Programme from September 2026 to July 2027 — at a preferred scale of R2.84 million per annum, approximately one-third of the full UIP requirement — so that the process starts sooner than 1 July 2027, the changes become visible, and they can be tracked from the outset. Corporate funding for this programme is not yet secured. This interim programme is described in full in Section 27A.

2. Purpose of the Business Plan

The Business Plan has four primary purposes.

2.1 Stakeholder Confidence

To demonstrate that the proposed UIP is professionally structured, financially responsible, and capable of delivering measurable improvements to the precinct.

2.2 Municipal Assessment

To provide eThekwini Municipality with sufficient information to assess the feasibility and viability of the proposed SRA/UIP against its own SRA Policy and Property Rates Policy.

2.3 Financial Transparency

To demonstrate how expenditure translates into tangible services, and how those services will ultimately be funded — through the Additional Rate, sponsorship, and alternative revenue.

2.4 Operational Direction

To establish a practical framework for the first three years of operation, with a five-year financial horizon for longer-term planning.

3. The Bayside Name

The name Bayside has been selected to create a distinct identity for the proposed precinct. It reflects Durban's relationship with its bay and lagoon environment and provides a common identity for a diverse area containing commercial, residential, institutional, maritime, cultural, tourism, and leisure activities.

The name also provides a respectful reference to Durban's isiZulu cultural and historical context, and is intended to establish a coherent precinct identity while respecting adjoining areas and existing UIPs operating elsewhere in the city.

4. The Proposed Precinct

The proposed Bayside precinct is genuinely two precincts in one. Its CBD side runs along Anton Lembede Street (formerly Smith Street) and Yusuf Dadoo Street (formerly Grey Street), home to The Royal Hotel and The Playhouse. Its waterfront side incorporates the Durban High Court, Victoria Embankment, the Durban Yacht Marina, Wilson's Wharf, the Royal Natal Yacht Club, the BAT Centre, the Maritime Museum, and popular dining at

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9th Avenue, both situated on Festival Island, alongside the surrounding commercial and residential properties, maritime businesses, and tourism operators.

The principal working boundary is generally described by Anton Lembede Street, Shepstone Street, Bay Terrace, Margaret Mncadi Avenue, Maritime Place, Yacht Basin Terrace, Boatmans Place, Dr Yusuf Dadoo Street, Dorothy Nyembe Street and Beach Walk. This is now confirmed against an official parcel-level boundary map (Figure 4.1) prepared by eThekwini's Strategic Spatial Planning Branch, Development Planning Department; the precise legal boundary remains subject to final confirmation through the SRA establishment process, including any adjustments arising from public participation and Council approval. A full-resolution A3 version of this map is provided as Appendix I for detailed review.

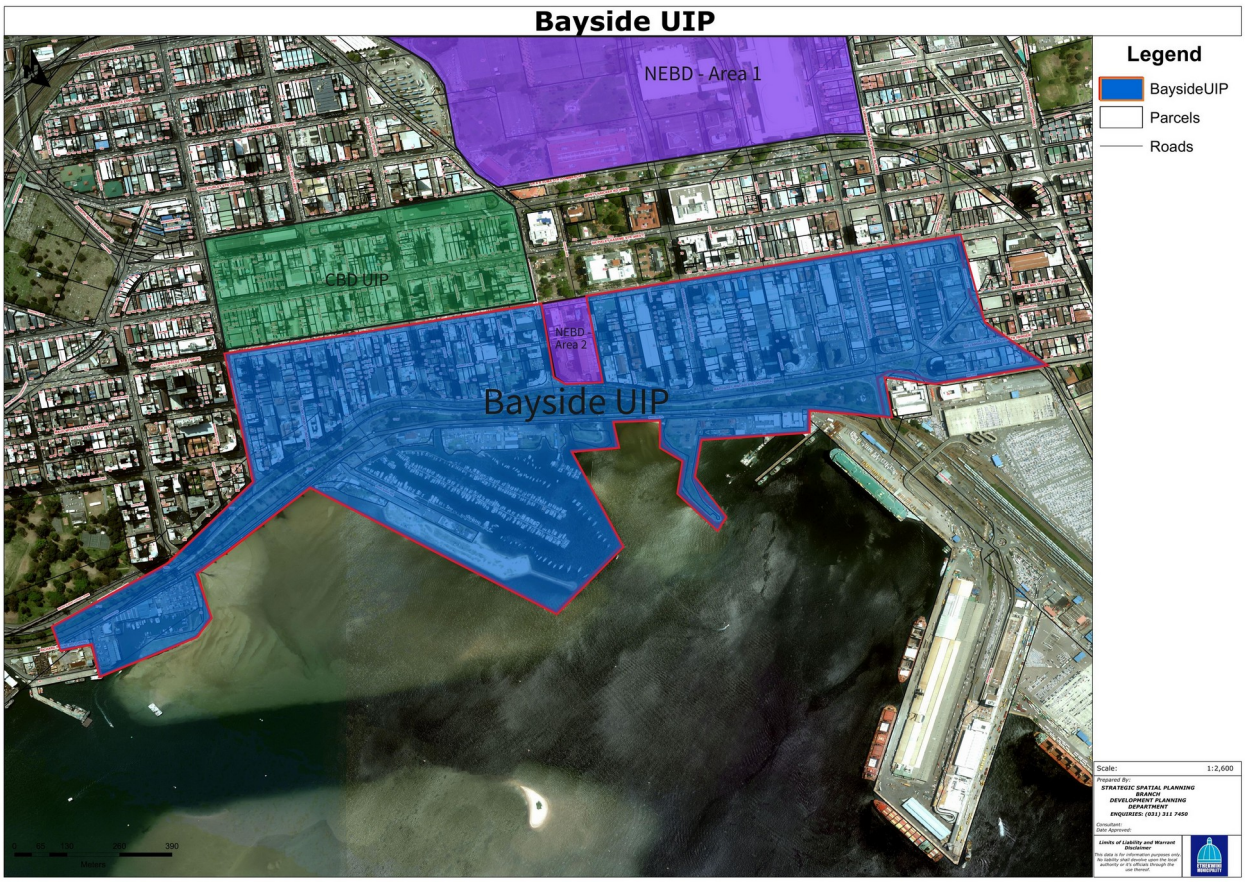


Figure 4.1 — Official BaysideUIP precinct boundary, prepared by eThekwini Municipality's Strategic Spatial Planning Branch, Development Planning Department (scale 1:2,600), shown alongside the adjacent CBD UIP and NEBD precincts. Shown against aerial imagery with cadastral parcels and roads. Provided for planning purposes; not a substitute for the final gazetted boundary. A full-resolution A3 version is provided as Appendix I.

Precinct Anchors

Durban CBD → Durban High Court → Victoria Embankment → Durban Yacht Marina & Waterfront → Wilson's Wharf. These anchor nodes define the spine of the precinct, from the institutional heart at the High Court through to the working waterfront at Wilson's Wharf.

5. Precinct Character

Bayside contains a distinctive concentration of urban functions, which is one of its greatest assets:

Category	Includes
Commercial	Offices, professional services, hospitality, maritime businesses, tourism enterprises
Residential	Apartment buildings, mixed-use developments, permanent residents

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Category	Includes
Institutional	Durban High Court, Mancosa, the historic Durban Club, other public institutions
Maritime	Royal Natal Yacht Club, 1st Port Natal Sea Scouts, other boating organisations, marine operators, Durban Yacht Marina users
Tourism	Harbour cruises, Wilson's Wharf, waterfront attractions
Cultural / Hospitality	BAT Centre, Maritime Museum, The Royal Hotel, The Playhouse, 9th Avenue

This table describes the mix of activity within the precinct, not who funds the UIP. BaysideUIP is proposed as a Commercial SRA: only Commercial and Industrial-rated properties are liable for the Additional Rate. Residential properties are part of Bayside's character and will benefit from the improved environment, but are not rated for, and do not fund, the UIP.

6. The Live–Work–Play Model

Bayside will be managed with an integrated Live–Work–Play identity. The UIP must therefore consider the experience of residents, employees, visitors, tourists, business owners, court users, yacht and boat owners, event participants, and pedestrians alike.

LIVE · WORK · PLAY

"Live-Work-Play" is Bayside's identity epithet — a description of the character of the precinct and the standard of experience the UIP is designed to deliver. It is not an organisational structure, and does not itself determine governance, funding, or reporting lines: those are set out in the Governance section (Section 25) and the organisational chart at Figure 25.1.

In practice, a consistently delivered Live-Work-Play experience — safe, clean, well-maintained, and well-identified public space — is what drives business retention, which in turn supports investment confidence. This causal link is the rationale for the six pillars (Section 11), not a separate operational structure in its own right.

7. Strategic Rationale

Bayside possesses several strategic advantages:

Location

The precinct connects directly with Durban's central economic environment.

Waterfront

The Durban Yacht Marina, Victoria Embankment, and Wilson's Wharf provide significant tourism and leisure assets.

Institutional Anchor

The Durban High Court provides a major daily destination and footfall generator.

Maritime Economy

Yachting, boating, marine services, and tourism distinguish Bayside from conventional commercial precincts.

Existing Investment

The area already contains significant private and public investment.

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Regeneration Potential

Improved management can increase investor confidence without requiring wholesale redevelopment.

eThekwini's current SRA programme similarly describes SRAs as partnerships intended to enhance safety, cleanliness, and the overall environment within defined residential, commercial, and mixed-use precincts — a description that maps directly onto the Bayside proposal.

Alignment with the Integrated Development Plan: eThekwini's SRA Policy operates within the framework of the Municipality's Integrated Development Plan (IDP), and comparable business plans typically demonstrate explicit alignment with current IDP priorities. The Steering Committee should confirm the current IDP's relevant strategic priorities with the Economic Development Unit and add a short cross-reference here ahead of formal submission, so that Bayside's strategic rationale is anchored in the City's own planning framework rather than argued in isolation.

7A. Why Now

Establishing the UIP now matters for five reasons:

- Owners are carrying the problems alone. Cleaning, security and the upkeep of public space around buildings currently fall on individual owners and operators, at their own cost, on top of running their businesses. A UIP shares that load across the whole precinct.
- The window is fixed. Applications are lodged once a year (30 November), and the Additional Rate would start on 1 July 2027. Missing this cycle would mean waiting a further year, with the next lodging date in November 2027.
- The Durban High Court is scheduled for handover in December 2026. A reopened court brings daily footfall, and the precinct's first impression, around the court and along the Victoria Embankment, will be set early.
- Visible results can start before the rate does. The Interim Precinct Activation Programme (Section 27A) lets owners see and track changes before they are asked to pay.
- Decline is cumulative. Visible neglect, vacancies and security concerns make businesses less likely to stay and investors less likely to commit. Acting while Bayside still has strong anchors (the court, the marina, Wilson's Wharf and the BAT Centre) is cheaper than recovering later.

7B. Current State and Future State

The table sets out what Bayside is like today and what the precinct is designed to become within three years. Before-and-after photographs for each node are described in Section 19A.

Theme	Bayside today	Bayside under the UIP (within 36 months)
Security	Owners arrange their own security; patrols are uncoordinated; no shared control room or common incident record	24/7 patrols with a control room, CCTV and one incident record for the whole precinct
Cleanliness	Litter, dumping and waters-edge debris handled building by building, or not at all	Daily cleaning of streets, public spaces and the waterfront by dedicated teams, with reported hotspots cleared to a standard
Maintenance	Faults reported to the City one by one, with little tracking	Issues logged, escalated and tracked to closure through CityMenderSA, reported monthly
Public space	Under-presented waterfront and gateways	Maintained, better-presented gateways and waterfront, with planned beautification

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Theme	Bayside today	Bayside under the UIP (within 36 months)
Presence	Inconsistent presence of people on the street	Street ambassadors present throughout the six-hour daily window (13 minimum on shift, from a roster of 21)
Identity and events	No shared Bayside identity; events are one-offs	A recognisable Bayside identity and a regular events calendar
Business confidence	Each owner faces the City alone	One organised voice with senior City management, including on rates matters

7C. The Economic and Investment Case

The UIP is a retention and confidence strategy for property owners. The case rests on four links:

- Property values and investor confidence. A clean, safe, well-managed precinct protects the value of buildings and makes them easier to let and finance. As noted in Section 7, improved management can raise investor confidence without wholesale redevelopment.
- Business retention. Businesses stay where staff and customers feel safe, which stabilises occupancy and rental income. Retention is the UIP's primary economic objective (Section 46).
- Tourism and footfall. The marina, Wilson's Wharf, the Victoria Embankment, the BAT Centre and the Maritime Museum draw visitors, and the Durban High Court provides daily footfall. A managed environment keeps them returning.
- Competitiveness. Bayside competes for tenants, visitors and investment with other Durban nodes that are already managed. Collective management removes that disadvantage.

A simple test. The working rate of R0.370 per R100 of valuation is 0.37% of a property's municipal value each year, or R3,700 on R1 million. If better management protects or raises a property's value or income by more than that, the UIP pays for itself for that owner.

8. Vision

"A safe, clean, vibrant and economically resilient waterfront precinct where people choose to live, work, visit and invest."

9. Mission

BaysideUIP will coordinate supplementary precinct services and strategic partnerships that improve safety, cleanliness, maintenance, public spaces, identity, tourism, business retention, and investment confidence.

10. Strategic Objectives

The UIP will:

- Improve safety.
- Improve cleanliness.
- Improve maintenance responses.
- Improve public spaces.

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- Establish a recognisable Bayside identity.
- Retain existing businesses.
- Increase tourism and event activity.
- Develop corporate partnerships.
- Improve investment confidence.
- Maintain affordability for property owners.
- Establish measurable service standards.
- Develop a sustainable long-term precinct management structure.

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11. The Six Pillars

Security is expected to be the largest individual service expenditure, followed closely by the combined management, administration, and control room function. The six pillars provide the operational framework through which BaysideUIP will deliver on its mission. These are top-up services, funded on top of — not instead of — the standard services eThekwini already provides across the precinct.

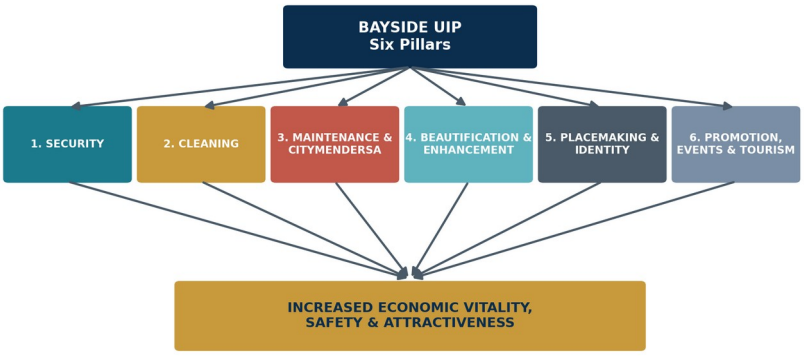


Figure 11.1 — The Six Pillars framework, linking daily operations to increased economic vitality, safety, and attractiveness of the precinct.

Business retention and stakeholder engagement are not listed as a separate, seventh pillar. They are the purpose the six pillars exist to serve — the outcome delivered through consistent execution of security, cleaning, maintenance, beautification, placemaking, and promotion, rather than a discrete operational workstream in their own right. This is addressed directly as a cross-cutting function in Section 46.

12. Pillar 1 — Security

The proposed model is based on outsourced professional security rather than establishing a permanent in-house security company. The service specification will address:

- 24-hour coverage
- Two-person patrol teams
- Armed security personnel
- Patrol routes
- Response times
- Supervision
- Relief arrangements
- Control-room integration
- Incident reporting

The patrol structure comprises four day-shift vehicles and two night-shift vehicles, each crewed by two armed guards — twelve guards on duty at any time, day-heavy with a lighter overnight presence, supported by the Control Room's continuous CCTV coverage (Section 21). Guarding is outsourced, so BaysideUIP pays only for guards on duty; the tendered security company is responsible for its own relief staffing.

At the working R2,100,000 security budget, this equates to approximately R14,583 per guard per month — benchmarked against PSIRA-registered, NBCPSS Area 1-compliant rates (Durban's tier, alongside Cape Town, Port

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Elizabeth, and Pretoria), towards the lower end of that range. This is a preliminary working figure, part of a preliminary budget still to pass through approval at the public meeting, and to be tested against real competitive tenders from PSIRA-registered providers.

Security Vehicles

Patrol vehicles are sourced by BaysideUIP directly (purchase or lease — corporate sponsorship proved difficult to secure, Business Plan Section 24), entirely decoupled from the guarding contract. The tendered security company crews and operates the vehicles but does not supply, own, lease, or cost them — quotations are priced on a vehicles-excluded basis, consistent with the specification issued for competitive quotation (Section 26, Appendix C).

13. Pillar 2 — Cleaning

Three mobile cleaning teams (approximately 4–6 people each), employed directly by BaysideUIP NPC rather than outsourced. Responsibilities include litter collection, poster removal, graffiti response, public-space cleaning, bin-area management, event support, and waterfront cleaning.

14. Pillar 3 — Maintenance and CityMenderSA

A hybrid delivery model: an in-house generalist team (direct employment) handles routine, high-frequency issues and CityMenderSA-based fault triage; an outsourced specialist panel (competitively tendered, call-out basis) handles licensed trades — plumbing, electrical work, and road repair. The working budget splits provision evenly (R350,000 each) as a starting assumption, to be reviewed after Year 1.

CityMenderSA Process

CityMenderSA itself is a separate licensed software platform the maintenance teams use as their operating system. Commercial terms have not yet been negotiated with the provider; early indication is a possible free/no-cost civic service, but this is unconfirmed and budgeted at R0 pending confirmation.

Identify → Report → Geo-locate → Classify → Escalate → Track → Resolve → Report

The platform does not replace the Municipality's statutory responsibilities — it gives both BaysideUIP and eThekwini shared visibility of precinct-level service performance.

15. Pillar 4 — Beautification and Enhancement

The objective is to lift the general environmental quality and upkeep of the precinct's public realm — the everyday, precinct-wide work of making Bayside look cared for. Potential initiatives include landscaping and greening, seating, lighting upgrades, general public-space enhancement, litter-bin and street-furniture condition enhancement, and the physical presentation of open spaces and pedestrian routes.

The approach will prioritise high visibility, low cost, high impact projects, with corporate sponsorship pursued for suitable larger initiatives. This pillar is distinct from Placemaking and Identity (Pillar 5): Beautification is general environmental upkeep applied consistently across the precinct, whereas Placemaking and Identity is the deliberate, bespoke expression of the Bayside brand at specific locations.

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16. Pillar 5 — Placemaking and Identity

This pillar is one of the core tenets of the initiative: the deliberate creation of a recognisable, bespoke Bayside identity, distinct from the general environmental upkeep delivered under Beautification and Enhancement. Where Pillar 4 asks “is the precinct clean, green, and well kept?”, Pillar 5 asks “does this place unmistakably feel like Bayside?”

Potential initiatives include:

- Bespoke Bayside signage and a coherent wayfinding system
- Custom gateway installations marking entry points to the precinct
- Street art, murals, and public art commissions, reflecting a mix of relevant and appropriate themes
- Heritage interpretation reflecting Durban's full layered history — indentured Indian heritage, British colonial-era heritage, and Zulu cultural history — with any commissioned street art reflecting this same multi-heritage approach
- A consistent visual identity applied across branding, banners, and precinct infrastructure
- Decorative and architectural lighting used to reinforce identity, not just illumination

Because signage becomes precinct-specific and branding becomes bespoke, this pillar typically involves closer design control, a stronger corporate-sponsorship and naming-rights case, and a more deliberate roll-out than general beautification work — it is where the Bayside name (Section 3) is made physically and visibly real.

17. Pillar 6 — Promotion, Events, Tourism, and Investment

Potential activities include the Durban International Marathon, the Durban International Boat Show, sporting and yachting events, tourism based activations, maritime festivals, cultural activities, and food and leisure events.

The UIP's role will principally be to coordinate, facilitate, promote, and measure — rather than acting as the promoter of every event itself.

18. Durban High Court

The Durban High Court is scheduled to reopen in December 2026, ahead of the formal UIP's commencement. Its continued operation is a significant positive factor for the precinct, providing an opportunity for early, visible intervention — both through the Interim Precinct Activation Programme described in Section 27A and, from 1 July 2027, through the formal UIP. Potential first-phase initiatives include security, cleaning, pedestrian management, wayfinding, maintenance, and public-space presentation.

The High Court area should form part of the First 100 Days programme (Section 42).

The High Court as the anchor

The High Court is scheduled for handover in December 2026, before the formal UIP begins, which makes it the natural place to show the UIP model from day one. The court precinct is proposed as the first demonstration zone, starting with the Interim Precinct Activation Programme and continuing through the First 100 Days (Section 42):

Phase	High Court focus
Before the court reopens	Photograph the baseline; agree a cleaning and presence plan with the court's management and the City; confirm contacts
Days 1–30	Daily cleaning, security patrols and pedestrian management around the court; reporting set up

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Phase	High Court focus
Days 31–60	Ambassadors on the main approaches; maintenance fixes logged and closed; control-room coverage
Days 61–100	Wayfinding and placemaking; a before-and-after report to owners and the court's stakeholders

Because the court is a public institution, its users will see the UIP's work every working day, which is the clearest proof owners and the City can have of the model.

19. Waterfront and Marine Environment

The waterfront is a defining element of Bayside. Marine and waterfront cleaning is a duty of the existing Cleaning and Maintenance teams (Sections 13, 14), not a separate team — there is no dedicated marine/environmental headcount. The teams will address floating litter, marina pollution, waters-edge cleanliness, environmental monitoring, and pollution reporting as part of their standard scope.

Robotic Durban Yacht Marina Cleaner

The UIP will investigate corporate sponsorship of robotic marine-litter collection technology, positioned as a "Sponsor a Cleaner Durban Yacht Marina" campaign. The objective is to provide an additional environmental service without transferring the full capital burden to property owners.

Other cleaning and maintenance initiatives being considered for the waterfront include branded HarbourGuard pumps and similar equipment, which could be deployed for marina cleaning and related upkeep tasks. These would be evaluated alongside the robotic litter-collection technology as part of the same sponsorship and equipment investigation.

19A. Before-and-After Transformation Opportunities

Baseline photographs should be taken now, before any change begins, so that the after-images are like-for-like. Priority nodes:

Node	Baseline to photograph	First visible change (First 100 Days)	Within 12 months
Gateways to the precinct	Each main entrance on Anton Lembede Street and Dr Yusuf Dadoo Street	Cleaning, signage and ambassador presence	A clear, consistent sense of arrival
Durban High Court precinct	Frontage, pedestrian routes and surrounding streets	Daily cleaning, pedestrian management and patrols	A safe, welcoming approach for court users
Victoria Embankment	Promenade, paving, lighting and verges	Cleaning, litter control and maintenance fixes	A clean, well-kept waterfront promenade
Wilson's Wharf	Public areas and access routes	Litter control, wayfinding, security presence	A more welcoming visitor route
Festival Island and the marina edge	Waters-edge, litter and access	Joint clean-up planning with the island's partners	A shared plan agreed with the partners and the landholder

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20. Street Ambassadors

Street ambassadors will be employed directly by BaysideUIP NPC, paid hourly at the National Minimum Wage rate, and operate during a six-hour daily window. The roster comprises 21 ambassadors, rotated to ensure a minimum of 13 are present in the precinct at any time during operating hours — 13 on shift, with a reserve pool of 8 covering rotation, breaks, and staff availability. Functions include visitor assistance, directions, precinct information, tourism assistance, reporting, public-space observation, stakeholder interaction, and event assistance.

Ambassadors will be concentrated around the High Court, primary nodes, pedestrian routes, waterfront, and tourism areas. Coverage outside the operating window will increasingly rely on security, CCTV, and the control room.

21. Control Room

The control room will provide the central operational communications function, integrating CCTV, security patrols, incident reporting, CityMenderSA, communications, and escalation.

The preferred arrangement is that the control room is physically attached to the precinct offices. Staffing will be a 50/50 mix of in-house and security company employees, operating on a shift basis with a lean staffing model. The Management Assistant will provide administrative oversight of the office and control-room functions.

A national fibre network owner has been approached, with discussions currently taking place at a senior level regarding automatic number plate recognition (ANPR) and high-resolution camera coverage across the precinct. The intention is to secure a sponsored partnership in which the service provider equips and maintains the camera network, while BaysideUIP funds and equips the control room itself. It is envisaged that the control room would be jointly staffed by Bayside's contracted security service provider and Durban Metro Police — an arrangement that still needs to be finalised directly with Metro Police, and is not yet confirmed.

22. Management and Administration

The proposed office structure is:

- 1 × Receptionist / Office Administrator
- 1 × Office Administrator
- 1 × Management Assistant

Planning salary ceiling: R20,000 net per employee per month. Annual salary provision: 3 × R20,000 × 12 = R720,000.

Consistent with the labour model set out across BaysideUIP's operational roles, office staff will be employed directly by BaysideUIP NPC on fixed-term employment contracts rather than sourced through an agency. As with the Precinct Manager (Section 23), contract terms should be aligned to the SRA's funded operating period rather than open-ended, since the NPC's ability to fund these positions depends on the Finance Agreement remaining in place.

The office budget will include computers, desks, chairs, printer/scanner, telecommunications, software, internet, stationery, filing, office equipment, and insurance.

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23. Precinct Manager

The Precinct Manager is an operational position responsible for the daily implementation of the UIP, including daily management, service-provider management, stakeholder engagement, municipal liaison, procurement, sponsorship, budget management, KPI monitoring, and implementation of the six pillars.

The Precinct Manager will be employed directly by BaysideUIP NPC on a fixed-term employment contract, aligned to the three-year SRA operating term rather than open-ended — the NPC's funding is only secured for as long as the Finance Agreement remains in place, so contract terms across all direct employees should not exceed the funded period without an explicit renewal decision by the Board. The Precinct Manager will report to the Board, with quarterly operational reports submitted to the Board.

The current working financial provision is R630,000 gross per annum (approximately R40,000 net per month after PAYE and UIF, under 2025/26 tax tables). This has been benchmarked against comparable South African operational and facilities management roles — national Property Manager salary data shows an average of R318,000 and a 90th percentile of R659,000, placing this provision at the upper end of that comparable band, consistent with a role carrying broader responsibility than a single-site property manager. Cape Town's CCID and the Umhlanga UIP were the preferred direct comparators for this role, but neither publishes individual position salaries; the Steering Committee should approach both organisations directly for a more precise comparison before the role is formally advertised.

BaysideUIP's direct employee complement is not under ten. Between the Precinct Manager, office staff, cleaning teams, street ambassadors (21 roster: 13 minimum on shift plus 8 reserve), and the in-house maintenance team, total headcount is expected to run well above the threshold at which the fixed-term contract protections in Section 198B of the Labour Relations Act 66 of 1995 apply. Section 198B's conversion provisions — which can deem repeated fixed-term contracts to be permanent employment for larger employers — should therefore be assumed to apply and must be confirmed with the NPC's HR or legal advisor before any fixed-term contracts are issued, rather than assumed not to apply.

24. Vehicles and Equipment

Maintenance Vehicles

Three light commercial vehicles are proposed (preferred category: VW Caddy or equivalent), each carrying Bayside branding, emergency lighting, safety equipment, and basic maintenance equipment. Corporate sponsorship of the vehicle fleet was pursued but has proven difficult to secure; vehicles are now expected to be purchased or leased directly rather than obtained through sponsorship. Costing is still being confirmed with suppliers and is not yet reflected in the Working Year 1 Budget (Section 33) — the current budget includes only running costs (fuel, servicing, and insurance, Section 33) on the prior assumption that the vehicles themselves would be sponsored. The budget will be revised once purchase or lease pricing is confirmed.

Security Vehicles

As set out in Section 12, the four security patrol vehicles are procured entirely separately from the security guarding contract, on the same basis as the maintenance fleet above. The tendered security company crews and operates the vehicles but has no role in supplying or costing them. Corporate sponsorship for this fleet has also proven difficult to secure to date; purchase or lease is the current working assumption, with pricing still to be confirmed and incorporated into the budget once available.

Larger Payload Vehicle

A larger vehicle should be available for night works, bulk materials, event equipment, and larger maintenance requirements. Funding approach (sponsorship, purchase, or lease) is still to be determined.

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Marine Vehicle

An inflatable motorised dinghy is proposed for marine inspections, pollution monitoring, litter collection, and Durban Yacht Marina checks.

25. Governance

BaysideUIP NPC (Registration No. 2026/611197/08) is a registered Non-Profit Company. The Board will oversee strategy, governance, financial management, procurement, compliance, performance, and stakeholder accountability. Board members will not be remunerated.

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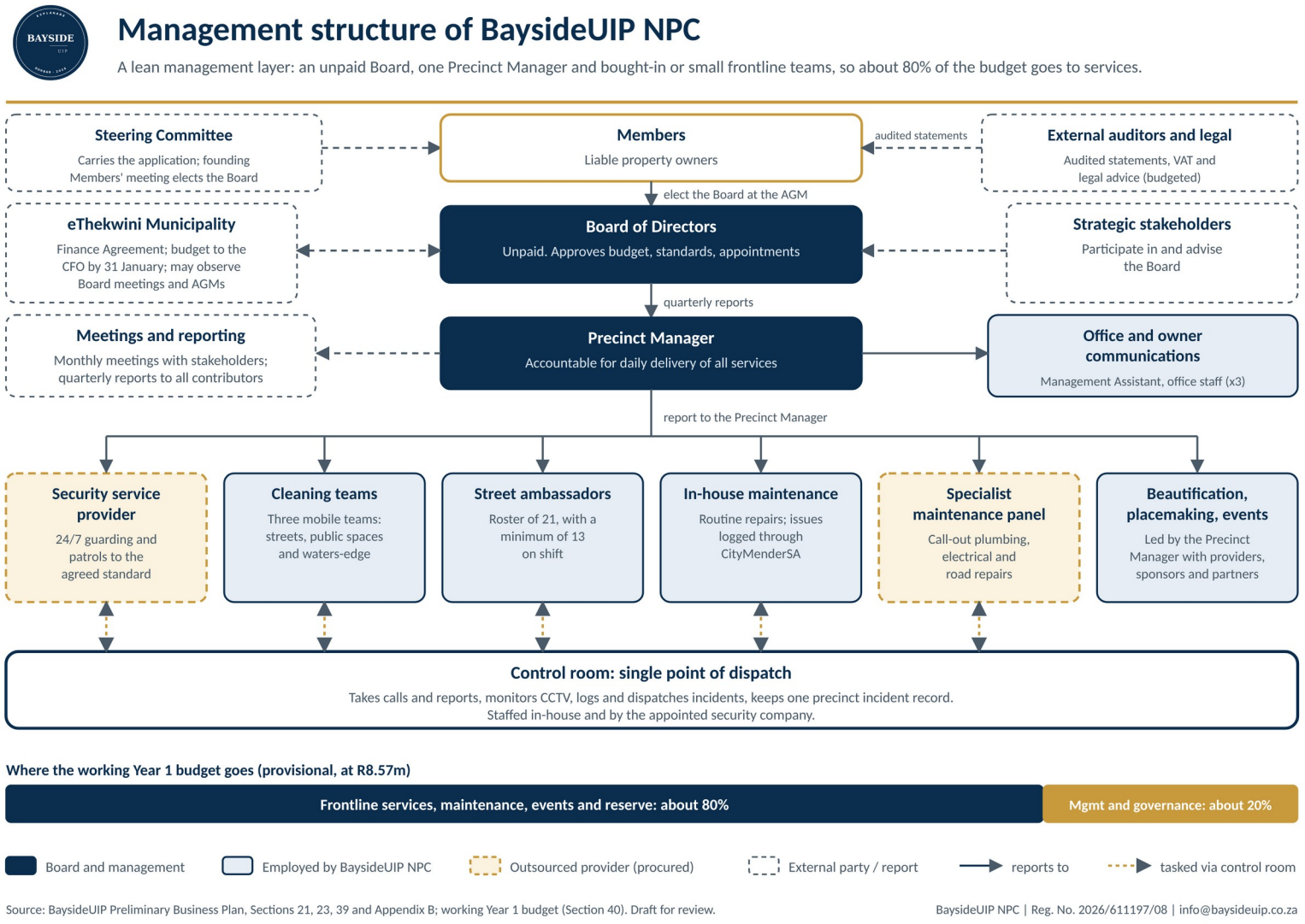


Figure 25.1 — Proposed BaysideUIP organisational structure.

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The governance and reporting arrangements will comply with the applicable eThekwini SRA requirements, including submission of the annual budget to the CFO by 31 January each year.

NPC Membership and Annual General Meeting

eThekwini's SRA Policy confirms that liability for the Additional Rate does not by itself confer NPC membership: owners of commercial and industrial properties within the approved boundary — the properties liable for the Additional Rate under Bayside's proposed Commercial SRA classification — must enrol as members of BaysideUIP NPC, as membership is not automatic (SRA Policy, Clause 5.8.5). BaysideUIP NPC is formally registered. A founding Members' Meeting should be convened to elect the Board, with the Board subsequently standing for election at each Annual General Meeting, at which the annual budget will also be tabled for member approval ahead of the 31 January submission to the CFO. Notice of Board meetings and Annual General Meetings must be sent to eThekwini's Head of Economic Development, who may delegate an official to attend as an observer (Clause 5.9.2). Owners who cannot attend a general meeting in person may appoint a proxy on the prescribed form (Clause 6).

Dissolution

For completeness, the Steering Committee should note that an established SRA can be dissolved by Council resolution in three circumstances: where the SRA Management Company breaches the Finance Agreement and fails to remedy the breach within the agreed period; where 50% plus one of the owners liable for the Additional Rate petition Council for dissolution; or where Council, on the recommendation of the CFO in consultation with the Head of Economic Development, determines that the SRA is no longer financially viable following at least six consecutive months of materially reduced Additional Rate collections (SRA Policy, Clause 8). None of these are anticipated, but they set the outer boundary of accountability the Board operates within.

26. Procurement

Services will be procured in accordance with the applicable governance and procurement requirements. The final Services Plan will distinguish between:

Term	Definition
Estimate	A planning figure, used in this Business Plan pending final quotations.
Quotation	A supplier-provided price, obtained through a competitive process.
Approved Contract	A formally approved expenditure commitment, ratified by the Board.

Supplier quotations will be obtained and evaluated before final expenditure commitments are made. A minimum of three competitive quotations will be sought for each major service category (see Appendix C).

27. Alternative Revenue and Sponsorship

BaysideUIP will actively develop alternative income streams so that the Additional Rate is not the sole source of funding. Potential sources include corporate sponsorship, Adopt-a-Space, project sponsorship, vehicle sponsorship, environmental sponsorship, technology partnerships, event partnerships, and in-kind contributions.

The Additional Rate funds the core UIP service. Sponsorship adds value beyond the core service wherever possible.

This principle is intended to be tested in practice through the Interim Precinct Activation Programme (Section 27A), which will be funded entirely by corporate partnership ahead of the formal UIP's commencement and will establish the corporate partnership tier structure — Category 1 Principal, Category 2 Strategic, and Category 3 Supporting

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Partners — that BaysideUIP intends to carry forward into the sponsorship model for the full three-year operating term.

27A. Interim Precinct Activation Programme

Because the formal, rate-funded UIP is intended to commence on 1 July 2027, and the establishment process (public participation, perception survey, Council approval, and the Finance Agreement) will take time to complete, BaysideUIP plans to separately run a corporate-funded Interim Precinct Activation Programme from September 2026 to July 2027, once corporate funding for it is secured. This programme has not yet commenced. Its purpose is not to recreate the full UIP prematurely, but to demonstrate — quickly, visibly, and measurably — what coordinated precinct management can achieve, and so build the property-owner and stakeholder confidence the formal application depends on.

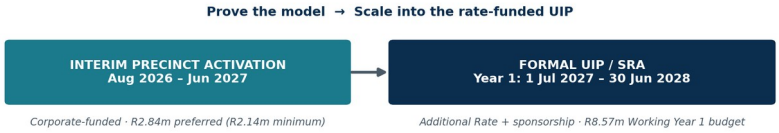


Figure 27A.1 — The interim programme bridges the period before formal UIP commencement.

Two Interim Funding Scenarios

The interim programme is funded entirely by corporate partnership, at a deliberately scaled level relative to the anticipated full UIP requirement of ±R8.57 million per annum:

Model	Annual Funding	Approx. Share of Full UIP
Minimum viable	±R2,140,000	~25%
Preferred	R2,840,000	~33%
Fully funded UIP (Year 1)	±R8,570,000+	100%

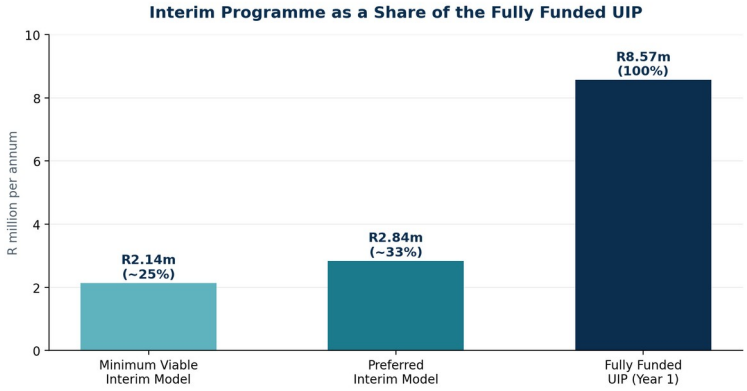


Figure 27A.2 — The interim programme as a proportion of the fully funded UIP.

At roughly one-third of the full requirement, the preferred model provides enough resource to establish a genuinely functioning operation — focused on security, cleaning, maintenance, a lean street-level presence, targeted waterfront work, and events and activation — without attempting to replicate every element of the mature six-pillar UIP before the funding base exists to sustain it.

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Preferred Interim Operating Model

The preferred model equates to R236,667 per month, allocated as follows. The Precinct Management and Office & Administration lines are scaled to the interim period and are lower than the full Year 1 provisions set out in Sections 22–23, reflecting the narrower scope of the interim programme:

Cost Line	Monthly	Annual
Security (current indicative quotation)	R107,703	R1,292,442
Precinct Management	R32,548	R390,572
Office & Administration	R21,942	R263,307
Cleaning, Maintenance, Ambassadors, Waterfront & Events	R74,473	R893,679
TOTAL	**R236,667**	**R2,840,000**

Corporate Partnership Structure

The R2.84 million preferred interim requirement is met through six confirmed corporate partners, each purchasing a level of partnership and visibility rather than funding a specific line item:

Category	Indicative Contribution	Partners	Subtotal
Category 1 — Principal	R500,000 – R750,000+	4	R2,000,000
Category 2 — Strategic	R250,000 – R499,999	2	R840,000
TOTAL		**6**	**R2,840,000**

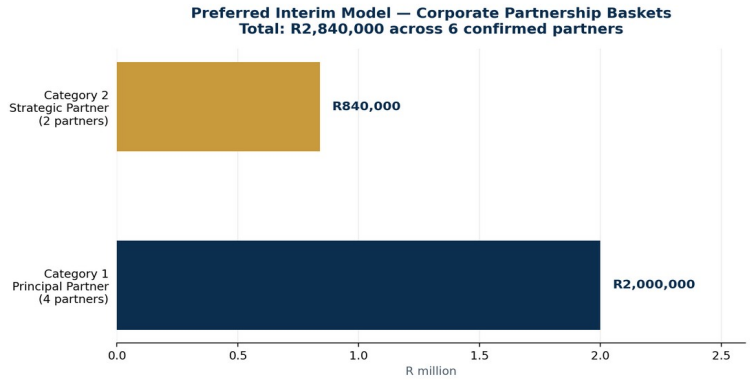


Figure 27A.3 — Corporate partnership baskets funding the preferred interim model.

A Category 3 Supporting Partner tier (R100,000 – R249,999) remains open as an accessible entry point for additional corporate interest beyond this base scenario, but is not relied upon to meet the core R2.84 million target. A separate Special Projects Sponsorship stream — for example, a maritime company funding the robotic marina cleaner referenced in Section 19 — sits outside the core interim budget and allows a partner to gain direct, visible association with a specific initiative aligned to its ESG or CSI objectives.

What the Interim Programme Delivers

The interim programme concentrates on the services most likely to produce an immediate, visible response: outsourced security at priority nodes and the High Court precinct; a lean cleaning and maintenance presence; CityMenderSA-based issue tracking (Section 14); a deliberately lean daytime street-ambassador presence; targeted waterfront and marina litter work; and selected event and activation support. Vehicles and control-room infrastructure are, where possible, still being pursued through in-kind sponsorship, though as set out in Section 24,

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sponsorship has proven difficult to secure for the full-scale vehicle fleet and purchase or lease is the current working assumption.

BaysideUIP will not undertake unfunded commitments during the interim period: the scale of intervention is matched to the resources actually available, and the programme is designed to demonstrate the business case for the formal UIP rather than to replicate it prematurely.

28. Adopt-a-Space Programme

Businesses and corporates may support defined precinct spaces, with possible projects including landscaping, public art, seating, maintenance, events, and environmental projects.

Formal agreements will establish responsibilities, duration, branding, maintenance, termination, and ownership — providing a mechanism for organisations to take responsibility for specific functional spaces and contribute directly to their improvement and activation.

29. Strategic Stakeholders

Group	Organisations
Municipal / Public	eThekwini Municipality; Durban High Court; relevant municipal departments
Harbour / Property	Transnet National Ports Authority; Ithala Development Finance Corporation (IDFC) in relation to Wilson's Wharf
Maritime	Royal Natal Yacht Club; Point Yacht Club; Natal Deep Sea Rod and Reel Club; Durban Boat Owners Association
Cultural / Tourism	BAT Centre; Maritime Museum; harbour cruise operators; tourism businesses
Corporate	Corporate sponsors and investment partners

These organisations are strategic partners in the development and maturity of Bayside.

30. Relationship with eThekwini Municipality

BaysideUIP will supplement rather than replace municipal services:

Municipality (statutory services) → BaysideUIP (supplementary services) → Better-managed precinct → Increased economic vitality, safety & attractiveness

The current eThekwini Property Rates Policy provides that Council may determine an SRA and Additional Rate, and that an application for establishment of an SRA must comply with the City's SRA Policy. The Additional Rate applies to rateable property within an approved SRA, subject to applicable exclusions and exemptions.

31. Financial Philosophy

BaysideUIP will not begin by deciding: "We have R8 million, so let's spend R8 million." Instead, the model works in the opposite direction:

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Service requirement → Resources → Quotations → Cost → Budget → Funding requirement

This is the fundamental bottom-up methodology underpinning every figure in this Business Plan.

Tax and VAT treatment: eThekwini's SRA Policy requires the SRA Management Company to register as a VAT vendor with SARS once its annual payment from the Municipality exceeds R1 million (SRA Policy, Clause 5.8.3.1). BaysideUIP's R8.57 million Working Year 1 budget is well above this threshold, so VAT registration is a confirmed, mandatory requirement — not an open question — and should be actioned with BaysideUIP's auditors ahead of the first Finance Agreement. Separately, additional-rate income may also qualify for income-tax exemption under section 10(1)(e) of the Income Tax Act; this should be confirmed alongside the VAT registration.

32. Bottom-Up Budget Methodology

Service requirement → Staff / contract → Equipment → Vehicles → Technology → Administration → Insurance / governance → Reserve → Gross cost → Less sponsorship → Net funding requirement.

The budget must meet the service requirements — the service requirements do not shrink to fit a predetermined budget.

33. Working Year 1 Budget

The current planning model is:

Function	Working Annual Cost
Security service	R2,100,000
Cleaning teams	R1,150,000
Maintenance - in-house team	R350,000
Maintenance - outsourced specialists (plumbing, electrical, road repair)	R350,000
Street ambassadors	R930,000
Precinct Manager	R630,000
Office staff x3	R720,000
Control room	R720,000
Office / IT / communications	R160,000
Maintenance vehicle running costs (vehicles: purchase/lease pending)	R240,000
Beautification / place-making	R300,000
Events / promotion	R250,000
Insurance / audit / legal / governance	R180,000
Contingency / operating reserve	R490,000
TOTAL	**R8,570,000**

The final budget will be based upon the approved service specifications and competitive quotations (Appendix A and Appendix C).

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Reserve policy: eThekwini's SRA Policy prescribes that the three-year budget (with its five-year forecast) include a reserve contribution of 5% of the annual budget per year, accumulating to a maximum of 25% of the annual budget by the fifth year (SRA Policy, Clause 5.1.4.6.2). The Contingency / operating reserve line above (5.7% of Year 1) exceeds this requirement. The Steering Committee should true this up to exactly 5% per annum when the formal annual budget is submitted to the CFO, so the reserve accumulates on schedule to the prescribed 25% ceiling by Year 5.

34. Budget Allocation

The detailed budget in Section 33 is rolled up below into broader categories for stakeholder communication. Control Room is grouped with Security, since it is operationally part of the security function (patrol coordination, CCTV monitoring, incident response), rather than with Management and Administration. No category is left as an unexplained "other" — every rollup is fully itemised in the footnote below the table.

Function	Amount	%
Security & Control Room	R2.82m	32.9%
Management & Administration	R1.51m	17.6%
Cleaning	R1.15m	13.4%
Maintenance & CityMenderSA	R0.94m	11.0%
Street Ambassadors	R0.93m	10.9%
Beautification, Placemaking & Events	R0.55m	6.4%
Reserve	R0.49m	5.7%
Insurance & Governance	R0.18m	2.1%
TOTAL	**R8.57m**	**100%**

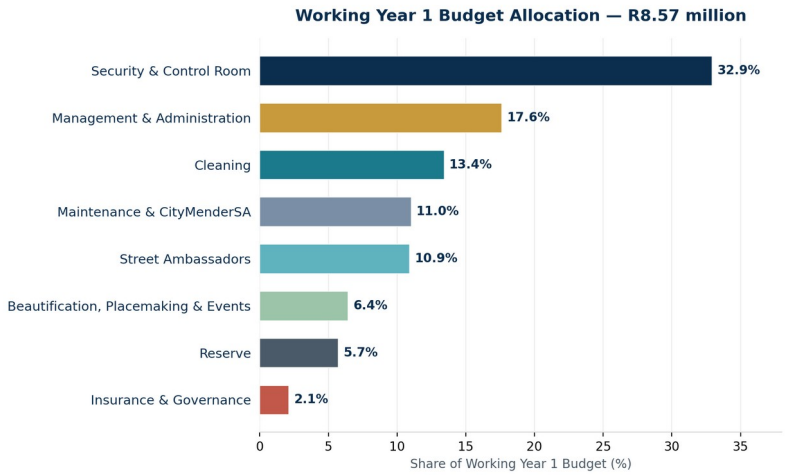


Figure 34.1 — Working Year 1 budget allocation by function.

What each rollup contains: Security & Control Room = Security service (R2.10m) + Control room (R0.72m). Management & Administration = Precinct Manager (R0.63m) + Office staff x3 (R0.72m) + Office/IT/communications (R0.16m). Maintenance & CityMenderSA = in-house maintenance team, including marine and waterfront cleaning duties (R0.35m) + outsourced specialist maintenance (R0.35m) + maintenance vehicle running costs (R0.24m; the vehicles themselves are expected to be purchased or leased rather than sponsored — see Section 24, pricing pending) — CityMenderSA itself is assumed R0 pending confirmation (Section 14). Beautification, Placemaking & Events = Beautification/place-making (R0.30m) + Events/promotion (R0.25m). There is no separate marine or environmental programme budget line — marine and waterfront cleaning is a duty

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of the Cleaning and Maintenance teams (Section 19), and the R0.18m previously allocated to a standalone marine team has been redirected to Street Ambassadors. Insurance & Governance = Insurance/audit/legal/governance (R0.18m), unchanged from Section 33, now standalone as its own category. Cleaning, Street Ambassadors, and Reserve are single line items, unchanged from Section 33.

35. Property Owner Contribution

BaysideUIP is proposed as a Commercial SRA: the Additional Rate will be levied only on properties rated Business & Commercial and Industrial within the approved boundary. Residential properties within the precinct are not liable for the Additional Rate and are excluded from the rate base, the valuation base used to calculate the rate in the rand, and the assent/support-threshold process described in the Compliance section.

The final Bayside Additional Rate will depend upon the final approved boundary, the municipal valuation roll for commercial and industrial-rated properties, applicable exclusions and exemptions, the approved annual budget, and Council's determination of the Additional Rate.

The current 2026/2027 Property Rates Policy provides that Council may determine the Additional Rate. eThekwini's SRA Policy sets this ceiling as tiered rather than flat: the Additional Rate may not exceed 35% of the normal municipal rate for the first two years of the SRA's operation, reducing to 25% from the third year onwards (SRA Policy, Clause 3.5). A second, separate protection applies at the individual property level: no single liable property may be required to pay more than 20% of BaysideUIP's total annual budget in any year (Clause 3.6) — for the Working Year 1 budget of R8,570,000, that is a cap of R1,714,000 on any one property's contribution, regardless of its valuation. These are statutory ceilings, not proposed Bayside figures. Bayside's objective is to maintain an affordable contribution that commercial and industrial property owners can recognise as providing value.

Working Calculation, Based on a Precinct Property Extract

The Steering Committee has verified the precinct property register directly against eThekwini's valuation roll, confirming a working list of 452 properties (Appendix J, and the accompanying Rate Calculator workbook). Category for each property has been confirmed against ownership and use patterns, with outstanding items still subject to final confirmation by eThekwini's Rates/Valuations Department before any figure below is communicated as final.

On that basis: the register shows a gross Commercial and Industrial valuation of approximately R2,437,212,000 across 259 properties. Of this, approximately R123,890,000 is municipally-owned property that would typically be exempt from its own rate, leaving a working net valuation base of approximately R2,313,322,000. A number of properties classified as Commercial still show no market value on record — so this net figure remains a floor, likely to rise further once a complete valuation set is obtained.

Component	Working Figure
Gross Commercial + Industrial valuation (inferred)	R2,437,212,000
Less: municipally-owned property (typically exempt)	R123,890,000
Working NET valuation base	R2,313,322,000
Required annual funding (Working Year 1 budget)	R8,570,000
Working Additional Rate	R0.370 per R100 of valuation (0.370%)

The full property-by-property working model — including every assumption as an editable cell — is provided in the accompanying Rate Calculator workbook (Appendix G), so the Steering Committee can update it directly once eThekwini confirms categories and a complete valuation set.

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36. Three-Year Operating and Finance Term

The proposed operating term is 1 July 2027 – 30 June 2030:

- Year 1: 1 July 2027 – 30 June 2028
- Year 2: 1 July 2028 – 30 June 2029
- Year 3: 1 July 2029 – 30 June 2030

The SRA's Finance Agreement and operating arrangements will be aligned with the applicable municipal framework. eThekwini's SRA Policy provides for a three-year Finance Agreement with the SRA Management Company, commencing 1 July of the financial year following Council approval, with the Business Plan and Term Budget forming part of the financial framework supporting the SRA (SRA Policy, Clause 5.8.1). The formal application to establish the SRA must be lodged with the Head of Economic Development by 30 November (Clause 5.7.1), with Council typically considering the application the following February. The first payment under the Finance Agreement is only made at the end of August (Clause 5.9.1) — which is the direct reason BaysideUIP's Interim Precinct Activation Programme (Section 27A) is structured as a separately corporate-funded bridge: even once formally approved, an SRA cannot draw its first municipal payment until activity is already underway.

37. Five-Year Financial Outlook

Financial Year	Additional Rate Revenue	Sponsorship & Other Income	Total Operating Cost
Year 1 (2027/28)	R8,570,000	R350,000	R8,570,000
Year 2 (2028/29)	R9,084,200	R550,000	R9,084,200
Year 3 (2029/30)	R9,629,252	R800,000	R9,629,252
Year 4 (2030/31)	R10,207,007	R950,000	R10,207,007
Year 5 (2031/32)	R10,819,427	R1,100,000	R10,819,427

Assumptions: operating costs escalate at an illustrative 6% per annum (covering wage, contract, and CPI-linked increases). The Additional Rate is calculated to fund the full Working Year 1 Budget every year — sponsorship is additional capacity on top of a fully rate-funded core service, not a reduction in the rate, consistent with the principle set out in Section 27 ("The Additional Rate funds the core UIP service. Sponsorship adds value beyond the core service wherever possible."). Sponsorship income is expected to grow as the UIP's track record and corporate relationships mature.

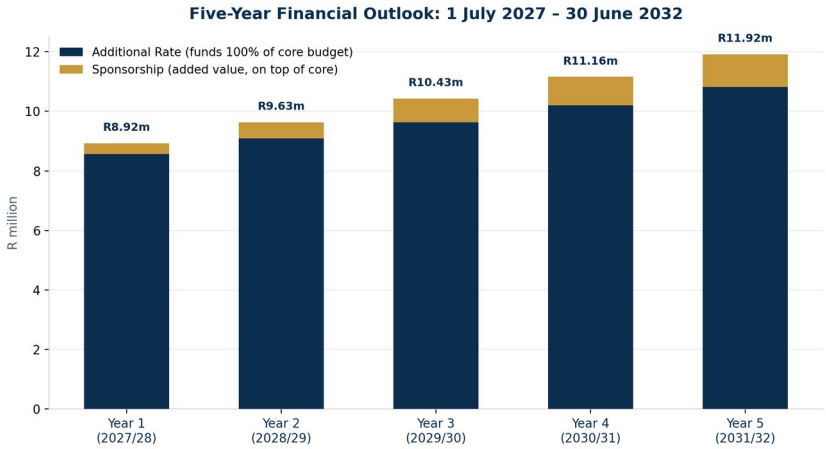


Figure 37.1 — Five-year financial outlook, 1 July 2027 – 30 June 2032.

The five-year outlook provides investors with greater visibility, businesses with longer-term planning confidence, the Board with a strategic financial horizon, stakeholders with an understanding of sustainability, and a basis for

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future infrastructure and sponsorship planning. It does not represent a five-year levy commitment — the applicable municipal policy and Finance Agreement governing each operating period will remain controlling.

38. Costed Services Plan

The formal Services Plan (Appendix A) will contain, for each service, its staffing, frequency, equipment, KPIs, procurement method, and annual cost. Cleaning and in-house Maintenance — including marine and waterfront cleaning duties — are direct BaysideUIP NPC employment arrangements, consistent with the labour model already applied to Street Ambassadors, the Precinct Manager, and Office staff (Sections 20, 22, 23). Maintenance uses a hybrid model (Section 14): only Security, Specialist Maintenance, and the Control Room (if outsourced) are competitively tendered:

Service	Staffing	Frequency	Equipment	KPI	Procurement
Security	12 guards on duty (4 day + 2 night vehicles, 2 each)	24/7	4 patrol vehicles (purchase/lease, separate procurement — pricing pending, Section 24)	Response time	Competitive tender (guarding service only)
Cleaning	3 teams (4–6 each)	Daily	Vehicles / equipment, incl. marina/waterfront cleaning	Tasks completed	Employment / contract
Maintenance (in-house)	Generalist team	Daily	Vehicles, inflatable dinghy for marine inspections	Closure time	Employment / contract
Specialist Maintenance	Panel of specialists	Call-out	Trade-specific tools	Response time	Competitive tender
CityMenderSA platform	n/a (software)	Continuous	Licensed platform	Issue tracking uptime	TBC — likely free, unconfirmed
Ambassadors	21 roster (13 min. + 8 reserve)	6hr daily window	Uniform / communication	13 present at all times	Employment, hourly minimum wage
Control Room	50/50 in-house / security company	24/7	CCTV / IT	Response time	Outsource / contract

39. Management Plan

The management structure will comprise the Board (governance and oversight), the Precinct Manager (daily operational management), the Management Assistant (administrative coordination), Office Administration (administrative and stakeholder support), the Control Room (operational communications), Service Providers (security, cleaning, and specialist services), and Stakeholders (strategic participation and oversight).

40. Twelve-Month Financial Projection

The first operating year is 1 July 2027 – 30 June 2028. eThekwini's SRA Policy specifies exactly how the Additional Rate is disbursed to the SRA Management Company: eleven equal monthly tranches (each equal to one-twelfth of the approved annual Additional Rate), paid from the end of August through June, plus a twelfth reconciliation tranche paid shortly after the 30 June year-end once actual collections have been reconciled against amounts already disbursed (SRA Policy, Clause 3.8). No tranche is paid in July, consistent with Clause 5.9.1's confirmation that the first payment under the Finance Agreement is made at the end of August.

The table below models this disbursement pattern directly, alongside operating costs (including a monthly reserve contribution) incurred on a rolling monthly basis with a lower mobilisation spend in July and August:

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Month	Revenue	Sponsorship	Op. Costs + Reserve	Net Cash Flow	Cumulative Cash
Jul 2027	R0	R20,000	R453,333	-R433,333	-R433,333
Aug 2027	R714,167	R20,000	R513,333	R220,834	-R212,499
Sep 2027	R714,167	R30,000	R713,333	R30,834	-R181,665
Oct 2027	R714,167	R20,000	R733,333	R834	-R180,831
Nov 2027	R714,167	R40,000	R748,333	R5,834	-R174,997
Dec 2027	R714,167	R30,000	R748,333	-R4,166	-R179,163
Jan 2028	R714,167	R20,000	R763,333	-R29,166	-R208,329
Feb 2028	R714,167	R40,000	R763,333	-R9,166	-R217,495
Mar 2028	R714,167	R30,000	R778,333	-R34,166	-R251,661
Apr 2028	R714,167	R20,000	R778,333	-R44,166	-R295,827
May 2028	R714,167	R40,000	R788,333	-R34,166	-R329,993
Jun 2028	R714,163	R40,000	R788,337	-R34,174	-R364,167

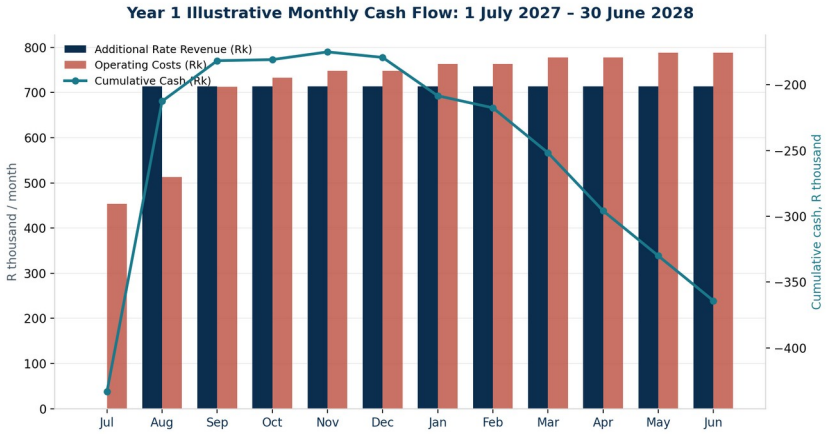


Figure 40.1 — Year 1 illustrative monthly cash flow, showing the eleven equal monthly tranches (Aug–Jun) against monthly operating costs.

Working Capital Position

The monthly-tranche mechanism produces a much smoother cash profile than a quarterly billing cycle would: cumulative cash troughs only modestly, at around R364,167 by June, and that shortfall is by design — it is exactly one month's tranche (the twelfth), which the Municipality pays shortly after year-end once actual collections are reconciled (Section 27A note on payment timing). This is a structural, well-understood, one-off timing feature of the disbursement mechanism itself, not a recurring risk requiring a standing working-capital facility.

A 12th reconciliation tranche (illustratively R0 in this working model, since actual collections cannot be known in advance) is paid by the Municipality shortly after the 30 June year-end, once actual Additional Rate collections are reconciled against the amounts already disbursed (SRA Policy, Clause 3.8). It falls just outside this 12-month window and is not included in the table above.

The one genuine funding gap is at the very start: no Additional Rate tranche is received in July, and the first payment only lands at the end of August. This is precisely the gap the Interim Precinct Activation Programme (Section 27A) is designed to bridge with corporate funding, rather than requiring BaysideUIP to borrow against the formal UIP's own revenue before it has any.

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41. Thirty-Six-Month Financial Projection

The detailed cash-flow schedule covers Year 1 (July 2027 – June 2028), Year 2 (July 2028 – June 2029), and Year 3 (July 2029 – June 2030). For readability in this Business Plan, the 36-month schedule is presented as quarterly totals; the full month-by-month schedule — reflecting the eleven-equal-monthly-tranche disbursement pattern confirmed in Section 40 — will be maintained operationally by the Precinct Manager and reported to the Board quarterly (see Appendix E for the complete monthly detail).

Quarter	Revenue	Sponsorship	Operating Costs	Net Cash Flow
Year 1 — Q1	R1,428,334	R70,000	R1,679,999	-R181,665
Year 1 — Q2	R2,142,501	R90,000	R2,229,999	R2,502
Year 1 — Q3	R2,142,501	R90,000	R2,304,999	-R72,498
Year 1 — Q4	R2,142,497	R100,000	R2,355,003	-R112,506
Year 2 — Q1	R1,514,034	R110,001	R1,779,116	-R155,081
Year 2 — Q2	R2,271,051	R141,429	R2,364,117	R48,363
Year 2 — Q3	R2,271,051	R141,429	R2,443,890	-R31,410
Year 2 — Q4	R2,271,047	R157,143	R2,497,076	-R68,886
Year 3 — Q1	R1,604,876	R159,999	R1,884,181	-R119,306
Year 3 — Q2	R2,407,314	R205,714	R2,506,283	R106,745
Year 3 — Q3	R2,407,314	R205,714	R2,591,116	R21,912
Year 3 — Q4	R2,407,310	R228,572	R2,647,674	-R11,792

Year 2 and Year 3 figures apply the same monthly-tranche disbursement pattern and a 6% annual cost escalation to the Year 1 base, with sponsorship income growing in line with the Five-Year Financial Outlook (Section 37). These will be refined once the Year 1 actuals and confirmed sponsorship agreements are available.

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42. First 100 Days

Early visible results are essential to maintaining stakeholder confidence in the period immediately following commencement.

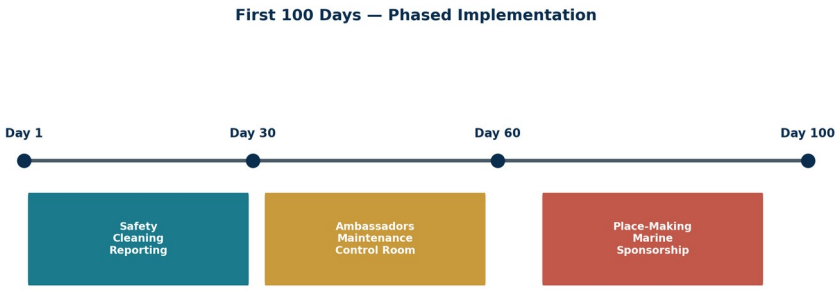


Figure 42.1 — First 100 Days phased implementation.

Phase	Focus Areas
Days 1–30	Safety, Cleaning, Reporting
Days 31–60	Ambassadors, Maintenance, Control Room
Days 61–100	Place-Making, Marine, Sponsorship

43. Three-Year Implementation Plan



Figure 43.1 — Three-year implementation roadmap.

Year 1 — Establish (July 2027 – June 2028)

- Security
- Cleaning
- Ambassadors
- Maintenance
- CityMenderSA
- Control room
- Office
- Stakeholder programme
- First visible projects

Primary objective: demonstrate value quickly.

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Year 2 — Consolidate (July 2028 – June 2029)

- Refine service levels
- Improve efficiency
- Increase sponsorship
- Expand marine programme
- Strengthen events
- Deepen business engagement

Primary objective: improve performance and stakeholder confidence.

Year 3 — Demonstrate (July 2029 – June 2030)

- Independent performance review
- Financial review
- Stakeholder assessment
- Perception assessment
- Renewal / continuation process

Primary objective: demonstrate measurable value and establish the basis for continuation.

43A. What Success Looks Like

After	Owners will see	How we will know
12 months	The services running 24/7 with a visible presence; the High Court area and main gateways clean and cared for; the monthly report arriving on time; faults tracked to closure	Monthly KPIs met; first perception survey completed; response and closure times recorded
24 months	Service levels refined and costs controlled; waterfront improvements and a regular events calendar; more sponsorship income; fewer repeat hotspots	KPI trends improving; vacancies and retention tracked; hotspot recurrence falling
36 months	A recognisable Bayside identity; stable or rising occupancy; stronger investor interest; a case for renewal backed by evidence	Independent performance review; second perception survey; stakeholder assessment (Section 43)

44. Perception Survey

A formal perception survey should be undertaken in accordance with the methodology required by eThekwini Municipality, measuring perceived safety, cleanliness, maintenance, business environment, visitor experience, precinct identity, stakeholder satisfaction, and confidence in the UIP.

CityMenderSA should not replace the formal perception survey — the two systems measure different things: CityMenderSA answers "what problems are being reported?", while the perception survey answers "how is Bayside experienced?" The two datasets should ultimately be reported together to the Board and stakeholders.

45. Monitoring and Evaluation

Area	Indicators
Security	Incidents; patrol hours; response times; hotspots

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Area	Indicators
Cleaning	Tasks completed; complaints; litter hotspots
Maintenance	Issues reported; issues resolved; resolution time
CityMenderSA	Reports; escalation; closure; recurring problems
Business	Occupancy; retention; stakeholder satisfaction; investment enquiries
Tourism	Events; visitors; partnerships

45A. Performance Standards and Reporting

Every service will have a standard, a measure and a reporting line. The standards below are proposed and will be fixed in the tender specifications and approved by the Board.

Service	Measure	Proposed standard	Reported
Security	Response time to a call-out; patrol coverage; incidents logged and resolved	Response within a set time to any point in the precinct, 24/7; every zone patrolled each shift; all incidents logged with an outcome	Monthly
Cleaning	Cleaning frequency; litter-hotspot turnaround; complaints	Streets, public spaces and waters-edge cleaned daily; reported hotspots cleared within 24 hours	Monthly
Maintenance	Issues reported, resolved and average closure time	Faults logged within one working day; minor repairs closed within an agreed number of days; City-owned faults tracked to closure	Monthly
Ambassadors	Presence and engagement	13 minimum on shift during the six-hour daily window; interactions and referrals logged	Monthly
Hotspots	Number identified, attended to and recurring	Top hotspots reviewed monthly, with action and result recorded	Monthly
Control room	Call-handling and dispatch time; CCTV uptime	Dispatch within a set time; uptime reported	Monthly
Business	Occupancy, retention and stakeholder satisfaction	Baseline at the start; trend reported each quarter	Quarterly
Perception	Perceived safety, cleanliness and confidence	Formal survey at the start, and again in Year 3	Annually

Reporting: a one-page monthly service-performance report to all owners, a quarterly report to the Board, and an annual report with an independent performance review in Year 3 (Section 43).

46. Business Retention and Stakeholder Engagement

Business retention is the primary economic objective of the UIP, and stakeholder engagement is the mechanism through which it is delivered. Neither is treated as a standalone pillar (Section 11): both are cross-cutting — they run through, and are produced by, consistent delivery of the six pillars, rather than being a discrete operational workstream that sits alongside security or cleaning.

In practice, this means the UIP will engage with property owners and businesses regarding security, cleanliness, access, infrastructure, customer experience, vacancies, investment barriers, and the public environment — using that engagement to shape how the six pillars are delivered, not as a separate service line with its own budget and staff. The UIP should become the mechanism through which businesses collectively address common precinct challenges, rather than each business having to resolve these issues individually.

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The central economic question the UIP must continually ask is: is Bayside becoming a better place to operate a business?

Retention (are businesses staying?) → Stability (are vacancies declining?) → Growth (are businesses expanding?) → Investment (are new investors considering Bayside?)

47. Risk Management

Risk	Mitigation
Budget too high	Bottom-up costing
Levy too high	Lean structure
Security escalation	Competitive procurement
Sponsorship failure	Core levy model
Municipal delays	CityMenderSA tracking
Stakeholder fatigue	Quarterly reporting
Weak early results	First 100 Days programme
Administrative growth	Staffing controls
Capital escalation	Sponsorship / phasing
Governance risk	Board controls
Procurement risk	Competitive process
Survey delay	Early City engagement
Boundary uncertainty	Confirm before final rate
Low collection	Conservative cash-flow model
No Additional Rate tranche before end of August	Covered by the Interim Precinct Activation Programme, not borrowed against future UIP revenue (see Section 27A and Section 40)

Financial sustainability will be monitored throughout the operating period.

48. Governance and Accountability

The UIP will operate according to transparency, accountability, financial discipline, proper procurement, conflict-of-interest management, performance measurement, and stakeholder reporting.

The Board will receive quarterly reports. Annual reporting should include financial statements, service performance, KPI results, sponsorship, stakeholder engagement, and future plans.

49. Stakeholder Communication

Communication will be structured around three stages:

Before Implementation

Explain what the UIP is, what it costs, what it delivers, and why it is needed.

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During Implementation

Show work completed, problems resolved, money spent, and sponsorship received.

Annually

Report performance, finances, outcomes, and future priorities.

Reporting on BaysideUIP's successes and progress will draw on multiple channels: coverage secured with local and national news agencies, BaysideUIP's own online platforms, and direct reporting to stakeholders through a quarterly published newsletter.

SHOW THE WORK.

50. Public Meeting Presentation

The Business Plan should be supported by a concise visual presentation covering the following twenty slides:

- 1. Introducing Bayside
- 2. Where is Bayside?
- 3. Why Bayside?
- 4. Live–Work–Play
- 5. The Opportunity
- 6. Six Pillars
- 7. Security
- 8. Cleaning & Maintenance
- 9. CityMenderSA
- 10. Marine & Environment
- 11. Durban High Court
- 12. Tourism & Events
- 13. Stakeholder Partnerships
- 14. How the Budget is Calculated
- 15. Where the Money Goes
- 16. Property Owner Contributions
- 17. First 100 Days
- 18. Three-Year Programme
- 19. Governance & Accountability
- 20. Stakeholder Decision

51. Conclusion

Bayside represents an opportunity to create a coherent management and identity framework for a strategically important part of Durban — bringing together commerce, residential activity, the High Court, tourism, maritime activities, culture, leisure, and waterfront assets.

The Live–Work–Play model provides the overarching concept. The six pillars provide the operational framework. The bottom-up budget provides financial discipline. CityMenderSA provides a mechanism for identifying and

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tracking service-delivery issues. Corporate sponsorship provides opportunities to add value without unnecessarily increasing the burden on property owners.

The three-year operating term provides a defined period within which the UIP must demonstrate its value. The five-year financial outlook provides longer-term visibility for businesses, investors, and strategic partners.

MAKE BAYSIDE A BETTER PLACE TO LIVE, WORK, VISIT AND INVEST.

52. Proposed Stakeholder Resolution

Stakeholders are invited to support the continued development of the proposed BaysideUIP, subject to:

- Confirmation of the final precinct boundary
- Completion of public participation
- Completion of the required perception survey
- Completion of the detailed and costed Services Plan
- Receipt and evaluation of competitive quotations
- Confirmation of the municipal valuation base
- Calculation of the proposed Additional Rate
- Confirmation of sponsorship opportunities
- Municipal assessment
- Council approval
- Conclusion of the applicable Finance Agreement

Stakeholders are invited to support the principle of establishing a lean, professionally managed, performance-driven Live–Work–Play precinct focused on:

Safety + Cleanliness + Maintenance + Place-Making + Business Retention + Tourism + Investment

53. Appendices and Supporting Documentation

Appendices A to J are provided in full below. The companion workbook (BaysideUIP Financial Appendices) holds the live, formula-driven versions of Appendices C to G.

- Appendix A — Detailed Costed Services Plan
- Appendix B — Management Plan
- Appendix C — Procurement Schedule
- Appendix D — Twelve-Month Cash Flow (Section 40)
- Appendix E — Thirty-Six-Month Cash Flow
- Appendix F — Five-Year Financial Forecast (Section 37)
- Appendix G — Property Owner Contribution Calculator
- Appendix H — Perception Survey
- Appendix I — Precinct Map
- Appendix J — Property Register

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Appendix A — Detailed Costed Services Plan

This appendix sets out, for each service, its staffing, frequency, equipment, key performance indicator, procurement method and working annual cost for Year 1 (1 July 2027 – 30 June 2028). The costs total the Working Year 1 budget of R8,570,000 (Sections 33 and 34). Standards are those proposed in Section 45A and will be fixed in the tender specifications. Costs are working figures, to be replaced by competitive quotations where indicated.

Service	Scope and staffing	Frequency	Equipment	Key performance indicator	Procurement	Working annual cost
Security	Guarding service: 12 guards on duty (4 day + 2 night vehicles, 2 guards each)	24/7	4 patrol vehicles (purchase/lease, procured separately — Section 24)	Response time; patrol coverage; incidents logged and resolved	Competitive tender (guarding only)	R2,100,000
Control room	50/50 in-house / security company; incident logging, CCTV, dispatch	24/7	CCTV and IT	Call-handling and dispatch time; CCTV uptime	Outsource / contract	R720,000
Cleaning	3 teams of 4–6, including marina and waterfront cleaning duties	Daily	Vehicles and equipment	Tasks completed; complaints; hotspot turnaround	Employment / contract	R1,150,000
Maintenance — in-house	Generalist team, including marine inspections	Daily	Vehicles; inflatable dinghy for marine inspections	Issues resolved; closure time	Employment / contract	R350,000
Maintenance — specialists	Panel of plumbing, electrical and road-repair specialists	Call-out	Trade-specific tools	Response time	Competitive tender	R350,000
Maintenance vehicle running costs	Fuel, servicing and insurance of maintenance vehicles	Ongoing	Vehicles (purchase/lease pending)	—	—	R240,000
CityMenderSA platform	Issue reporting, escalation and tracking	Ongoing	Licensed platform	Issues logged, escalated and closed; uptime	To be confirmed	R0 (assumed)
Street ambassadors	21 on roster (13 minimum on shift + 8 reserve), six-hour daily window	Daily	Uniform and communication	13 present at all times; interactions logged	Employment, hourly at national minimum wage	R930,000
Precinct Manager	Daily operational management	Daily	Office	Monthly KPI report delivered	Employment (fixed term)	R630,000
Office staff (x3)	Administration, stakeholder support, management assistance	Daily	Office	—	Employment (fixed term)	R720,000

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Service	Scope and staffing	Frequency	Equipment	Key performance indicator	Procurement	Working annual cost
Office / IT / communications	Office running costs, IT and owner communications	Ongoing	—	—	—	R160,000
Beautification and placemaking	Planter, signage, lighting and gateway improvements	Programmed	—	Projects delivered	Quotations	R300,000
Events and promotion	Events calendar, promotion and tourism partnerships	Programmed	—	Events held; visitors	Quotations	R250,000
Insurance, audit, legal, governance	Insurance, annual audit, legal and governance costs	Annual	—	Audit completed	Quotations	R180,000
Contingency / operating reserve	Operating reserve	Monthly	—	Reserve held	—	R490,000
TOTAL						R8,570,000

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Appendix B — Management Plan

The structure below sets out who is responsible for what. Board members serve without remuneration; the Precinct Manager and office team are employed by BaysideUIP NPC on fixed-term contracts aligned to the operating term.

Role	Responsibility	Reports to
Board of Directors	Governance and oversight; approves budget, service standards, appointments and the annual report; holds the Finance Agreement with eThekwini	Members and stakeholders; eThekwini Municipality
Precinct Manager	Daily operational management of all services; supervises teams and service providers; compiles the monthly service-performance report; manages the budget within Board approvals	The Board
Management Assistant / office staff (x3)	Administrative coordination; stakeholder and owner communication; record-keeping; support to the Precinct Manager and the Board	Precinct Manager
Control room	Receives calls and reports; logs and dispatches incidents; monitors CCTV; keeps the single precinct incident record	Precinct Manager
Security service provider	24/7 guarding and patrols to the agreed standard	Precinct Manager (through the control room)
Cleaning, maintenance and ambassador teams	Daily cleaning, maintenance and street presence; log issues through CityMenderSA	Precinct Manager
Specialist maintenance panel	Call-out plumbing, electrical and road-repair work	Precinct Manager
Stakeholders	Strategic participation and oversight through the Board and stakeholder engagement (Sections 29 and 46)	—

Reporting calendar

Report	Frequency	Audience
Service-performance report (KPIs in Section 45A)	Monthly	All owners; the Board
Management and financial report	Quarterly	The Board
Annual report and audited financial statements	Annually	Owners, stakeholders and eThekwini Municipality
Independent performance review and perception survey	Year 3	Owners, the Board and eThekwini Municipality (Section 43)

Appendix C — Procurement Schedule (Illustrative)

Following the correction of the labour model (Cleaning and in-house Maintenance, including marine and waterfront cleaning duties, are direct BaysideUIP NPC employment arrangements, not procured services — see Sections 13, 14, and 19), the competitive-quotation procurement schedule below covers Security, Specialist Maintenance, and the Control Room. The ranges shown are desk-based planning estimates, benchmarked against comparable Durban precinct-management contracts, and are provided to support budget planning ahead of the formal tender process. They are not quotations and must be replaced with actual competitive quotations before the Services Plan is finalised.

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Service	Estimated Range	Preferred Basis	Working Annual Cost
Security (24hr, 4 day + 2 night vehicles, 12 guards on duty)	R2.05m - R2.25m	Lowest compliant tender	R2,100,000
Specialist Maintenance (plumbing, electrical, road repair)	R320k - R370k	Panel of specialists, call-out basis	R350,000
Control Room (outsourced or hybrid)	R680k - R780k	Best value / integration with security	R720,000

Employment roles (recruitment, not procurement — no competitive quotations required): Precinct Manager, Office staff, Street Ambassadors, Cleaning teams, and the in-house Maintenance team (including marine and waterfront cleaning duties), all on fixed-term contracts aligned to the SRA operating term (Sections 20, 22, 23). Market-rate salary benchmarking is still recommended for each role.

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Appendix D — Twelve-Month Cash Flow (Section 40)

Year 1: 1 July 2027 – 30 June 2028. The Additional Rate is disbursed as eleven equal monthly tranches (August to June, SRA Policy Clause 3.8) with a reconciliation tranche after year-end; operating costs are incurred monthly. Figures agree with Section 40.

Month	Additional Rate revenue	Sponsorship	Operating costs	Reserve contribution	Net cash flow	Cumulative cash
Jul 2027	R0	R20,000	R412,500	R40,833	-R433,333	-R433,333
Aug 2027	R714,167	R20,000	R472,500	R40,833	R220,834	-R212,499
Sep 2027	R714,167	R30,000	R672,500	R40,833	R30,834	-R181,665
Oct 2027	R714,167	R20,000	R692,500	R40,833	R834	-R180,831
Nov 2027	R714,167	R40,000	R707,500	R40,833	R5,834	-R174,997
Dec 2027	R714,167	R30,000	R707,500	R40,833	-R4,166	-R179,163
Jan 2028	R714,167	R20,000	R722,500	R40,833	-R29,166	-R208,329
Feb 2028	R714,167	R40,000	R722,500	R40,833	-R9,166	-R217,495
Mar 2028	R714,167	R30,000	R737,500	R40,833	-R34,166	-R251,661
Apr 2028	R714,167	R20,000	R737,500	R40,833	-R44,166	-R295,827
May 2028	R714,167	R40,000	R747,500	R40,833	-R34,166	-R329,993
Jun 2028	R714,163	R40,000	R747,500	R40,837	-R34,174	-R364,167
TOTAL	R7,855,833	R350,000	R8,080,000	R490,000	-R364,167	-R364,167

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Appendix E — Thirty-Six-Month Cash Flow

Years 1 to 3: 1 July 2027 – 30 June 2030. Operating costs escalate at 6% a year in Years 2 and 3, and sponsorship grows per the Five-Year Forecast (Appendix F). Figures agree with the quarterly summary in Section 41.

Month	Additional Rate revenue	Sponsorship	Operating costs	Reserve contribution	Net cash flow	Cumulative cash
Year 1 — Jul 2027	R0	R20,000	R412,500	R40,833	-R433,333	-R433,333
Year 1 — Aug 2027	R714,167	R20,000	R472,500	R40,833	R220,834	-R212,499
Year 1 — Sep 2027	R714,167	R30,000	R672,500	R40,833	R30,834	-R181,665
Year 1 — Oct 2027	R714,167	R20,000	R692,500	R40,833	R834	-R180,831
Year 1 — Nov 2027	R714,167	R40,000	R707,500	R40,833	R5,834	-R174,997
Year 1 — Dec 2027	R714,167	R30,000	R707,500	R40,833	-R4,166	-R179,163
Year 1 — Jan 2028	R714,167	R20,000	R722,500	R40,833	-R29,166	-R208,329
Year 1 — Feb 2028	R714,167	R40,000	R722,500	R40,833	-R9,166	-R217,495
Year 1 — Mar 2028	R714,167	R30,000	R737,500	R40,833	-R34,166	-R251,661
Year 1 — Apr 2028	R714,167	R20,000	R737,500	R40,833	-R44,166	-R295,827
Year 1 — May 2028	R714,167	R40,000	R747,500	R40,833	-R34,166	-R329,993
Year 1 — Jun 2028	R714,163	R40,000	R747,500	R40,837	-R34,174	-R364,167
Year 2 — Jul 2028	R0	R31,429	R438,751	R40,833	-R448,155	-R812,322
Year 2 — Aug 2028	R757,017	R31,429	R502,569	R40,833	R245,044	-R567,278
Year 2 — Sep 2028	R757,017	R47,143	R715,297	R40,833	R48,030	-R519,248
Year 2 — Oct 2028	R757,017	R31,429	R736,570	R40,833	R11,043	-R508,205
Year 2 — Nov 2028	R757,017	R62,857	R752,524	R40,833	R26,517	-R481,688
Year 2 — Dec 2028	R757,017	R47,143	R752,524	R40,833	R10,803	-R470,885
Year 2 — Jan 2029	R757,017	R31,429	R768,479	R40,833	-R20,866	-R491,751
Year 2 — Feb 2029	R757,017	R62,857	R768,479	R40,833	R10,562	-R481,189

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Month	Additional Rate revenue	Sponsorship	Operating costs	Reserve contribution	Net cash flow	Cumulative cash
Year 2 — Mar 2029	R757,017	R47,143	R784,433	R40,833	-R21,106	-R502,295
Year 2 — Apr 2029	R757,017	R31,429	R784,433	R40,833	-R36,820	-R539,115
Year 2 — May 2029	R757,017	R62,857	R795,070	R40,833	-R16,029	-R555,144
Year 2 — Jun 2029	R757,013	R62,857	R795,070	R40,837	-R16,037	-R571,181
Year 3 — Jul 2029	R0	R45,714	R466,577	R40,833	-R461,696	-R1,032,877
Year 3 — Aug 2029	R802,438	R45,714	R534,443	R40,833	R272,876	-R760,001
Year 3 — Sep 2029	R802,438	R68,571	R760,662	R40,833	R69,514	-R690,487
Year 3 — Oct 2029	R802,438	R45,714	R783,284	R40,833	R24,035	-R666,452
Year 3 — Nov 2029	R802,438	R91,429	R800,250	R40,833	R52,784	-R613,668
Year 3 — Dec 2029	R802,438	R68,571	R800,250	R40,833	R29,926	-R583,742
Year 3 — Jan 2030	R802,438	R45,714	R817,217	R40,833	-R9,898	-R593,640
Year 3 — Feb 2030	R802,438	R91,429	R817,217	R40,833	R35,817	-R557,823
Year 3 — Mar 2030	R802,438	R68,571	R834,183	R40,833	-R4,007	-R561,830
Year 3 — Apr 2030	R802,438	R45,714	R834,183	R40,833	-R26,864	-R588,694
Year 3 — May 2030	R802,438	R91,429	R845,494	R40,833	R7,540	-R581,154
Year 3 — Jun 2030	R802,434	R91,429	R845,494	R40,837	R7,532	-R573,622
TOTAL (36 months)	R25,009,830	R1,700,001	R25,813,453	R1,470,000	-R573,622	-R573,622

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Appendix F — Five-Year Financial Forecast (Section 37)

1 July 2027 – 30 June 2032. Operating costs escalate at 6% a year; sponsorship grows as the UIP's track record matures. Figures agree with Section 37.

Financial year	Additional Rate revenue	Sponsorship and other income	Total operating cost	Net position
Year 1 (2027/28)	R8,570,000	R350,000	R8,570,000	R350,000
Year 2 (2028/29)	R9,084,200	R550,000	R9,084,200	R550,000
Year 3 (2029/30)	R9,629,252	R800,000	R9,629,252	R800,000
Year 4 (2030/31)	R10,207,007	R950,000	R10,207,007	R950,000
Year 5 (2031/32)	R10,819,427	R1,100,000	R10,819,427	R1,100,000

Appendix G — Property Owner Contribution Calculator (Working Figures)

These figures are calculated from the 452-property register in the companion workbook (Appendix J), not from a round-number placeholder. They remain working figures — see the caveat immediately below the table.

Working Input	Value
Gross Commercial + Industrial valuation (inferred)	R2,437,212,000
Less: municipally-owned property (typically exempt)	R123,890,000
Working NET valuation base	R2,313,322,000
Required annual funding (Working Year 1 budget)	R8,570,000
Working Additional Rate	R0.370 per R100 of valuation (0.370%)
Statutory ceiling (2026/2027 Property Rates Policy & SRA Policy)	Additional Rate ≤35% of normal rate (Years 1–2), ≤25% from Year 3; no single property >20% of total budget (R1,714,000 cap)

Caveat: the source extract has no official eThekwini category legend, so each property's Commercial / Industrial / Residential / Exempt classification above has been inferred from ownership and use-code patterns, not confirmed by the Municipality. In addition, roughly half of the properties classified as Commercial show no market value in the extract, so the net valuation base above is very likely a floor rather than a complete figure. eThekwini's Rates/Valuations Department must confirm both the category of every property and a complete set of market values before any figure in this appendix is used for actual billing or communicated to individual property owners as final.

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Appendix H — Perception Survey

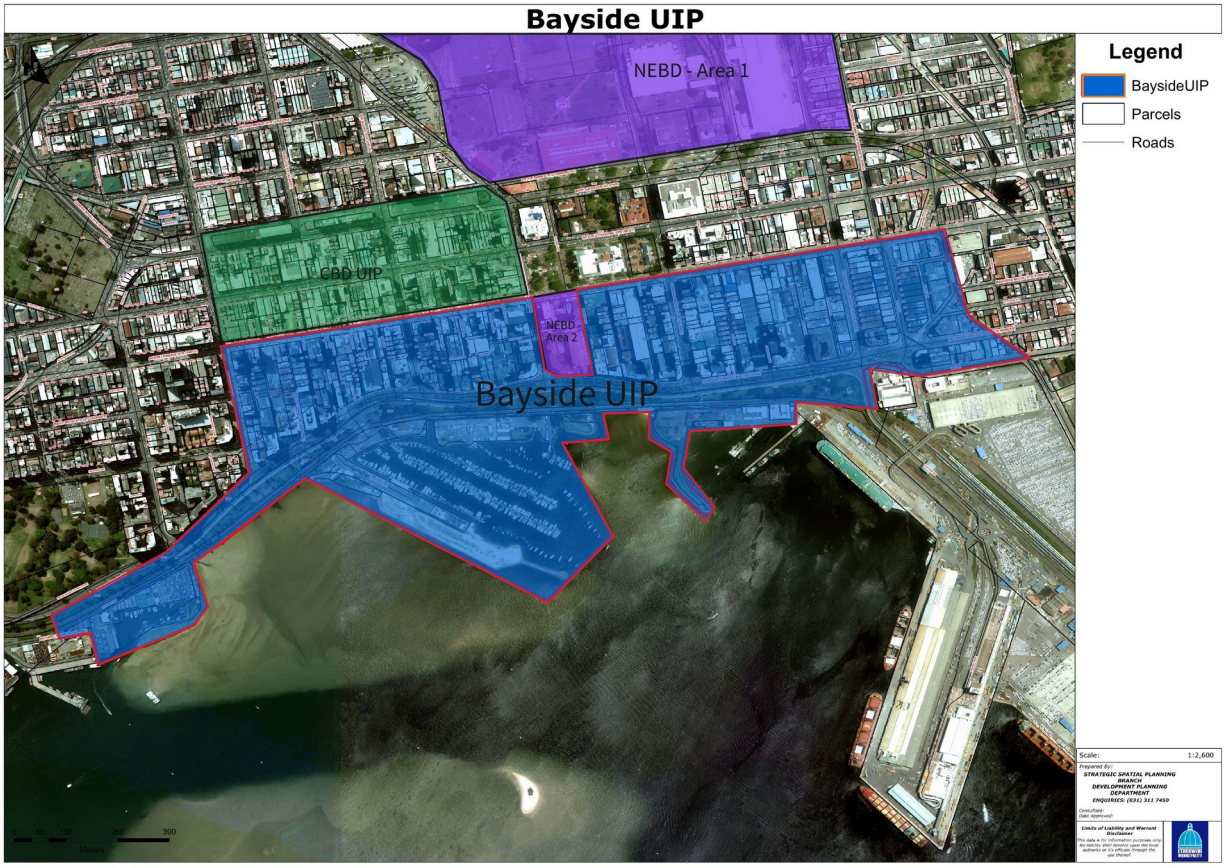
A formal perception survey will be undertaken in line with the methodology required by eThekwini Municipality. This appendix sets out the proposed approach for adoption by the Board.

Element	Proposed approach
Purpose	Establish a baseline before the UIP begins and measure change at the end of Year 3, so that the Year 3 review and any continuation decision rest on evidence
Themes	Perceived safety; cleanliness; maintenance; business environment; visitor experience; precinct identity; stakeholder satisfaction; confidence in the UIP
Respondent groups	Property owners; business owners and tenants; employees in the precinct; residents; visitors; users of the Durban High Court and the marina
Method	Short structured questionnaire (online link, QR code and paper), supported by interviews with key stakeholders; the same questions are used each time so that results are comparable
Timing	Baseline in the first operating year; repeat in Year 3 as part of the independent performance review
Reporting	Results reported to the Board, owners and eThekwini Municipality, alongside the CityMenderSA data (reports logged and closed)

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Appendix I — Precinct Map

The precinct is bounded by Anton Lembede Street, Shepstone Street, Bay Terrace, Margaret Mncadi Avenue, Maritime Place, Yacht Basin Terrace, Boatmans Place, Dr Yusuf Dadoo Street, Dorothy Nyembe Street and Beach Walk. The map below is the parcel-level boundary map supplied by eThekwini Municipality's Strategic Spatial Planning Branch (Figure 4.1). A full-resolution A3 version is available on request.



Service concentration. Security patrols, cleaning teams and street ambassadors will be concentrated around the Durban High Court, the primary nodes, the main pedestrian routes and the waterfront (Sections 12 to 20). A node-by-node service plan will be prepared with the Services Plan.

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Appendix J — Property Register

The working register of 452 properties within the precinct, reconciled to eThekwini's valuation roll where available. Owner names and contact details are held in the BaysideUIP working records and are not reproduced here, in line with POPIA. Categories are working classifications and some remain to be confirmed with the Municipality; a market value of '—' means no value was shown in the extract. Figures in Appendix G are calculated from this register.

No.	Street address	ERF / portion	Category	Market value
1	5 Acutt Street	—	Commercial	R7,300,000
2	16 Acutt Street	10641 / 1	Residential	—
3	16 Acutt Street	10640 / 2	Residential	—
4	29 Acutt Street	10635 / 3	Government (exempt)	R26,140,000
5	29 Acutt Street	10635 / 3	Government (exempt)	R38,060,000
6	30 Acutt Street	10641 / 2	Government (exempt)	—
7	31 Acutt Street	10630 / 10	Commercial	—
8	31 Acutt Street	10630 / 7	Commercial	R46,800,000
9	36 Acutt Street	10629 / 5	Government (exempt)	—
10	37 Acutt Street	—	To be confirmed	—
11	40 Acutt Street	10629 / 4	Government (exempt)	R95,780,000
12	41 Acutt Street	10630 / 14	Commercial	R7,700,000
13	18 Albany Grove	10627 / 14	Commercial	R12,800,000
14	30 Albany Grove	10627 / 8	Commercial	R24,740,000
15	32 Albany Grove	10627 / 7	Commercial	R6,300,000
16	33 Albany Grove	—	Commercial	R31,560,000
17	34 Albany Grove	—	To be confirmed	—
18	37 Albany Grove	—	To be confirmed	—
19	44 Albany Grove	—	To be confirmed	—
20	48 Albany Grove	10627 / 3	Commercial	—
21	48 Albany Grove	10627 / 2	Commercial	—
22	48 Albany Grove	10627 / 1	Commercial	R15,240,000
23	48 Albany Grove	10627 / 10	Commercial	—
24	85 Anton Lembede Street	10390 / 1	Road	R87,000
25	85 Anton Lembede Street	—	Commercial	R10,350,000
26	95 Anton Lembede Street	—	Commercial	—
27	97 Anton Lembede Street	—	Commercial	R5,500,000
28	99 Anton Lembede Street	—	Commercial	R4,200,000
29	103 Anton Lembede Street	—	Commercial	R5,900,000
30	107 Anton Lembede Street	—	To be confirmed	—
31	115 Anton Lembede Street	—	To be confirmed	—
32	135 Anton Lembede Street	10603 / 1	Commercial	R18,850,000
33	143 Anton Lembede Street	10604 / 1	Commercial	R2,450,000
34	143 Anton Lembede Street	10603 / 1	Commercial	R9,200,000
35	151 Anton Lembede Street	10605 / 5	Place of worship (exempt)	R3,250,000
36	163 Anton Lembede Street	—	To be confirmed	—
37	167 Anton Lembede Street	—	To be confirmed	—
38	173 Anton Lembede Street	10608 / 11	Commercial	—
39	181 Anton Lembede Street	—	Commercial	R14,860,000
40	185 Anton Lembede Street	—	To be confirmed	—
41	191 Anton Lembede Street	10611 / 2	Vacant land	R1,210,000
42	197 Anton Lembede Street	—	To be confirmed	—
43	199 Anton Lembede Street	10613 / 1	Commercial	R195,000,000
44	199 Anton Lembede Street	10613 / 3	Commercial	—
45	199 Anton Lembede Street	10613 / 2	Commercial	—
46	199 Anton Lembede Street	10612 / 1	Commercial	—
47	221 Anton Lembede Street	10626 / 3	Commercial	R79,550,000

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No.	Street address	ERF / portion	Category	Market value
48	225 Anton Lembede Street	—	To be confirmed	—
49	231 Anton Lembede Street	—	Municipal (exempt)	—
50	251 Anton Lembede Street	—	Municipal (exempt)	—
51	291 Anton Lembede Street	10661	Commercial	R85,400,000
52	291K Anton Lembede Street	—	To be confirmed	—
53	303 Anton Lembede Street	10652 / 5	Commercial	—
54	303 Anton Lembede Street	10662	Commercial	R84,500,000
55	303 Anton Lembede Street	10653 / 8	Commercial	—
56	317 Anton Lembede Street	10654 / 7	Commercial	R57,170,000
57	319 Anton Lembede Street	10654 / 1	Commercial	R30,170,000
58	325 Anton Lembede Street	10659	Commercial	R28,120,000
59	331 Anton Lembede Street	10655 / 11	Commercial	—
60	331 Anton Lembede Street	10656 / 9	Commercial	R20,670,000
61	333 Anton Lembede Street	10656 / 8	Commercial	—
62	333 Anton Lembede Street	10656 / 7	Commercial	—
63	333 Anton Lembede Street	10657 / 7	Commercial	R103,340,000
64	333 Anton Lembede Street	10657 / 6	Commercial	—
65	343 Anton Lembede Street	10657 / 1	Commercial	—
66	343 Anton Lembede Street	10657 / 1	Commercial	—
67	343 Anton Lembede Street	10658 / 7	Commercial	—
68	343 Anton Lembede Street	10658	Commercial	R61,570,000
69	343 Anton Lembede Street	10657 / 3	Commercial	—
70	355 Anton Lembede Street	10658 / 2	Commercial	R39,800,000
71	357 Anton Lembede Street	10684	Commercial	R22,300,000
72	357 Anton Lembede Street	10684	Commercial	R73,440,000
73	357 Anton Lembede Street	10684	Government (exempt)	—
74	369 Anton Lembede Street	10672 / 8	Commercial	R43,330,000
75	369 Anton Lembede Street	10672 / 8	Government (exempt)	—
76	369 Anton Lembede Street	10672 / 8	Commercial	R7,310,000
77	369 Anton Lembede Street	10672 / 8	Commercial	R4,160,000
78	375 Anton Lembede Street	10673 / 12	Commercial	R14,460,000
79	375 Anton Lembede Street	10673 / 13	Commercial	—
80	377 Anton Lembede Street	10673 / 14	Commercial	R890,000
81	379 Anton Lembede Street	10673 / 9	Commercial	—
82	381 Anton Lembede Street	—	To be confirmed	—
83	393 Anton Lembede Street	11503	Commercial	—
84	397 Anton Lembede Street	10676	Commercial	—
85	399 Anton Lembede Street	10676 / 1	Residential	R17,080,000
86	413 Anton Lembede Street	10678	Government (exempt)	—
87	423 Anton Lembede Street	10679 / 2	Commercial	R4,840,000
88	425 Anton Lembede Street	10679 / 1	Government (exempt)	—
89	425 Anton Lembede Street	10679 / 1	Government (exempt)	—
90	425 Anton Lembede Street	10679 / 10	Government (exempt)	—
91	429 Anton Lembede Street	10680 / 1	Government (exempt)	—
92	437 Anton Lembede Street	10681 / 3	Commercial	—
93	437 Anton Lembede Street	10681 / 8	Commercial	—
94	437 Anton Lembede Street	10681 / 1	Commercial	R37,310,000
95	437 Anton Lembede Street	10681 / 2	Commercial	—
96	451 Anton Lembede Street	10682 / 28	Government (exempt)	—
97	Banner Lane	10656 / 12	Municipal (exempt)	—
98	Banner Lane	10656 / 14	Municipal (exempt)	—
99	Banner Lane	10655 / 16	Municipal (exempt)	—
100	Banner Lane	10655 / 15	Municipal (exempt)	—
101	Banner Lane	10656 / 11	Municipal (exempt)	—
102	Banner Lane	10656 / 13	Municipal (exempt)	—
103	50 Bay Terrace	10291 / 1	Industrial	R4,100,000

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No.	Street address	ERF / portion	Category	Market value
104	54 Bay Terrace	—	Industrial	R5,300,000
105	62 Bay Terrace	—	Commercial	R3,100,000
106	66 Bay Terrace	—	Commercial	R3,950,000
107	72 Bay Terrace	—	To be confirmed	—
108	Beach Grove	10677 / 12	Municipal (exempt)	—
109	Beach Grove	10683 / 1	Municipal (exempt)	—
110	Beach Grove	10677 / 11	Municipal (exempt)	—
111	Beach Grove	10678 / 8	Municipal (exempt)	—
112	15 Beach Grove	10678 / 7	Government (exempt)	—
113	18A Beach Grove	10683	Residential	—
114	24 Beach Grove	10677 / 3	Commercial	R10,620,000
115	24 Beach Grove	10677 / 4	Commercial	—
116	27 Beach Grove	10678 / 12	Government (exempt)	—
117	29 Beach Grove	10678 / 9	Commercial	R5,380,000
118	33 Beach Grove	10678 / 5	Commercial	R4,210,000
119	39 Beach Grove	10678 / 4	Commercial	—
120	40 Beach Grove	10691	Commercial	R63,880,000
121	45 Beach Grove	10678 / 3	Commercial	R5,370,000
122	38 Beach Walk	10635 / 4	Vacant land	R34,000
123	71 Beach Walk	—	To be confirmed	—
124	251 Beach Walk	—	To be confirmed	—
125	Boatmans Road	10004	Government (exempt)	—
126	Broad Street	10004 / 144	Residential	—
127	Cato Square	—	To be confirmed	—
128	1 Cato Street	10601 / 14	Government (exempt)	R2,300,000
129	6 Cato Street	—	Commercial	—
130	12 Cato Street	—	Commercial	R1,920,000
131	16 Cato Street	—	Commercial	—
132	17 Cato Street	10601 / 13	Commercial	R5,200,000
133	20 Cato Street	—	Commercial	R21,000,000
134	21 Cato Street	10601 / 12	Commercial	R1,920,000
135	24 Cato Street	—	Commercial	—
136	28 Cato Street	10384 / 1	Vacant land	—
137	29 Cato Street	10601 / 10	Commercial	R2,950,000
138	30 Cato Street	—	Place of worship (exempt)	—
139	31 Cato Street	10601 / 9	Industrial	R2,400,000
140	32 Cato Street	—	Place of worship (exempt)	R9,600,000
141	34 Cato Street	—	Industrial	—
142	36 Cato Street	—	Industrial	—
143	37 Cato Street	10601 / 8	Industrial	R2,500,000
144	40 Cato Street	—	Industrial	R8,100,000
145	41 Cato Street	10601 / 7	Industrial	R3,100,000
146	45 Cato Street	10601 / 8	Industrial	R2,500,000
147	51 Cato Street	10601 / 5	Industrial	R3,700,000
148	53 Cato Street	10601 / 4	Commercial	R8,700,000
149	57 Cato Street	—	To be confirmed	—
150	9 Creek Street	—	Industrial	R25,000,000
151	Davey Road	10004	Government (exempt)	—
152	Devonshire Place	10656 / 16	Commercial	—
153	Devonshire Place	10656	Municipal (exempt)	—
154	2 Devonshire Place	10656 / 15	Commercial	—
155	2 Devonshire Place	10656 / 5	Commercial	—
156	2 Devonshire Place	10655 / 13	Commercial	—
157	2 Devonshire Place	10656 / 6	Commercial	R42,530,000
158	2 Devonshire Place	10655 / 8	Commercial	—
159	11 Devonshire Place	10654 / 4	Commercial	—

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No.	Street address	ERF / portion	Category	Market value
160	11 Devonshire Place	10655 / 6	Commercial	—
161	11 Devonshire Place	10660	Commercial	—
162	11 Devonshire Place	10654 / 10	Commercial	—
163	11 Devonshire Place	10655 / 4	Commercial	R36,980,000
164	11 Devonshire Place	10660	Government (exempt)	—
165	11 Devonshire Place	10654 / 6	Commercial	—
166	11 Devonshire Place	10655 / 5	Commercial	—
167	9 Dorothy Nyembe Street	10664	Commercial	R31,590,000
168	17 Dorothy Nyembe Street	10651 / 18	Residential	R30,200,000
169	25 Dorothy Nyembe Street	10665	Government (exempt)	—
170	1 Dr Langalibalele Dube Street	—	To be confirmed	—
171	43 Dr Langalibalele Dube Street	10290 / 1	Road	—
172	45 Dr Langalibalele Dube Street	—	Commercial	R4,000,000
173	50 Dr Langalibalele Dube Street	—	Road	R750,000
174	53 Dr Langalibalele Dube Street	—	Industrial	R3,100,000
175	54 Dr Langalibalele Dube Street	—	Commercial	R25,960,000
176	55 Dr Langalibalele Dube Street	—	Commercial	R13,760,000
177	67 Dr Langalibalele Dube Street	—	To be confirmed	—
178	71 Dr Langalibalele Dube Street	—	To be confirmed	—
179	2 Dr Yusuf Dadoo Street	10004 / 138	Government (exempt)	—
180	16 Dr Yusuf Dadoo Street	10004 / 137	Commercial	—
181	16 Dr Yusuf Dadoo Street	10004 / 134	Commercial	R3,230,000
182	30 Dr Yusuf Dadoo Street	10004 / 133	Commercial	—
183	30 Dr Yusuf Dadoo Street	10682 / 22	Commercial	—
184	30 Dr Yusuf Dadoo Street	10682 / 24	Commercial	—
185	30 Dr Yusuf Dadoo Street	10004 / 136	Commercial	—
186	30 Dr Yusuf Dadoo Street	10682 / 22	Commercial	R5,710,000
187	30 Dr Yusuf Dadoo Street	10682 / 25	Commercial	—
188	36 Dr Yusuf Dadoo Street	10682 / 20	Commercial	R3,312,000
189	36 Dr Yusuf Dadoo Street	10682 / 23	Industrial	—
190	42 Dr Yusuf Dadoo Street	10682 / 9	Government (exempt)	—
191	50 Dr Yusuf Dadoo Street	10682 / 8	Government (exempt)	—
192	52 Dr Yusuf Dadoo Street	10682 / 16	Government (exempt)	R200,000
193	54 Dr Yusuf Dadoo Street	10682 / 13	Government (exempt)	—
194	56 Dr Yusuf Dadoo Street	10682 / 26	Place of worship (exempt)	R10,630,000
195	66 Dr Yusuf Dadoo Street	10682 / 4	Commercial	R2,770,000
196	19 Dullah Omar Grove	10679 / 8	Government (exempt)	—
197	30 Dullah Omar Grove	10678 / 11	Commercial	R7,180,000
198	33 Dullah Omar Grove	10679 / 7	Government (exempt)	—
199	33 Dullah Omar Grove	10679 / 6	Government (exempt)	—
200	43 Dullah Omar Grove	10679 / 5	Government (exempt)	—
201	47 Dullah Omar Grove	10679 / 4	Government (exempt)	—
202	51 Dullah Omar Grove	10679 / 3	Government (exempt)	—
203	Durban Club Place	10652 / 2	Municipal (exempt)	—
204	2 Durban Club Place	10653 / 7	Commercial	R12,440,000
205	6 Durban Club Place	10653 / 6	Commercial	—
206	6 Durban Club Place	10654 / 9	Commercial	—
207	6 Durban Club Place	10654 / 8	Commercial	—
208	Fenton Road	10675 / 9	Municipal (exempt)	—
209	2 Fenton Road	10004 / 146	Residential	—
210	5 Fenton Road	—	To be confirmed	—
211	14 Fenton Road	12388	Residential	—
212	24 Fenton Road	10675 / 8	Residential	R40,250,000
213	28 Fenton Road	10675 / 5	Residential	R2,740,000
214	38 Fenton Road	10675 / 4	Residential	R2,630,000
215	40 Fenton Road	10675 / 3	Commercial	R2,900,000

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No.	Street address	ERF / portion	Category	Market value
216	Field Street	10658 / 9	Commercial	—
217	Hermitage Street	10004 / 39	Municipal (exempt)	—
218	Hermitage Street	10004	Commercial	—
219	9 Hermitage Street	10004 / 79	Commercial	R1,900,000
220	11 Hermitage Street	10674 / 10	Commercial	—
221	11 Hermitage Street	10004 / 76	Commercial	R5,470,000
222	11 Hermitage Street	10004 / 77	Commercial	—
223	12 Hermitage Street	10674 / 5	Commercial	—
224	12A Hermitage Street	10673 / 4	Commercial	—
225	14 Hermitage Street	10674 / 11	Commercial	R70,060,000
226	14A Hermitage Street	10673 / 6	Commercial	—
227	16 Hermitage Street	10004 / 73	Commercial	—
228	16 Hermitage Street	10674 / 7	Commercial	—
229	17 Hermitage Street	10674 / 9	Industrial	R1,590,000
230	17 Hermitage Street	10004 / 74	Industrial	—
231	18 Hermitage Street	10004 / 154	Commercial	—
232	18 Hermitage Street	10674 / 12	Commercial	—
233	18A Hermitage Street	10673 / 7	Commercial	—
234	21 Hermitage Street	10674 / 8	Commercial	R1,850,000
235	33 Hermitage Street	10674 / 6	Commercial	R6,900,000
236	5 J N Singh Street	10682 / 27	Residential	R4,880,000
237	6 J N Singh Street	12567	Government (exempt)	—
238	12 J N Singh Street	10681 / 14	Government (exempt)	—
239	14 J N Singh Street	10681 / 13	Government (exempt)	R240,000
240	20 J N Singh Street	10681 / 12	Government (exempt)	—
241	22 J N Singh Street	10681 / 15	Government (exempt)	—
242	25 J N Singh Street	10682 / 14	Place of worship (exempt)	—
243	26 J N Singh Street	10681 / 7	Commercial	R2,150,000
244	28 J N Singh Street	10681 / 6	Commercial	—
245	6 Joe Slovo Street	10004 / 35	Commercial	R38,610,000
246	15 Joe Slovo Street	10004 / 189	Commercial	R42,860,000
247	16 Joe Slovo Street	10658 / 1	Government (exempt)	—
248	16 Joe Slovo Street	10004 / 149	Government (exempt)	R740,000
249	20 Joe Slovo Street	10004 / 123	Government (exempt)	R340,000
250	20 Joe Slovo Street	10658 / 11	Government (exempt)	—
251	24 Joe Slovo Street	10004 / 122	Commercial	—
252	24 Joe Slovo Street	10658 / 10	Commercial	—
253	24 Joe Slovo Street	10658 / 6	Commercial	—
254	24 Joe Slovo Street	10004 / 121	Commercial	—
255	25 Joe Slovo Street	10671 / 7	Commercial	R12,700,000
256	25 Joe Slovo Street	10671 / 8	Commercial	—
257	25 Joe Slovo Street	10672 / 3	Commercial	—
258	25 Joe Slovo Street	10004 / 86	Commercial	—
259	25 Joe Slovo Street	10004 / 97	Commercial	—
260	27 Joe Slovo Street	10671 / 6	Commercial	R19,670,000
261	27 Joe Slovo Street	10672 / 4	Commercial	—
262	27 Joe Slovo Street	10671 / 9	Commercial	—
263	31 Joe Slovo Street	10671 / 5	Commercial	R16,290,000
264	32 Joe Slovo Street	10658 / 8	Commercial	—
265	32 Joe Slovo Street	10657 / 4	Commercial	—
266	32 Joe Slovo Street	10658 / 5	Commercial	R43,750,000
267	34 Joe Slovo Street	10658 / 3	Commercial	—
268	35 Joe Slovo Street	10671 / 4	Commercial	—
269	39 Joe Slovo Street	10671 / 3	Commercial	R15,170,000
270	10 Jonsson Lane	10608 / 5	Industrial	—
271	21 Jonsson Lane	10608 / 4	Industrial	R6,350,000

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No.	Street address	ERF / portion	Category	Market value
272	Kitchener Street	—	To be confirmed	—
273	9 Leslie Street	10652 / 8	Commercial	—
274	9 Margaret Mncadi Avenue	—	Government (exempt)	—
275	9T Margaret Mncadi Avenue	—	Government (exempt)	—
276	17 Margaret Mncadi Avenue	10620 / 3	Vacant land	R1,520,000
277	17 Margaret Mncadi Avenue	10620 / 4	Vacant land	R1,760,000
278	17 Margaret Mncadi Avenue	10620 / 2	Vacant land	R1,540,000
279	20 Margaret Mncadi Avenue	—	Residential	—
280	21 Margaret Mncadi Avenue	10023	Commercial	R5,690,000
281	21 Margaret Mncadi Avenue	10023	Government (exempt)	R50,000
282	21 Margaret Mncadi Avenue	10023	Commercial	R3,730,000
283	21 Margaret Mncadi Avenue	10023	Municipal (exempt)	R9,940,000
284	21 Margaret Mncadi Avenue	10023	Municipal (exempt)	R1,000
285	21 Margaret Mncadi Avenue	10023	Government (exempt)	R1,380,000
286	21 Margaret Mncadi Avenue	10023	Municipal (exempt)	R91,000
287	21 Margaret Mncadi Avenue	10023	Commercial	R11,660,000
288	21 Margaret Mncadi Avenue	10023	Municipal (exempt)	—
289	21 Margaret Mncadi Avenue	10023	Commercial	R1,200,000
290	37 Margaret Mncadi Avenue	10609 / 1	Industrial	—
291	37 Margaret Mncadi Avenue	10004 / 8	Industrial	R30,000,000
292	39 Margaret Mncadi Avenue	—	Residential	R52,900,000
293	41 Margaret Mncadi Avenue	—	To be confirmed	—
294	47 Margaret Mncadi Avenue	SSHarbourView / 5	Commercial	R1,260,000
295	54 Margaret Mncadi Avenue	—	To be confirmed	—
296	61 Margaret Mncadi Avenue	—	Government (exempt)	—
297	67 Margaret Mncadi Avenue	—	To be confirmed	—
298	71 Margaret Mncadi Avenue	20635 / 1	Commercial	R35,660,000
299	87 Margaret Mncadi Avenue	10663	Government (exempt)	—
300	93 Margaret Mncadi Avenue	10652 / 7	Commercial	—
301	93 Margaret Mncadi Avenue	10652 / 4	Commercial	—
302	93 Margaret Mncadi Avenue	10004 / 27	Commercial	—
303	93 Margaret Mncadi Avenue	10653	Commercial	R7,700,000
304	101 Margaret Mncadi Avenue	10004 / 30	Residential	—
305	101 Margaret Mncadi Avenue	10654 / 5	Residential	—
306	101 Margaret Mncadi Avenue	10654 / 2	Residential	—
307	101 Margaret Mncadi Avenue	10004 / 29	Residential	—
308	104 Margaret Mncadi Avenue	10004 / 156	Government (exempt)	—
309	104 Margaret Mncadi Avenue	10004 / 156	Commercial	—
310	106 Margaret Mncadi Avenue	10656 / 4	Commercial	—
311	106 Margaret Mncadi Avenue	10656 / 2	Commercial	R98,220,000
312	106 Margaret Mncadi Avenue	10655 / 2	Commercial	—
313	106 Margaret Mncadi Avenue	10004 / 32	Commercial	—
314	106 Margaret Mncadi Avenue	10656 / 3	Commercial	—
315	108 Margaret Mncadi Avenue	10004 / 33	Commercial	—
316	112 Margaret Mncadi Avenue	10004 / 130	Government (exempt)	—
317	114 Margaret Mncadi Avenue	10004 / 152	Commercial	R9,180,000
318	121 Margaret Mncadi Avenue	10004 / 181	Government (exempt)	—
319	124 Margaret Mncadi Avenue	10004 / 83	Residential	R15,130,000
320	127 Margaret Mncadi Avenue	10686	Commercial	—
321	127 Margaret Mncadi Avenue	10673 / 8	Commercial	—
322	127 Margaret Mncadi Avenue	10673 / 2	Commercial	—
323	131 Margaret Mncadi Avenue	10004 / 81	Residential	R7,440,000
324	133 Margaret Mncadi Avenue	10004 / 147	Residential	—
325	134 Margaret Mncadi Avenue	10675 / 10	Commercial	R2,260,000
326	136 Margaret Mncadi Avenue	10004 / 41	Commercial	—
327	136 Margaret Mncadi Avenue	10676 / 6	Commercial	R26,850,000

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No.	Street address	ERF / portion	Category	Market value
328	139 Margaret Mncadi Avenue	10692	Residential	R49,500,000
329	143 Margaret Mncadi Avenue	10004 / 164	Government (exempt)	—
330	149 Margaret Mncadi Avenue	10004 / 44	Government (exempt)	—
331	151 Margaret Mncadi Avenue	10680	Government (exempt)	—
332	151 Margaret Mncadi Avenue	10004 / 45	Government (exempt)	—
333	151 Margaret Mncadi Avenue	10679 / 9	Government (exempt)	—
334	151 Margaret Mncadi Avenue	10004 / 46	Government (exempt)	—
335	157 Margaret Mncadi Avenue	10690	Residential	—
336	160 Margaret Mncadi Avenue	10004 / 135	Residential	R1,940,000
337	7 Maritime Place	12488	Government (exempt)	R2,210,000
338	21 Mills Lane	—	To be confirmed	—
339	29 Mills Lane	—	To be confirmed	—
340	40 Mills Lane	—	To be confirmed	—
341	45 Mills Lane	—	To be confirmed	—
342	49 Mills Lane	—	To be confirmed	—
343	53 Mills Lane	—	To be confirmed	—
344	7 Mona Road	10611 / 26	Commercial	R91,260,000
345	9 Mona Road	10611 / 25	Commercial	—
346	9 Mona Road	10611 / 19	Commercial	—
347	13 Mona Road	10611 / 24	Commercial	—
348	13 Mona Road	10611 / 18	Commercial	—
349	15 Mona Road	10611 / 23	Commercial	R4,650,000
350	15 Mona Road	10611 / 17	Commercial	—
351	16 Mona Road	10610 / 15	Commercial	—
352	16 Mona Road	10610 / 14	Commercial	R3,900,000
353	16 Mona Road	10610 / 16	Commercial	—
354	21 Mona Road	10611 / 16	Industrial	—
355	21 Mona Road	10611 / 22	Industrial	—
356	22 Mona Road	10610 / 12	Industrial	R2,200,000
357	22 Mona Road	10610 / 13	Industrial	—
358	23 Mona Road	10611 / 15	Industrial	R2,600,000
359	23 Mona Road	10611 / 21	Industrial	—
360	25 Mona Road	—	Commercial	—
361	27 Mona Road	—	To be confirmed	—
362	28 Mona Road	10610 / 8	Industrial	R5,100,000
363	28 Mona Road	10610 / 19	Industrial	—
364	37 Mona Road	10611 / 5	Commercial	—
365	38 Mona Road	10610 / 4	Commercial	R4,450,000
366	41 Mona Road	10611 / 4	Residential	R5,900,000
367	42 Mona Road	10610 / 2	Commercial	R2,250,000
368	45 Mona Road	10611 / 3	Commercial	—
369	15 Parry Road	10672 / 10	Commercial	R12,900,000
370	15 Parry Road	10004 / 157	Commercial	—
371	24 Parry Road	10671 / 10	Commercial	R1,300,000
372	24 Parry Road	10672 / 5	Commercial	—
373	25 Parry Road	—	To be confirmed	—
374	26 Parry Road	10671 / 11	Commercial	—
375	26 Parry Road	10671 / 12	Commercial	—
376	26 Parry Road	10672 / 6	Commercial	—
377	26 Parry Road	10672 / 7	Commercial	—
378	Salmon Grove	10689 / 1	Municipal (exempt)	R5,000
379	5 Salmon Grove	—	To be confirmed	—
380	2 Samora Machel Street	10004 / 12	Commercial	R46,800,000
381	8 Samora Machel Street	—	To be confirmed	—
382	15 Samora Machel Street	—	To be confirmed	—
383	17 Samora Machel Street	10626 / 12	Vacant land	—

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No.	Street address	ERF / portion	Category	Market value
384	21 Samora Machel Street	10626 / 10	Commercial	R11,500,000
385	22 Samora Machel Street	—	Commercial	R8,400,000
386	26 Samora Machel Street	—	Commercial	R27,580,000
387	31 Samora Machel Street	10626 / 6	Commercial	R4,900,000
388	33 Samora Machel Street	10626 / 15	Commercial	—
389	34 Samora Machel Street	10613 / 11	Commercial	R10,500,000
390	34 Samora Machel Street	10613 / 9	Commercial	—
391	34 Samora Machel Street	10613 / 3	Commercial	—
392	40 Samora Machel Street	10613 / 4	Place of worship (exempt)	R8,450,000
393	41 Samora Machel Street	—	To be confirmed	—
394	41T Samora Machel Street	—	To be confirmed	—
395	47 Samora Machel Street	—	Residential	R5,400,000
396	57 Samora Machel Street	10626 / 13	Commercial	—
397	Smith Street	10653 / 4	Municipal (exempt)	—
398	Smith Street	10689 / 2	Municipal (exempt)	—
399	Smith Street	10655 / 12	Municipal (exempt)	—
400	Smith Street	10691 / 1	Municipal (exempt)	—
401	Smith Street	10004 / 34	Commercial	—
402	1 Stalwart Simelane Street	—	To be confirmed	—
403	5 Stalwart Simelane Street	—	To be confirmed	—
404	9 Stalwart Simelane Street	—	Commercial	R14,080,000
405	14 Stalwart Simelane Street	—	To be confirmed	—
406	18 Stalwart Simelane Street	—	Government (exempt)	—
407	23 Stalwart Simelane Street	—	To be confirmed	—
408	24 Stalwart Simelane Street	10602 / 11	Commercial	R3,950,000
409	24 Stalwart Simelane Street	—	Commercial	R11,850,000
410	27 Stalwart Simelane Street	—	To be confirmed	—
411	28 Stalwart Simelane Street	—	To be confirmed	—
412	33 Stalwart Simelane Street	—	To be confirmed	—
413	34 Stalwart Simelane Street	10602 / 9	Industrial	R1,790,000
414	37 Stalwart Simelane Street	—	To be confirmed	—
415	38 Stalwart Simelane Street	10602 / 8	Industrial	R1,860,000
416	40 Stalwart Simelane Street	10602 / 6	Industrial	—
417	40 Stalwart Simelane Street	10602 / 7	Industrial	—
418	40 Stalwart Simelane Street	10602 / 5	Industrial	R5,900,000
419	45 Stalwart Simelane Street	—	To be confirmed	—
420	52 Stalwart Simelane Street	10602 / 4	Industrial	R6,000,000
421	58 Stalwart Simelane Street	10602 / 3	Industrial	—
422	58 Stalwart Simelane Street	10602 / 2	Industrial	R4,000,000
423	60 Stalwart Simelane Street	10602 / 1	Commercial	R2,050,000
424	Sydney Road	10004	Municipal (exempt)	—
425	Victoria Embankment	10682	Municipal (exempt)	R2,000
426	Victoria Embankment	10004	Commercial	—
427	Victoria Embankment	10004	Commercial	—
428	Victoria Embankment	10004	Municipal (exempt)	R79,000
429	Victoria Embankment	10681	Municipal (exempt)	R2,000
430	2 Yacht Basin Terrace	10022	Municipal (exempt)	—
431	2 Yacht Basin Terrace	10022	Government (exempt)	R50,000
432	2 Yacht Basin Terrace	10022	Municipal (exempt)	—
433	2 Yacht Basin Terrace	10022	Municipal (exempt)	—
434	2 Yacht Basin Terrace	10022	Municipal (exempt)	—
435	(no street address on record)	10004	Municipal (exempt)	—
436	(no street address on record)	10672	Municipal (exempt)	—
437	(no street address on record)	10674	Municipal (exempt)	—
438	(no street address on record)	10657 / 5	Commercial	—
439	(no street address on record)	10651 / 1	Municipal (exempt)	—

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No.	Street address	ERF / portion	Category	Market value
440	(no street address on record)	10004 / 36	Municipal (exempt)	—
441	(no street address on record)	10655 / 9	Municipal (exempt)	—
442	(no street address on record)	10673	Commercial	—
443	(no street address on record)	10673	Municipal (exempt)	—
444	(no street address on record)	10673 / 11	Commercial	—
445	(no street address on record)	10004 / 38	Commercial	—
446	(no street address on record)	10023 / 1	Municipal (exempt)	—
447	(no street address on record)	10023 / 1	Municipal (exempt)	—
448	(no street address on record)	10023 / 1	Municipal (exempt)	—
449	(no street address on record)	10673 / 3	Municipal (exempt)	—
450	(no street address on record)	10671 / 14	Commercial	—
451	(no street address on record)	10004 / 151	Government (exempt)	—
452	(no street address on record)	10672 / 9	Commercial	—

Financial and Policy Reference

The current eThekwini Municipality Property Rates Policy for 2026/2027, approved by Council on 4 June 2026, provides the current policy basis for the preparation of this proposal.

The Municipality's current Special Rating Area Policy, adopted by Council on 31 August 2020, is also applicable to the establishment and operation of the proposed precinct, and has been used as the primary source for the compliance and governance detail throughout this Business Plan.

The City has confirmed through its 2026 SRA programme that SRAs are intended to improve safety, cleanliness, and the overall environment through partnerships between property owners and the Municipality — most recently illustrated by the Economic Development Committee's approval, on 23 February 2026, of five new SRAs with a combined 2026/27 budget of approximately R13.1 million. Those five SRAs were mixed-use precincts and met a support threshold of at least 66%+1 of residential owners and 50%+1 of commercial owners; BaysideUIP, proposed as a Commercial SRA, is expected to require only the commercial threshold, as set out in the Compliance section.

Component	Period
Application lodged with Head of Economic Development	By 30 November 2026 (SRA Policy, Clause 5.7.1)
Council consideration (indicative)	February 2027
Proposed UIP commencement	1 July 2027
Year 1	1 Jul 2027 – 30 Jun 2028
Year 2	1 Jul 2028 – 30 Jun 2029
Year 3	1 Jul 2029 – 30 Jun 2030
Proposed three-year operating term	1 Jul 2027 – 30 Jun 2030
Five-year financial outlook	1 Jul 2027 – 30 Jun 2032
36-month cash flow	Jul 2027 – Jun 2030
Working Year 1 budget	R8,570,000

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