

**THE MOTIVATION REPORT
TO
THE CITY OF CAPE TOWN
AND TO
OUR COMMUNITY
FOR
THE ESTABLISHMENT
OF
THE GROOTE SCHUUR COMMUNITY IMPROVEMENT DISTRICT
(GSCID)
INCLUDING AN IMPLEMENTATION PLAN AND A 2010 – 2015 BUDGET**



**Compiled in accordance with the By-Law for establishment of
Special Rating Area, promulgated in the Provincial Gazette 6651/2009**

4th FEBRUARY 2010

Compiled by A. H. V. Davies – Urban Management Consultant to UCT

1. BACKGROUND:

In August 2006 a meeting took place, which has now resulted in the proposed establishment of the Groote Schuur Community Improvement District (GSCID). This meeting was convened by Cllr Own Kinahan, Chairperson of Protea Sub-Council, and a member of the University of Cape Town Council. The others present were Professor Martin Hall, Deputy Vice Chancellor of UCT, Mr John Critien, Executive Director Properties and Services of UCT, Mr Anthony Davies, founder and at the time Executive Manager of the Claremont Improvement District Company. Apparently over many years, due in particular to student behaviour, the University had experienced difficulties in their relationships with their residential neighbourhood. In recent years a further serious problem had arisen. Crime was increasing alarmingly! Students and staff were regularly being mugged; their parked cars were being broken into or stolen. Sadly in recent years three murders, of a student and two staff members have taken place in the residential neighbourhood of the University. Clearly this is of very great concern.

Furthermore Cllr Kinahan in his capacity as Ward Councillor, had over the years been expressing his concern in regard to the urban degradation and crime along the Main Road, especially in the Rondebosch Village precinct. Regrettably little or no action had been taken to address this deteriorating situation.

This meeting was in agreement that the time had come for a City Improvement District (CID) to be established to address the situation along the Main Road in which UCT, as the major property owner should take the lead. The first step in this direction was that an in-depth Perception Survey was undertaken. (See Annexure 3 attached) Other than this no further significant action has been taken until now to improve the area.

Last year Dr Max Price was elected the new Vice Chancellor of UCT. His vision was for UCT to be more outward looking and to be a good neighbour in the community, a vision becoming more and more prevalent in current practice in the USA. This provides an excellent example of what the University now wishes to achieve. A quote from a leading American professional journal, Campus Security, in their January 2009 issue aptly provides an example of the proposed new approach by UCT under the headline:

Linking Town and Gown

“Universities have gone from shutting the surrounding community out to working with it to decrease crime and to make the campus and its immediate neighbourhood a more desirable place to be.

“There was a time when urban universities isolated themselves in their academic ivory towers, turning their backs on the local reality outside their immediate environs in an attempt to keep students insulated from the problems plaguing cities. But it became clear that closing off campuses was problematic. “Ultimately it created a less secure environment because it created an us and them atmosphere” said David Dixon, who heads a leading Boston based architectural firm, Goody Clancy’s Planning and Urban Design Division. He adds “that ignoring the community had several major effects. It hurt the economy of surrounding neighbourhoods, such as when universities would buy properties and not develop them in productive ways for the community; in addition it created an antagonism between the communities and the universities.

Now UCT is putting this vision into practice by motivating and supporting the establishment of The Groote Schuur Community Improvement District (GSCID). The substantial sum of R 500 000.00 has been set aside and is currently being used to further this purpose.

Whilst UCT is the major property owner in the area under consideration they cannot achieve this objective alone. The purpose of this report therefore is in terms of the Special Rating Area By-Law, to obtain the necessary approval of the City of Cape Town. At the same time the support of the commercial property owners in the area is being sought, with whom the proposed GSCID hopes to work in partnership to improve the public space of our environment.

Research has shown that approximately 68% of properties are zoned as residential blocks of flats or as sectional title apartments. The vast majority of these are tenanted properties owned by absentee landlords. Past experience has clearly indicated that residential property owners are averse to the establishment of CID's, and in particular to the paying of statutory levies. This we are convinced would prevent the establishment of the GSCID as a SRA. For this reason and bearing in mind that to establish an SRA it is necessary to obtain majority consent in writing, we are therefore proposing that all residential property not controlled by UCT or the Cape Peninsula University of Technology (CPUT) within the proposed SRA boundary be exempted from paying the SRA levy in terms of the By-Law.

This will result in the GSCID being operated in terms of the SRA By-Law, funded by statutory levy income derived from commercial, educational and UCT owned and managed properties. It is the area circumscribed on the accompanying map by the solid red boundary. (See Annexure 1 attached).

The Groote Schuur Community Residential Area (GSCRA) will operate in parallel with the GSCID as a separate Public Benefit Organisation (PBO) funded initially by UCT. It is proposed that security patrols will be established in the outlying residential areas initially at no cost to the property owner as this project will be funded by UCT.

Once this latter entity is established voluntary funding from residential property owners will be sought.

2. THE FINANCIAL COMMITMENT OF UCT

In addition to the initial R 500 000.00 to provide the necessary seed capital to fund the establishment of the GSCID, the University has budgeted R 4,5 million annually for three years to fund:

- (i) the statutory levies due from their substantial properties situated within the SRA boundaries and
- (ii) operation of security patrols in the neighbouring residential areas referred to as the GSCID Residential PBO Area.

3. THE VISION, MISSION AND GOALS OF THE GSCID

These are as follows:

Vision

The GSCID seeks to improve its public environment to make it a sought after, attractive and pleasant destination in which to live, work and shop.

Mission

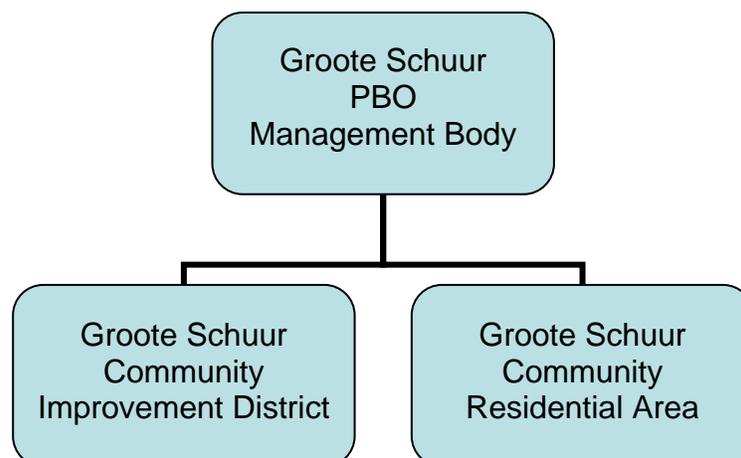
The GSCID seeks to create an excellent working relationship between UCT, the Groote Schuur Community, and the City of Cape Town, to improve and upgrade the public environment for the benefit of all.

Goals

- Reducing crime in the area
- Creating a safer public environment
- Keeping the streets, pavements and public spaces clean and tidy
- Seeking to rehabilitate and provide jobs for the homeless
- Improving public transport management
- Enhancing property values
- Providing other relevant and additional municipal services

4. THE ADMINISTRATION OF THE GSCID

The SRA and the Residential Area, Public Benefit Organisation (PBO) will be administered by a single management body established and registered as a Section 21 company ensuring that it conforms to the provisions of the SRA By-Law. A board of Directors representative of the community will be elected to carry the responsibility of managing the GSCID. Diagrammatically this is the proposed structure.



5. IMPLEMENTATION PLANS

5.1. Introduction

It is anticipated that once majority support has been obtained from the community and the Council of the City of Cape Town has approved the establishment of the GSCID that operations will commence. This should take place on 1st July 2010.

This Implementation Plan is based on the results of the Perception Survey compiled by UCT and completed in August 2007. Subsequently as no significant interventions have taken place in the area surveyed, the statistics and conclusions remain valid and act as a basis for the proposed operations of the GSCID.

In view of the concern that the problem of homelessness has escalated a specific survey and report undertaken and compiled by Urban Issues was completed in December 2009. Both documents accompany this report as Annexure 3 and Annexure 4.

5.2. Operations

The focus of the operations of the GSCID will be directed first and foremost at safety and security operations in the area. Secondly in co-operation with the Solid Waste Branch of the City to clean and maintain the cleanliness of the public space in the area. Thirdly to manage the serious homeless and other social problems. In this regard action will be taken to deal with the other challenges listed in paragraph 5.3 below.

5.3. The Challenges

In summary the above survey revealed the following results:

Safety and Security:

- 61% of people don't feel safe in public

Cleanliness:

- 61% of people feel that grime is a concern

Social issues:

- Homelessness, drug trading and prostitution are increasing:
88% say this is a problem
- Drug abuse & drug dealing:
42% state that it is a problem
- Informal Traders:
56% have raised this as a concern

Parking:

- 85% of respondents say parking is serious problem
- 34% of people perceive car guards to be threatening and annoying

5.4. Management

The overall management of the GSCID will operate as a Section 21 Company and comprise the following employees who will be directly responsible to the GSCID Board of Directors and who are not employees of any service provider:

- An Executive Manager
- An Operations Manager
- A Personal Assistant, Office Manager
- A Social Worker

The administrative and operational management of the GSCID will be carried out from leased office premises situated strategically within the boundaries of the GSCID.

5.5. Safety and Security

The SRA area will be divided into three sectors which will be patrolled on a 24-hour seven days a week basis, by the following staff using the equipment as in schedules below.

Security Staff	Grade	Shifts
1 X Contract Supervisor	A	Mon – Fri Dayshift
2 X Sector Manager	B	Mon – Sun Dayshift
2 X Sector Manager	B	Mon – Sun Nightshift
2 X Protection Officers	C	Mon – Sun Dayshift
2 X Protection Officers	C	Mon – Sun Nightshift
14 X Protection Officers	D	Mon – Sun Dayshift
10 X Protection Officers	D	Mon – Sun Nightshift
1 X Control Room Officer	C	Mon - Sun Dayshift
1 X Control Room Officer	C	Mon - Sun Nightshift
2 X Reaction Vehicle (Polo, LDV or similar) fuel inclusive		Daily
4 X Bicycles		Daily
3 X Cellphones		Daily
20 X Radio's		Daily

Equipment	
Pepper spray	20 units
Batons and Handcuffs	20 units
Flashlights	15 units

In addition to the foregoing security service provider's staff, provision is made to hire two City of Cape Town Law Enforcement officers to provide powers of arrest and Municipal By-Law enforcement, which private security staff are unable to carry out.

Security Operations within the SRA will comprise inter alia:

- Foot patrols throughout the area
- Deployment of security at defined "crime hotspots"
- General and helpful ambassadorial assistance to the public
- Close co-operation with the SAPS, City of Cape Town Law Enforcement and the Traffic Branch.

5.6. Neighbourhood Policing

A unique aspect of the proposed GSCID security operation is Neighbourhood Policing.

While effective rapid response and patrols (in vehicles and on bicycles) are a regular and important element in building the security of given neighbourhoods, there is another and complementary dimension to neighbourhood policing that is concerned especially with longer-term crime prevention through continuing direct engagement with the local community (from supermarket managers and established residents to street children and informal car guards). This facilitative and problem-solving approach has become a highly successful "arm" of the policing practices in Amsterdam, and is being tested in several sites, including the disadvantaged township areas in Cape Town, through a partnership between the City, Metro Police and the Centre of Criminology at UCT. It is proposed that this approach will also form part of the comprehensive and inclusive safety and security plan for the Groote Schuur Community Improvement District.

5.7. Cleaning

At present the streets, pavements and other public spaces are in serious need of cleaning. Also serious attention needs to be given to the Liesbeeck River Canal, which is dirty and polluted.

It is noted in particular that a unique approach will be taken to undertake this operation whereby Straatwerk Ophelp-Projekte who it is proposed will be the GSCID Cleaning Services provider will be undertaking a cleaning contract to provide a ministry of job creation to the homeless in the area whereby homeless and unemployed people in the area will undertake the cleaning work on the following basis:

Operation	Staffing
Cleaning:	
Daily litter removal	1 shift, 4 Teams: (Foreman + 2 workers)
Liesbeeck canal pathways cleaning	1 shift, 1 Team: (Foreman + 2 workers)
Weeding and Pruning:	
Weed killing	1 shift, 1 Team: (Technical Foreman + Technical worker)
Weed clearing	1 shift, 1 Team: (Technical Foreman + 3 workers)
Grass cutting and pruning	1 shift, 1 Team: (Technical Foreman + 3 workers)
Graffiti Removal:	2 shifts, 1 Team: (Technical Foreman + Technical worker + worker)
Contingency Extras:	
Ad hoc tasks	1 shift, 1 Team: (Technical Foreman + 3 workers)
Recruitment:	

The Straatwerk staff will work in close co-operation with the Solid Waste staff at the City to maintain and acceptable clean public environment.

5.8. Homelessness

Homelessness is a serious concern in the area. The survey undertaken by Urban Issues referred to earlier in this report shows that 149 homeless people were individually interviewed and that they "in fact believe that it (the 149 people) could be as much as four times higher and is increasing all the time". (See Urban Issues Baseline Study clause 6.1.9 page 36 in Annexure 4). This means that there could be no less than nearly 600 homeless people throughout the SRA. This is indeed serious.

The GSCID proposes to appoint a full-time social worker to manage this situation in co-operation with the Department of Social Development at UCT.

5.9. Prostitution and Drug Trafficking

Prostitution and Drug Trafficking are also serious problems. Again the Urban Issues report comments on these matters. Their report relates them to UCT and their students. The GSCID will certainly follow the recommendations in this report to facilitate the proposed co-operation between themselves, the SAPS and the University to address these issues.

5.10. Taxi Operations on the Main Road

The compiler of this report has had considerable experience in dealing with the three Taxi Associations whose vehicles operate along the Main Road. Very good relations exist with the management of these associations. It is proposed therefore to embark upon appropriate steps to achieve better management of these taxi operations.

6. MARKETING

The GSCID will consider communication with its stakeholders of paramount importance

6.1. News sheet

The GSCID proposes to publish and distribute a bi-monthly community based news sheet possibly entitled "The Groote Schuur Reveille"

6.2. Public Relations

A public relations consultant will be appointed to promote the GSCID brand wherever appropriate especially in the community and daily press.

7. THE 5-YEAR BUDGET OF THE GSCID

7.1 Please refer to Annexure 5 reflecting the proposed 5-year Business Plan which reflects the identified needs of GSCID Special Ratings Area in as cost effective a manner as possible.

7.2 An important aspect of the GSCID budget is that all residential properties are exempt from the payment of levies. The levy income is therefore derived only from commercial and educational property.

7.3 Exemption from levies

This refers to the application of the SRA Policy Clause 6, which deals with exemption and related matters. In addition notwithstanding the said amounts, the GSCID will apply the increased criteria as implemented by Council regarding rates relief. Should property owners receive partial relief in respect of rates they would enjoy full exemption from payment of any GSCID levies.

8. PROJECTS

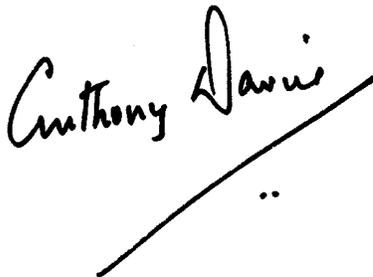
In addition to the basic operation proposed above Safety and Security, Cleaning, Management of Homelessness, other projects will be considered.

During the first year of operations these additional projects will be identified and solutions sought for example the Liesbeeck River canal lends itself to being appropriately redeveloped. This will be a very ambitious project requiring careful and no doubt lengthy consideration.

9. COMMENCEMENT OF OPERATIONS

Following on from the public meeting on 4th February 2010, a process of obtaining the consent of a majority of commercial and educational property owners will commence. This will be followed by a public participation process culminating we trust in the official approval by the full Council of the City of Cape Town.

As previously mentioned, it is anticipated therefore that the appointment of service providers and the commencement of operations will take place from 1st July 2010.

A handwritten signature in black ink that reads "Anthony Davies". The signature is written in a cursive style. Below the signature is a long, solid black horizontal line. Two small black dots are positioned below the line, centered under the signature.

AHV Davies

Urban Management Consultant to UCT