



OBSERVATORY **IMPROVEMENT DISTRICT**

Making places for people

STRATEGY 2026-2036

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SUMMARY

In 2025, the OBSID Board undertook an extensive strategy development process.

As a 15-year-old organisation, OBSID has progressed through periods of growth and consolidation. We have strong foundations, an experienced team and strong relationships within the community. We are now in a position to work with a longer-term strategy and a clear vision for Observatory.

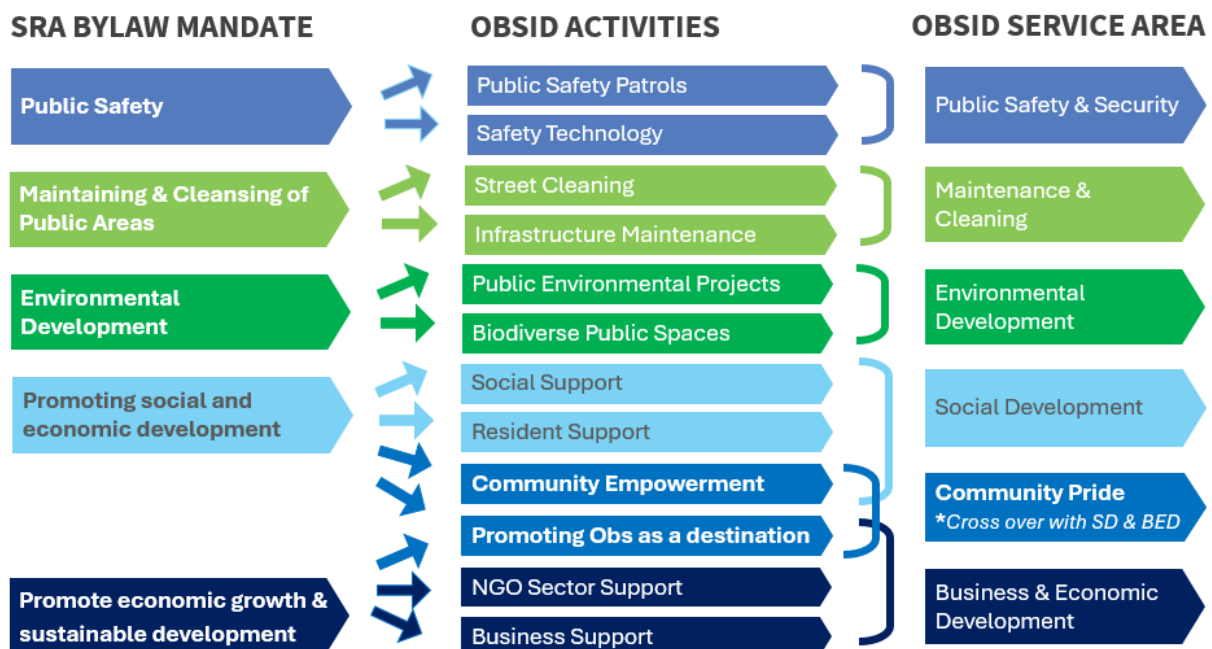
This strategy has been informed by a community survey which, together with the knowledge gathered through the delivery of our work, has helped to inform our strategic vision, objectives and activity areas.

STRATEGIC VISION

Observatory is recognised as an appealing community and destination, where everyone has access to well-functioning, attractive & environmentally sensitive public spaces.

Observatory is a mixed use (residential and business) community and has a unique character and history. Within the framework of the Special Rating Area By-law, 2023 (which underpins all community improvement districts in Cape Town), OBSID has evolved service areas that reflect our specific needs.

SERVICE AREAS

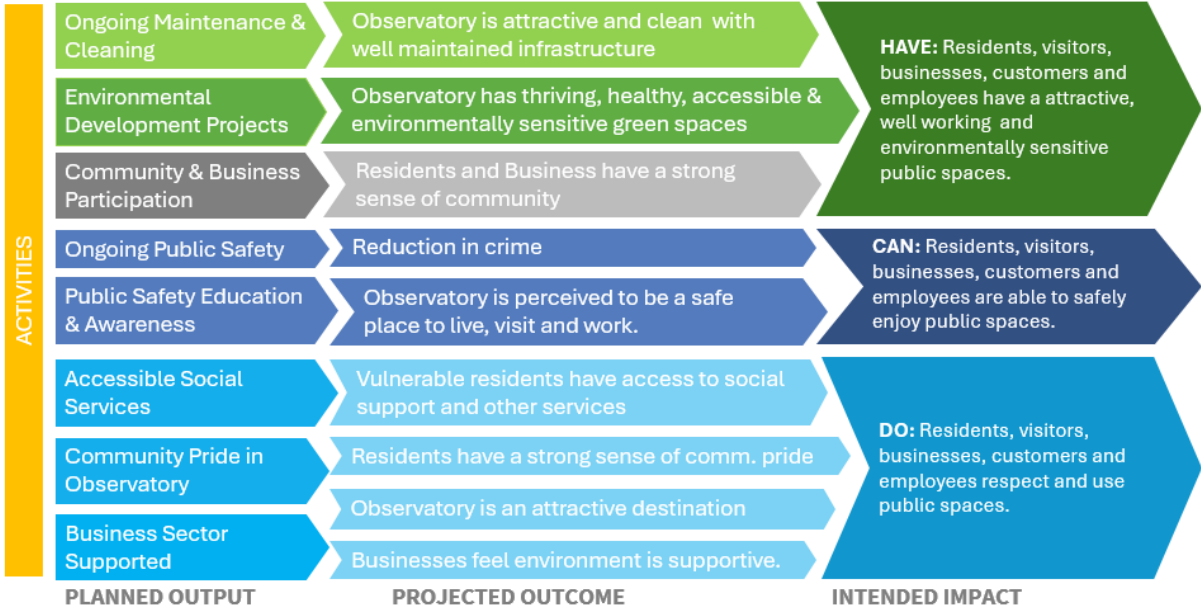


This detailed 2026-2035 strategy has been designed to provide clarity, transparency and direction for OBSID for the next 10 years. The intention is to provide a clear pathway for OBSID to achieve its impact in Observatory through the next two business plans.

The strategy will also provide a framework for decision-making and help guide the leadership team and board as we work to achieve our planned impact.

The OBSID Theory of Change (the theory of how we intend to achieve the change we desire) underpins our strategy. Each activity is designed to work together with intention.

OBSID THEORY OF CHANGE



The by-law that governs all Community Improvement Districts requires the development of five-year activity plans which are approved by members and the City of Cape Town. The OBSID 2026-2035 strategy is designed to integrate with the format of these detailed and budgeted plans. These complementing documents will allow for regular monitoring and evaluation on our progress.

Finally, the strategy development process allowed time for reflection on our values and priorities.

The intention for the 2025-2035 strategy is that it is accessible to everyone. This includes residents and partners as well as the OBSID Board and Management - so that together we can all participate in creating the vision we have for our community.

And an Observatory that we are proud to call home.

INTRODUCTION, SITUATIONAL OVERVIEW & CONTEXT

OBSID is a Special Rating Area (i.e., a City Improvement District), funded by property owners in a defined area of Observatory. Governed by the Municipal Property Rates Act and relevant by-laws, we focus on providing top-up services to those delivered by the City of Cape Town.

Working in the public spaces of Observatory, we provide a public safety service, cleaning and greening services on the streets and in the parks, as well as outreach services to the homeless and other vulnerable community members. We're also gearing up to develop and implement projects focused on business development, arts, heritage and culture.

The OBSID Board of Directors believes that developing a strategic plan is the most effective way to identify priorities, consolidate activities and craft a comprehensive institutional development roll out, which will also provide continuity for new staff and board members.

This Strategic Plan has identified priorities, as well as short- and medium-term objectives. The plan will serve as a blueprint and guide the development of projects, external relationships, promotional and other activities, as may be deemed appropriate.

PURPOSE AND VALUES

The purpose of OBSID is to provide top-up services to those delivered by the City of Cape Town. These include improving public safety; urban maintenance and cleaning; environmental; social and economic development. In addition, Community Improvement Districts (CIDs) have a responsibility to promote urban regeneration. As a “**Mixed-Use Improvement District**” (both residential and non-residential), we look to improve the ways that residents, businesses and visitors access and enjoy all areas of public life in our community.

We are committed to living our values while delivering on our strategy. Our values include: Ethical Practice, Respect, Inclusivity, Cooperation, Care and Empowerment. We seek to embody these in all our efforts to improve, celebrate and strengthen Observatory. This includes the green spaces within our geographic area. We are committed to engaging with the local community and all stakeholders involved.

GEOGRAPHIC AREA & LEGAL MANDATE

OBSID works in public spaces in Observatory in a demarcated geographic area. The term “City Improvement District” (CID) refers to a specific geographical area, approved by the City Council in terms of the **Municipal Property Rates Act, Section 22 (Special Rates Area [SRA])**, and the **Special Rating Area By-law, 2023**, in which complementary top-up services are provided - in addition to those rendered by the CID's primary partners. See the attached map.

KEY STAKEHOLDERS

GOVERNMENT & PUBLIC INSTITUTIONS

The OBSID's primary partners are the City of Cape Town and the South African Police Service. We work closely with all departments within the City of Cape Town including, but not limited to: Law Enforcement, Traffic and Coordination; Community, Arts and Culture Development; Development Management; Environmental Management; Recreation and Parks; Waste

Services; Water and Sanitation and others. We also work closely with our Ward Councillor and other Councillors and Aldermen as appropriate.

PARTNERS & SUPPORTERS

OBSID partners and contracts with a range of specialist organisations. Where possible, under our procurement process, OBSID seeks to partner with local businesses and organisations. OBSID also contracts security service providers and works with partners such as the EPWP and other organisations to offer employment and learning opportunities. In areas of overlapping interest, we partner with resident associations and representative bodies.

COMMUNITY

Observatory is a mixed residential suburb and has a proud history as a diverse community and with a wide range of businesses. Our residents range from families, to students and short-term visitors. We have a diverse range of businesses operating within our boundaries. While Observatory is best known for the restaurants, shops and cafés on Lower Main Road, we are also home to numerous call centres and other large employers. In addition, Observatory has a high density of NGOs, artists and self-employed residents. Each of these groups has their own needs.

GOVERNANCE

As an independent non-profit company, OBSID has its own Board of Directors and liaises across both the public and private sectors to develop, promote and support Observatory. The Board is accountable to the community for good governance and to ensure that the levy collected from ratepayers is spent wisely, in the best interest of Observatory and in line with the City's policy.

The Board of Directors provides strategic direction and prepares proposed budgets and a business plan for approval by the OBSID members at their Annual General Meeting (AGM). The AGM takes place in the last quarter of each calendar year. The Board also provides strategic, deliverable and compliance oversight of all expenditure and operational undertakings.

As an SRA, OBSID is also overseen by the City of Cape Town, including financial and monthly activity reporting and progress delivery on the outputs set out in the business plan. The City appoints a "board observer", a councillor, designated by the Executive Mayor to attend meetings of the Board as an observer in accordance with the City Improvement District By-law.

ORGANISATIONAL STRUCTURE

OBSID is managed by a full-time CEO. Public Safety is overseen by the Management and Oversight team and delivered by contracted firms. The Urban Management (cleaning & greening team) includes full-time staff as well as a range of contracted project members. Communication and awareness programmes are supported by consultants, and the Board.

Board sub-committees provide an opportunity for the Board to volunteer specialist skills and time for projects, and initiatives to address urgent and critical needs.

FINANCIAL MANAGEMENT

INCOME

OBSID receives its funding through an additional rate levied on all eligible rateable properties located in the geographic boundaries of OBSID. This is calculated with reference to the total proposed expenditure to be funded in the term budget as approved in OBSID's business plan. As per the City Improvement District By-law, 2023 and the Municipal Property Rates Act, 6 of 2004 (MRPA), rates differ between businesses and residences.

In addition, as per the City Improvement District By-law, 2023, OBSID is also able to undertake commercial activities and receive donations or income through any other lawful means.

UNALLOCATED INCOME

In addition to income from commercial activities and donations, OBSID receives income once a year which is unallocated to the annual operating budget.

The City retains 3% of the monthly budgeted amount as a rolling bad debt reserve. In the event that the rolling bad debt reserve exceeds the accumulated arrears at the end of a financial year, 75 percent of such excess amount shall be paid by the City to the management body by 30 September of the following financial year, and is treated as additional income.

It is from this unallocated income that OBSID is able to undertake projects and invest in infrastructure needed to deliver on its strategy, in line with a budget approved by members and the City.

PROJECT FUNDING

OBSID is committed to providing quality, sustainable and impactful services to residents, businesses and visitors while, where possible, limiting the financial burden on rate payers.

Short term (Project) initiatives can be funded through unallocated income, donations or income from activities. Irrespective of the source of funding, all projects are delivered in line with the OBSID mandate and approved business plan.

FINANCIAL MANAGEMENT PRINCIPLES

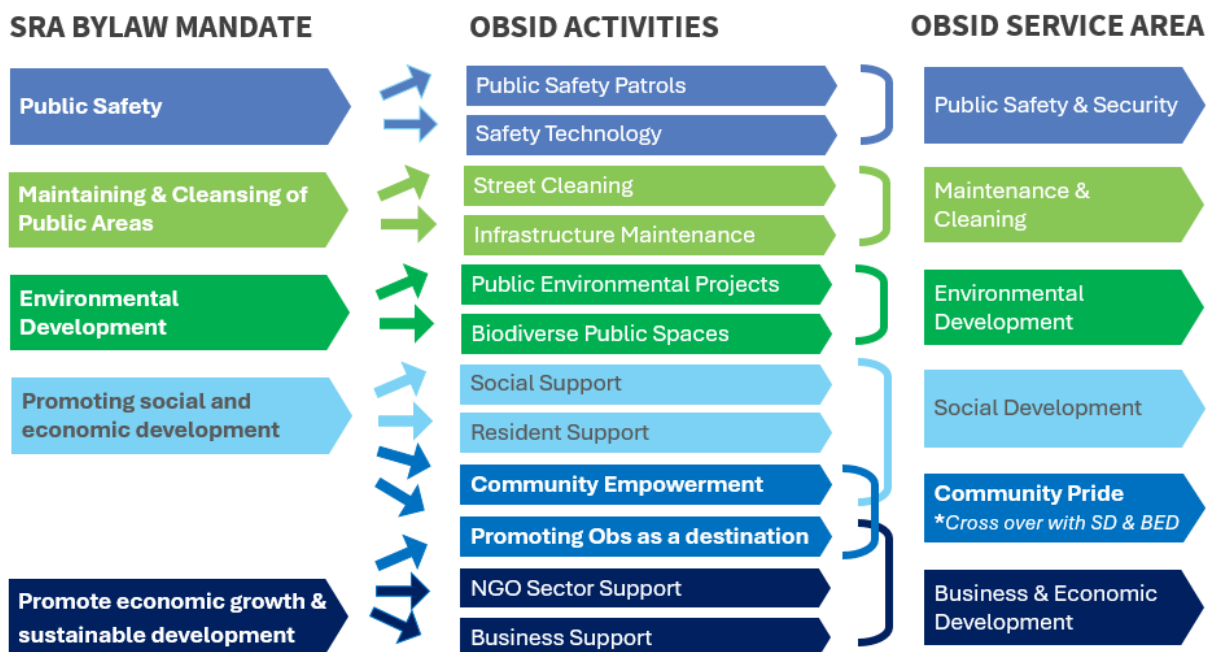
Financial best practice, ethical responsibility, transparency and quality are guiding principles in the delivery of all OBSID activities. Where possible, in strict accordance with our procurement process, OBSID will seek to partner with local businesses and organisations in the delivery of projects and services.

ORGANISATIONAL OBJECTIVES AND MANDATE

As per the City Improvement District By-law, 2023 (and working only within public spaces) OBSID's objectives are to:

- a) Enhance and supplement the municipal services with a specific focus on:
 - i. improving **public safety**;
 - ii. **maintaining and cleansing** of public areas, including cleaning verges and dumping;
 - iii. **environmental development**, including beautification, greening, landscaping, tree-planting and general upgrading of public spaces; and
 - iv. **promoting social and economic development** in an environmentally sustainable manner.
- b) Promote **urban regeneration** through sustainable urban management.

The OBSID Board reflected on these objectives when compiling our service areas below. This formed the framework of both our Theory of Change and our strategy. This included renaming our service areas to reflect our strategy as below:



STRATEGY APPROACH & METHODOLOGY

The OBSID Committee undertook a collective strategic planning process with the support of an experienced strategy development facilitator, who is also a long-standing community volunteer and a member of the Board. The below outlines the approach and methodology adopted in the Strategic Planning process.

SCOPE OF THE STRATEGIC PLANNING PROCESS

The Board sought to define (within the limitations of the legislation related to SRAs) a practical objective for each programmatic area, key activities to achieve this objective and the strategic priorities for the next five years (to coincide with the next City of Cape Town Business Plan).

PLANNING PROCESS

The Board held a total of four workshops followed by a rigorous evaluation process to seek agreement on the final strategy document. Board Members workshopped the vision informed by our history and public participation initiatives, and as framed by the mandate and limitations of an SRA. This included clarifying the objectives for each focus area, the vision of a thriving Observatory to which OBSID seeks to contribute, and clarifying the possible activities that OBSID can undertake to create this desired impact.

In recognition of the City of Cape Town's Business Plan process, the Board worked to utilize the same framework to provide consistency between the strategy and the business plan. The detailed activities, outputs and other measurement indicators will be framed in this document.

STRATEGIC VISION

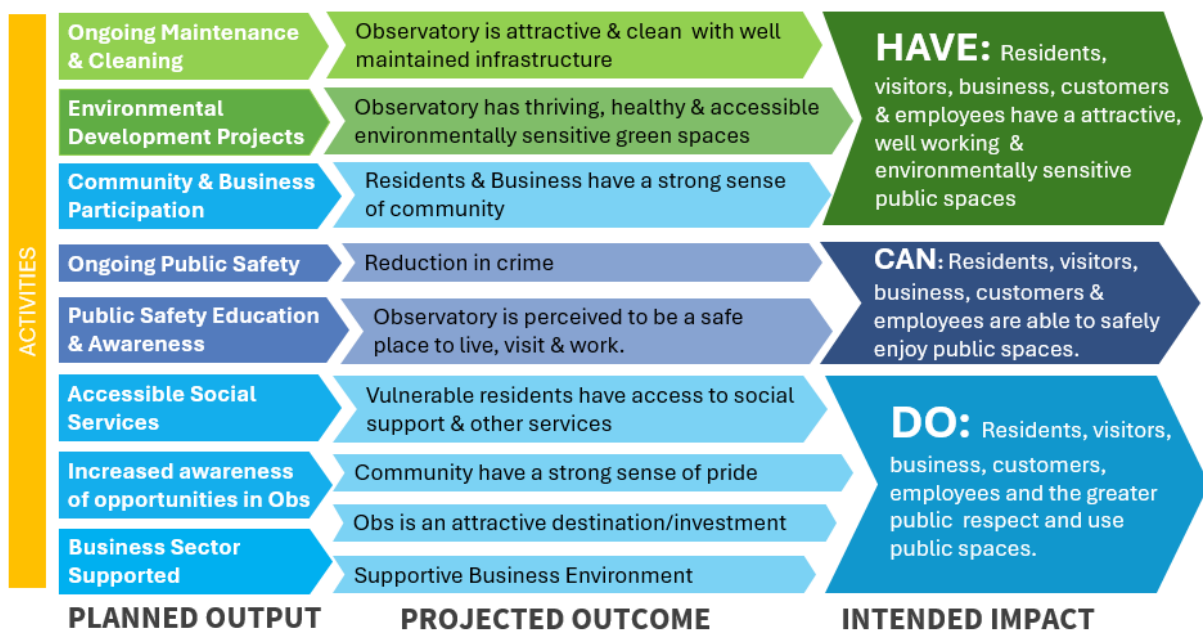
The board identified the intended vision for Observatory under **each one of OBSID's focus areas**. These can be found below. From this a strategic, overarching vision has been identified.

Observatory is recognised as an appealing community and destination, where everyone has access to well-functioning, attractive & environmentally sensitive public spaces.

THEORY OF CHANGE

A Theory of Change (TOC) provides a graphic and narrative summary of how organisations seek to bring about the change they intend to create. OBSID's TOC provides both activity logic, and ensures activities contribute to our impact. The below graphic illustrates our TOC and how we make our impact. A Theory of Change is a living tool and checklist for the organization.

The logic behind the OBSID Theory of Change is that a community thrives, not only if they **HAVE** wonderful resources, but that these should be **ACCESSIBLE** and that the community and visitors should **ACTIVELY** enjoy the public spaces of Observatory.



IMPACT PLAN

Our impact relates to the broader or longer-term effects of OBSID’s activities, outputs and outcomes. OBSID does not have the resources to undertake an impact evaluation for activities.

OBSID has six programme areas as defined from the SRA mandate: (1) **Public Safety & Security** (Public Safety); (2) **Maintaining & Cleaning Public Areas** (Maintaining and Cleansing of Public Areas); (3) **Environmental Development**; (4) **Social Development** (Social and Economic Development); (5) **Community Pride** (Social and Economic Development) and (6) **Economic Growth & Development** (Social and Economic Development)

By focusing on the outcomes for Observatory by programme area, this plan serves to lay out the outcomes OBSID wishes to achieve. The combination will result in our intended impact:

OBSID ACTIVITY AREAS	PLANNED OUTPUT	PROJECTED OUTCOME
Street Cleaning Infrastructure Maintenance	Ongoing Maintenance & Cleaning Services delivered	Observatory is attractive & clean with well maintained infrastructure
Public Environmental Projects Biodiverse Public Spaces	Environmental Development Projects	Obs has thriving, healthy & accessible environmentally sensitive green spaces
Public Safety Patrols Safety Technology	Ongoing Public Safety Public Safety Ed. & Awareness	Reduction in crime Observatory is perceived to be safe
Social Support Resident Support	Accessible Social Services Available	Vulnerable residents have access to social support & other services
Community Empowerment Promoting Obs as a destination	Community & Business Participation Available Increased awareness of opportunities in Obs	Residents & Business have a strong sense of community Residents & visitors are proud of Obs as an attractive destination
NGO Sector Support Business Support	Business Sector Support Initiatives are in place	Observatory is an attractive investment Supportive Business Environment

SUMMARY OF INTENDED IMPACT BY FOCUS AREA

PUBLIC SAFETY AND SECURITY

Residents, visitors and business customers and employees are able to safely enjoy public spaces. Observatory is perceived to be a safe place to live, visit and work.

MAINTAINING & CLEANING PUBLIC AREAS

Observatory is attractive, clean and has well-maintained infrastructure.

ENVIRONMENTAL DEVELOPMENT

Observatory has thriving, healthy and accessible green spaces, and planned and maintained in ways that are respectful of and to the environment.

SOCIAL DEVELOPMENT

Observatory is a community where all people are treated with dignity and respect, and are able to access compassionate support and clear information in times of vulnerability.

COMMUNITY PRIDE IN OBSERVATORY

Observatory is a strong community with the community participating in activities and events. Residents have access to the information and services they need to improve their lives and enjoyment of Observatory. Residents and businesses are proud of, and promote, Observatory.

BUSINESS & ECONOMIC DEVELOPMENT

Observatory is recognised as an attractive destination for customers, clients and a diverse range of businesses. Observatory provides a supportive, safe and clean environment for businesses, visitors and the greater community. Businesses are supported to run their businesses in a sustainable and ethical manner.

MANAGEMENT & OPERATIONS

OBSID is managed ethically, responsibly and transparently. Services are delivered efficiently and in response to the needs and desires of Observatory residents and businesses. OBSID promotes the opportunity to be involved in the management and implementation of its work.

OBJECTIVE BY FOCUS AREA

MAINTAINING & CLEANING PUBLIC AREAS

OBSID MANDATE

Maintaining and Cleansing of public areas including cleaning verges and addressing dumping is a requirement of the mandate provided to OBSID in terms of the SRA by-law. The intention of this mandate is to prevent urban decay and to support community regeneration.

OBJECTIVE (INTENDED IMPACT)

An Observatory which is attractive, clean and with well-maintained infrastructure.

OBSID ACTIVITIES THAT CAN CONTRIBUTE TO THIS VISION

CLEANING

- Clean streets
- Maintain and empty public bins
- Tackle illegal dumping
- Clear storm water drains
- Control weeds
- Manage graffiti
- Install, maintain and clean cigarette bins
- **Fines and reporting**
- **Resident, visitors & businesses actively participate in maintaining Observatory**

INFRASTRUCTURE

- Identify and report infrastructure concerns to the City
- **OBSID engages the City in maintaining & fixing broken infrastructure including potholes and pavements**
- **Residents engage and participate in reporting infrastructure concerns**
- Raise concerns for sewerage and other infrastructure improvements

ENVIRONMENTAL DEVELOPMENT

OBSID MANDATE

Environmental Development is defined as part of the mandate of an SRA. This is defined to include beautification, greening, landscaping, tree-planting and upgrading of public spaces.

OBJECTIVE (INTENDED IMPACT)

Observatory has thriving, healthy and accessible green spaces, planned and maintained in ways that are respectful of and to the environment.

OBSID ACTIVITIES THAT CAN CONTRIBUTE TO THIS VISION

- Beautifying and cleaning public parks
- Projects to improve biodiversity
- Organic waste management projects
- Community composting services
- **City engaged in maintaining & fixing broken infrastructure in green spaces**
- **Residents, visitors and businesses engaged and participate in keeping projects to green and improve the biodiversity of Observatory**
- Alien vegetation clearing projects
- Tackling PSHB
- **Fines and reporting**

PUBLIC SAFETY & SECURITY

OBSID MANDATE

Public Safety is clearly defined as part of the mandate of an SRA. Observatory faces the same challenges as other similar communities in South Africa. With a historically and socially diverse community Observatory retains a perception in some communities as having more crime and criminal elements than is the case. This is despite year-on-year reduction in crime. Empowering residents and visitors with information and addressing the perception of crime is therefore as important as addressing real crime to achieve our objectives.

OBJECTIVE (INTENDED IMPACT)

Residents, visitors and business customers and employees are able to safely enjoy public spaces. Observatory is perceived to be a safe place to live, visit and work.

OBSID ACTIVITIES THAT CAN CONTRIBUTE TO THIS VISION

REDUCTION IN CRIME

- Regular professional security patrols
- Visible safety and security activities
- OBSID has access to the information needed to develop a public safety strategy
- **OBSID has the information needed to quickly respond to safety concerns**
- Investment into safety technology

INFORMED RESIDENTS, BUSINESS & PUBLIC

- **Residents, visitors and businesses have access to information needed to make safe choices**
- Public awareness of the public safety statistics related to Observatory.
- Clear Communication between OBSID and the public

SOCIAL DEVELOPMENT

OBSID MANDATE

Social Development is clearly defined as part of the mandate of an SRA. Historically, Observatory has had a significant number of economically vulnerable and mentally disabled residents, many of whom have lived in Observatory for a significant period. Like everywhere in Cape Town, there are challenges with new settlements and individuals moving into the area.

OBJECTIVE (INTENDED IMPACT)

Observatory is a community where all people are treated with dignity and respect, and are able to access compassionate support and clear information in times of vulnerability.

OBSID ACTIVITIES THAT CAN CONTRIBUTE TO THIS VISION

- Ensuring that the broader community has access to social work support
- OBSID will provide a broad range of support services for all residents incl. information and individual support
- OBSID will engage and support relevant stakeholders and organisations
- Engage, partner and support organisations that provide immediate and long-term support for vulnerable individuals.
- Where possible, within projects, to provide employment opportunities for vulnerable individuals

COMMUNITY PRIDE IN OBSERVATORY

OBSID MANDATE

SRA's are mandated to support urban regeneration, economic growth and sustainable development. Community pride is vital to achieve this. Empowering residents and community events serve to improve participation in, and maintenance of, public areas. The promotion of Observatory as a destination will also increase the attractiveness of Observatory as a place for residential and commercial investment.

OBJECTIVE (INTENDED IMPACT)

Observatory is a strong community with the community participating in activities and events. Residents have access to the information and services they need to improve their lives and enjoyment of Observatory. Residents and businesses are proud of, and promote, Observatory. Observatory is seen as a desirable suburb for investment.

OBSID ACTIVITIES THAT CAN CONTRIBUTE TO THIS VISION

- Welcome pack for residents
- Information channels – i.e., WhatsApp
- **Press releases & social media**
- Engaging communication
- **USP promotion incl. Heritage & Arts**
- **Event support incl. Streetopia and similar**
- Student support
- Directories of businesses and services

BUSINESS & ECONOMIC DEVELOPMENT

OBSID MANDATE

As with residents, local businesses receive significant benefits from the general OBSID programmes. **Promoting economic development** and **economic growth** and sustainable development is a key part of SRA mandates. This has specific relevance to businesses.

OBJECTIVE (INTENDED IMPACT)

Observatory is recognised as an attractive destination for customers, clients and a diverse range of businesses. Observatory provides a supportive, safe and clean environment for businesses, visitors and the greater community. Businesses are supported to run their businesses in a sustainable and ethical manner.

OBSID ACTIVITIES THAT CAN CONTRIBUTE TO THIS VISION

- Traffic flow management
- Provide a clean, safe and welcoming environment for businesses and staff
- Support events that bring new customers and clients to Observatory.
- Promote Observatory as a space for visitors
- Promote Observatory as a good place to do business with a diverse customer base
- Activities and services that support businesses to be more sustainable and ethical in their practices.

MANAGEMENT AND OPERATIONS

OBSID MANDATE

The CID by-law states that participation of all interested and affected parties in the management and implementation of CIDs must be promoted, and that a CID must be established, managed and implemented in an accountable, open and transparent manner.

OBJECTIVE (INTENDED IMPACT)

OBSID is managed ethically, responsibly and transparently. Services are delivered efficiently and in response to the needs and desires of Observatory residents and businesses. OBSID promotes the opportunity for residents and businesses to be involved in the management and implementation of its work.

OBSID ACTIVITIES THAT CAN CONTRIBUTE TO THIS VISION

- **OBSID is an inclusive and empowering employer seeking to promote quality skills**
- **Reduce the financial burden on additional rate payers (ARPs) through cost neutral projects, and practise ethical and responsible procurement.**
- Provide respectful and dignified services and interactions with
- Undertake activities in an ethical and environmentally responsible manner
- Ensure strong and transparent financial processes and procedures
- Commitment to maintain ethical practices.

- Actively recruit a diverse Board and team incl. a diversity of skills at all levels.
- Provide temporary employment to economically vulnerable individuals through partnerships
- Promote professional development.
- Employees receive equitable remuneration.
- Promote and support local businesses and organisations within the limitations of the proper procurement process

STRATEGIC PRIORITY AREAS

Strategic priorities have been identified for the next five years. This will maintain focus on our objectives and ensure that our activities are aligned. **We also identified outcome cross-over.**

FOCUS AREA AND OUTCOME CROSS OVER	PS	MC	ED	SD	CP	BD	MA
Public safety & Security	✓				✓		
<ul style="list-style-type: none"> • Invest in technology to reduce response time and improve communication within Observatory • Empower the community with information to improve choices and sense of safety in Obs. 							
Maintenance & Cleaning		✓			✓	✓	✓
<ul style="list-style-type: none"> • Promote active citizenship by educating and empowering the community to report municipal service defects and contribute to a well-maintained urban environment. • Educate and Empower Businesses to value, care for, and invest in, public spaces. 							
Environmental Development			✓		✓	✓	
<ul style="list-style-type: none"> • Invest in effective & efficient local solutions that assist the community to reduce organic waste • Partner with organisations to provide effective and efficient recycling solutions • Beautification projects in public areas in an environmentally responsible way. 							
Social Development				✓	✓	✓	
<ul style="list-style-type: none"> • Promoting and offering services to the broader community • Educating and supporting responsible giving through strategic partnerships with organisations that have sustainable programmes. • Build partnerships with orgs offering services to the Obs Community to multiply impact. 							
Community Pride				✓	✓	✓	
<ul style="list-style-type: none"> • Promote Observatory as a destination and place for investment. • Promote the unique character of Observatory through events and heritage etc. • Educate, empower and capacitate the community as active citizens. 							
Business & Economic Development	✓		✓	✓	✓	✓	
<ul style="list-style-type: none"> • Support collaboration between business sectors. • Invest in the traffic flow management and associated safety of pedestrians and public transport users. 							
Management & Administration				✓	✓	✓	
<ul style="list-style-type: none"> • Advocate for the City to fulfil its service mandate — only intentionally extending our activities • Build confidence in the programmes of OBSID and manage expectations about the role of OBSID in the community 							

These strategic areas have then been used, along with our outcome objectives, to develop the output and activity plans captured in the Business Plan.

INSTITUTIONALISATION OF THIS STRATEGY

ROLE OF THIS DOCUMENT

Board Members

This strategy is intended to serve OBSID through two 5 year business plan cycles. This strategy will provide a framework for existing and new board members to focus on the progress that OBSID is making on achieving our intended impact.

Members of the Public

This strategy will provide members of the public with an understanding of the OBSID mandate and Theory of Change and to ensure transparency of our logic framework.

The Management Team

The Management Team is responsible for translating this strategy into effective, responsive and well-managed operations. As custodians of public funds and implementers of the OBSID mandate, management is accountable for ensuring that projects, services and day-to-day activities are aligned with the strategic priorities, values and intended impact set out in this document.

This strategy provides a clear framework within which management operates, while allowing sufficient flexibility to respond to emerging needs, risks and opportunities in Observatory. Rather than restricting operations to a fixed list of projects, the strategy guides *how* decisions are made, *why* activities are prioritised, and *what outcomes* OBSID seeks to achieve.

Linking Strategy to Delivery

Management is responsible for:

- Translating strategic priority areas into annual and multi-year operational plans and projects;
- Ensuring that all projects and initiatives clearly align with one or more of the strategy's focus areas and intended outcomes;
- Aligning the annual Business Plan, budget and activity plans with this long-term strategy;
- Regularly reviewing projects to ensure continued relevance, effectiveness and value for money.

Measuring Progress and Performance

To ensure accountability and continuous improvement, OBSID will use a combination of **quantitative** and **qualitative** measures to assess progress. These indicators will be reported through existing City and Board reporting mechanisms and refined over time as systems mature.

Strategic Focus Area	Core OBSID Activities	Key Measures (Indicators)
Public Safety & Security	<ul style="list-style-type: none"> Professional security patrols Visible safety presence Investment in safety technology Information sharing and rapid response 	<ul style="list-style-type: none"> Number of reported crime incidents Number of proactive safety actions Response times Community perception of safety (survey)
Maintaining & Cleaning Public Areas	<ul style="list-style-type: none"> Street and verge cleaning Emptying and maintaining public bins Illegal dumping response Graffiti removal Stormwater drain clearing 	<ul style="list-style-type: none"> Volume of waste collected Volume diverted from landfill Number of dumping incidents addressed Cleanliness perception (survey)
Environmental Development	<ul style="list-style-type: none"> Park and public space beautification Biodiversity projects Composting and organic waste initiatives Alien vegetation clearing 	<ul style="list-style-type: none"> Number of environmental projects implemented Waste diverted to composting Condition of green spaces (assessment) Community participation levels
Social Development	<ul style="list-style-type: none"> Outreach and referrals Partnerships with service providers Support for vulnerable individuals Employment opportunities through projects 	<ul style="list-style-type: none"> Number of clients supported Number of referrals made Partner engagements Short-term employment opportunities created
Community Pride in Observatory	<ul style="list-style-type: none"> Welcome packs for residents Communication via WhatsApp, social media & press Event support (e.g. Streetopia) Promotion of heritage & arts 	<ul style="list-style-type: none"> Communication reach and engagement Attendance at supported events Community pride indicators (survey)
Business & Economic Development	<ul style="list-style-type: none"> Traffic flow and parking support Clean, safe trading environment Destination marketing Business collaboration support 	<ul style="list-style-type: none"> Business engagement levels Commercial occupancy trends* Perception of Obs as a destination (survey)
Management & Operations	<ul style="list-style-type: none"> Ethical governance and compliance Financial management and reporting Procurement and partnerships Staff and Board development 	<ul style="list-style-type: none"> Clean audit outcomes % of budget spent as planned % funds available for projects Governance compliance

* Economic indicators are monitored as contextual measures and may be influenced by external factors.

Qualitative and perceptual measures include:

- Community perception of safety, cleanliness and attractiveness
- Overall “look and feel” of Observatory
- Community confidence in OBSID and its services

To support this, OBSID will implement a **biannual perception survey**, designed with simple, structured (yes/no or limited-scale) questions, supplemented by targeted follow-up where clarification is required. This will help track trends over time while limiting survey fatigue and unstructured opinion gathering.

Continuous Learning and Adaptation

Management will also monitor broader contextual indicators, including:

- Economic activity and business confidence
- Rental trends and commercial occupancy
- Visitor activity and destination appeal

While these indicators may not be directly controlled by OBSID, they provide important context for evaluating the broader impact of the organisation's work and informing future strategic decisions.

Through this approach, the Management Team ensures that OBSID remains strategic, accountable and responsive — delivering measurable impact while retaining the agility required to serve a complex and evolving community.

City of Cape Town

This document presents the OBSID long term strategy to deliver on the mandate as outlined in the City Improvement District By-law, 2023. This document is designed to integrate with the other documents prepared by and for the City.

BUSINESS PLAN

This strategy, and our impact plan, has been aligned with the City Improvement District By-law, (2023) Business Plan Guidelines. We are therefore able to align our Business (activity) Plan directly to this strategy.

The Business Plan also provides the financial framework to deliver on the strategy. This is submitted to both the City of Cape Town and Members for approval and ratification.

BUSINESS PLAN AS IT RELATES TO THE OBSID THEORY OF CHANGE

This the start of the 5 year Business Plan – note that the Business Plan will also include the 5 year budget.

	OUTPUT	OUTCOME	IMPACT
MANAGEMENT AND OPERATIONS	Develop 5 year plan, in line with Mandanted and defined Strategy	Reduce the financial burden on additional rate payers (ARPs) through cost neutral projects, and practise ethical and responsible procurement	OBSID is managed ethically, responsibly, and transparently. Our services are delivered efficiently and are guided by the needs of Observatory's residents and businesses, creating a safe, welcoming, and thriving community.
	To be Inclusive in our planning		
	Review Service providers performance		
	Functional and accessable OBSID Offices	Ensure strong and transparent financial processes and procedures	
	Appoint an auditor at AGM IRBA registd Auditor		
	Six Board meeting held per year		
	Financial reporting to the CoCT, as per Agreements		
	Five Year renewal approved AGM		
	Maintain Membership Records of the NPC		
	VAT reconciliation and Tax Returns	Commitment to maintain ethical practices	
	Service provider reports evaluated		
	Audited Annual Financial Statements		
	File Annual Returns and Maintain CIPC records		
	File Annual Returns to the CoCT		
	Remain SARS compliant	Engages,Promotes and supports local businesses and Community	
	OBSID voluntarily subscribes to the <i>King IV Report on Corporate Governance</i>		
	Hold an AGM		
Participate in CoCT's Planning and budgeting			
Manage and Moniter service request with the CoCT			
Implement best practice in all procurement processes			

PUBLIC SAFETY	OUTPUT	OUTCOME	IMPACT
	Professional and knowledgeable Security Patrols in Observatory	Reduction in opportunistic crime Increase in arrests	Observatory Residents, Businesses and visitors able to safely enjoy public spaces
	Community informed of urgent risks	Community does not engage in risky behaviour	
	Residents educated on risk avoidance	Residents, visitors and businesses engaged and participate in keeping public areas of Observatory safe	
	Community reporting crime	OBSID patrols able to quickly response to criminal or unsafe activities	
	OBSID is active member of the CPF		
	OBSID has the required technology to respond, monitor and track criminal activity		
	OBSID has thorough and up to date crime data		
	OBSID is Effective and Efficient in the use of Security technology	Strong relationships with relevant stakeholders in crime prevention	
	Positive relationship SAPS		
	Strong relationships CPF	Residents and visitors have sufficient information and support to feel confident	
	Strong relationships with local social support orgs.		
	OBSID engages city in crime prevention activities		
	Residents informed of crime trends		
Residents are aware and educated of crime reduction activities	Observatory Residents, Businesses and visitor perceive Obs as a safe place to live, visit and work		
OBSID provide Visible patrols and uses crime reducing technology			
Public received Safety Support when vulnerable in public areas			

MAINTENANCE AND CLEANING	OUTPUT	OUTCOME	IMPACT
	OBSID provides Professional and knowledgeable Cleaning Patrols in Observatory	Observatory is clean, safe, and welcoming Public spaces are well-maintained and inviting Reduced environmental hazards and health risks Improved quality of life for residents and visitors	Observatory is attractive and clean and with well-maintained infrastructure.
	Works within the CoCT Waste Management Plan		
	Maintain accreditation with the City's Solid waste department.		
	Services	Observatory has safe, accessible, and well-maintained Public spaces	
	Cleaning of Public Sapces		
	Removal of Graffiti in Public spaces		
	Removal of illegal Posters in Public spaces		
	Reporting and monitoring service requests		
	Cleaning the Storm Water Drains		
	Working with PRASA departments with reqard to the Observatory Train station, and Subways		
	Working with the City to departments with regard service requests	The culture of compliance is strengthened, resulting in more efficient and effective service delivery.	
	Inform the community how to report service delivery issues		
	Report illegal dumping to the CoCT		
Report Health Safety Issue to the COCT			
Reporting the status of Service requests			

ENVIRONMENTAL DEVELOPMENT	OUTPUT	OUTCOME	IMPACT	
	OBSID provides Professional and knowledgeable Environmental services to maintain the green public spaces	Residents, visitors and businesses engaged and participate in keeping projects to green and improve the biodiversity of Observatory	Observatory has thriving, healthy, and accessible green spaces, planned and maintained in ways that respect the environment.	
	Projects to improve biodiversity and educate the community and Business in Observatory			
	Build and provide Organic waste management services in line with the CoCT goals			
	Beautifying and cleaning public parks and spaces			
	Services	The public has access to effective recycling facilities and well-maintained green spaces		
	Graffiti is removed in Public spaces			
	Removal of illegal Posters in Public spaces			
	Reporting and monitoring service requests			
	Maintain street furniture			
	Educated and Promote Waste minimisation in the community of Observatory	The culture of compliance is strengthened, resulting in more efficient and effective service delivery.		
	Report illegal signage and posters			
	Following up on service requests			
Education on Alien Vegetation and clearing				

SOCIAL & ECONOMIC DEVELOPMENT	OUTPUT	OUTCOME	IMPACT
	Engage, partner and support organisations that provide immediate and long-term support for vulnerable individuals Activities and services that support businesses to be more sustainable and ethical in their practices.	OBSID is committed to providing social support and services to the Observatory community, enabling residents to improve their circumstances and enhance their quality of life.	Observatory is a community where all people are treated with dignity and respect, and are able to access compassionate support and clear information in times of vulnerability.
	Provide Social Services		
	Reserch and Partner with NGOs working in the Social Development Sector		
	Reserch funding, and programmes that offer supported paths for stuck on the streets.		
	Promote Observatory as a destination	Observatory as a good place to do business with a diverse customer base	Observatory is recognised as an attractive destination for customers, clients and a diverse range of businesses. Observatory provides a supportive, safe and clean environment for businesses, visitors and the greater community. Businesses are supported to run their businesses in a sustainable and ethical manner.
	Support Ethical Events		
	LMR Traffic flow management		
Social media Stats, 4 press releases a year			
Welcome Pack - support community			

COMMUNICATION	OUTPUT	OUTCOME	IMPACT
	Purpose	Residents, businesses, and visitors receive engaging and informative communication that keeps them well-informed and connected to the Observatory community.	Observatory is a connected and engaged community where residents actively participate in local activities and events. People have access to the information and services they need to enhance their lives and enjoy the area. Residents and businesses take pride in Observatory, promoting it as a vibrant, desirable suburb for living, visiting, and investment.
	Develop a communication style, tone which is purposeful, strategic and inclusive		
	Use all forms of Media to speak with the Community		
	Reserch and development communication tools to support keeping the community informed		
	Reserch and development communication tools to promote Observatory and a destination		
	Stakeholder engagement	Residents and businesses experience an improved sense of community, view Observatory as a welcoming and safe place to live and work, and perceive it as a desirable location for business and investment.	
	Successful AGM		
	Community Forums such as NGO's, Business or the occassional Town Hall meeting		
	Services		
Eduate and infom the Community regarding safety, cleaning and environmental matters,			
Develop useful information sources for the community - such as a Welcome Pack			
Promote Active citizenship with an informed citizens			