

# Glosderry CID

City Improvement District



**FOR THE ESTABLISHMENT AND MANAGEMENT  
OF THE  
GLOSDERRY IMPROVEMENT DISTRICT  
HEREAFTER REFERRED TO AS GCID  
PERIOD  
2013 – 2018  
(Limited Area)**

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

Supported by



Compiled by Gene Lohrentz of Geocentric Information Systems



This proposal covers the period 1 July 2013 to 30 June 2018 as set out in three parts, namely:

**Part 1: Motivation**

**Part 2: Budget**

**Part 3: Implementation Plan**

***Glosderry CID Information***

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<b>Commencement Date:</b>	1 <sup>st</sup> July 2013
<b>Municipality:</b>	City of Cape Town

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**Boundaries of the PROPOSED GCID Area (Also refer to map below)**

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The proposed boundaries for the **GCID** (Limited Area) are outlined below:

**Western Boundary**

From Chichester Road along Garfield Road to Lansdowne Road to include all properties to the east of Garfield Road

**Northern Boundary**

All properties bordering Lansdowne Road from Garfield Road to Laurier Road, then following the southern edge of the road reserve along Lansdowne Road to the Access Park property boundary/Kromboom Parkway Road Reserve Boundary.

**Eastern Boundary**

The western edge of the Kromboom Parkway Road Reserve as shared boundary with the Access Park property boundary from Lansdowne Road bridge to Kromboom Parkway on/off-ramp and Race Course Road intersection.

**Southern Boundary**

From the road intersection of the Kromboom Parkway on/off-ramp and Race Course Road then along the northern edge of Chichester Road up to the intersection of Garfield Road.



## 1. BACKGROUND AND MOTIVATION

Pres Les Pty Ltd as property owner in the Glosderry area has taken the initiative to address safety, social and urban management problems in the small retail and light industrial hub situated in Kenilworth and Glosderry. Crime and grime, homelessness, aggressive begging, informal car guards and general neglect of the public environment have escalated to an unacceptable level in the area. These problems are of great concern and need to be effectively addressed. Pres Les Pty Ltd, as a concerned property owner has initiated a process to establish the need and support for a Special Ratings Area (SRA).

In principle the SRA will enable the establishment of a statutory body (a Non Profit Company previously known as a Section 21 Company) managed by a board elected by its members, and operated by a management team appointed by the board as per the SRA By-law of the City of Cape Town. An SRA refers to a clearly defined geographical area where property owners from the area pay an additional rate to fund top-up services for that specific area as set out in the business plan for the SRA.

The top-up services typically include the provision of additional public safety, cleansing services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area. The SRA additional rates will be collected by the City from property owners in the area and paid over to the SRA Non Profit Company (NPC). The budget will be dedicated to the specific area only. The SRA additional rates paid by the property owners in the area means an equitable split based on municipal property valuation. The cost of the top-up services allows individual property owners to benefit from a well-managed neighbourhood including a shared sense of communal pride, safety and social responsibility. The implementation of a properly managed SRA most often results in

- A safer public environment to the benefit of all residents, visitors, businesses and property owners.
- Proactive and co-ordinated communication and direct consultation with the City's service directorates regarding service delivery to the GCID area.
- An equitable distribution of the cost to all property owners for providing supplementary and additional services in the area in proportion to the municipal valuation of the property.
- The protection and tangible growth in property values and capital investments which encourages economic development in the area.

An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

The Frequently Asked Questions regarding Special Ratings Areas is attached as Appendix A.

### 1.1. URBAN CHALLENGES IN THE GCID AREA – THE NEED FOR AN SRA

As part of the investigation for the establishment of an SRA and in support of the development of the business plan, Pres Les Pty Ltd performed an opinion survey amongst property owners, residents, businesses and people working or visiting the area of the proposed SRA area. The survey focussed on five general urban issues namely:

- a. Safety and security
- b. Litter and cleanliness

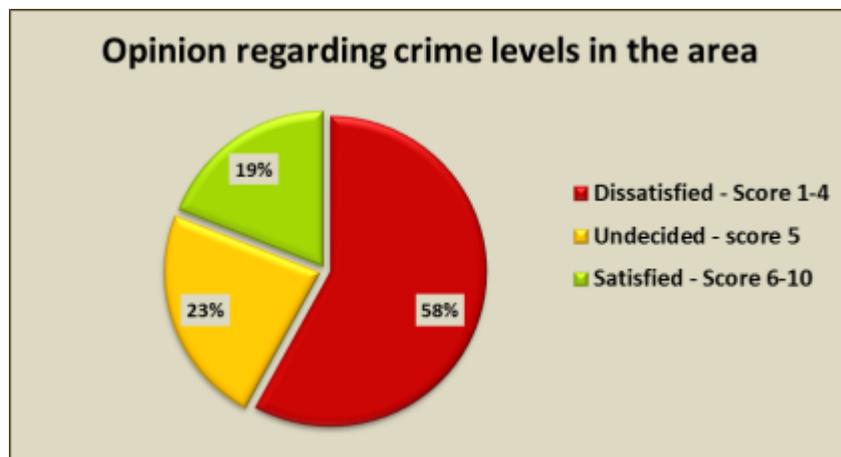
- c. Lighting & marking of streets and pavements
- d. Public environment
- e. Social environment

Participants were asked to rank their satisfaction/dissatisfaction with service levels associated to the above listed themes. A score of 1 indicated a person totally dissatisfied and wanting urgent change, a score of 5 equalled neither dissatisfied nor satisfied and a score of 10 indicated an extremely satisfied person who will not want anything to change. The survey questionnaire also provided the opportunity to express general comments and concerns in writing.

### Safety and Security

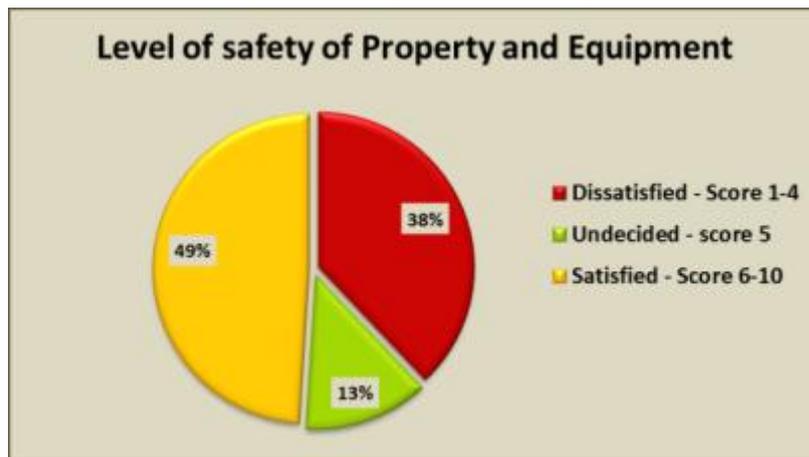
The Glosderry area has experienced various issues of crime, especially crime within or originating from the public domain. Common crime related issues listed by property owners in the area include:

- Frequent break-ins of properties
- Occasional break-ins of cars
- Theft in or around business premises
- Theft of manhole covers
- Constant theft of electrical cables, water pipes and telephone wires
- Vandalism
- Drug-dealing on Racecourse Road
- Smash and grab incidents at robots
- Cleaning staff of Kenilworth Centre stabbed by vagrants living in Glosderry and searching for food at Centre – staff now protected by armed security staff when cleaning bins



**Figure 1** Opinion regarding crime levels

Figure 1 illustrates the opinion of survey participants regarding crime levels and shows that 58% of the respondents are dissatisfied with the level of crime in the area. Only 19% are satisfied that the levels are not unacceptable. With the exception of the issues related to the cleansing staff at the Kenilworth Centre and the reference to drug dealing, most of the problems listed in support of the level of dissatisfaction relates to property related crime and theft.



**Figure 2 – Opinion on safety of property**

In general most property owners are satisfied with the safety of the property and equipment which illustrates that although crime levels generally are not acceptable, major property related crime have not emerged in the area. Common issues listed in this regard are:

- Theft on the property perimeter
- Locks that have been sawn off
- Properties vandalised

Given the above responses, a moderate security intervention in the area may prove to be an adequate deterrent to current incidents of crime. In addition to the general safety and security issues traffic management has been highlighted as an additional concern. This problem seems to be common in the area, more specifically indiscriminate parking practices. Figures 3 and 4 illustrate how vehicles are parked on pavements and on street corners partially or completely hampering traffic movement and/or the safe negotiation of traffic intersections.



**Figure 3 Vehicles parking on kerbs**



**Figure 4 Vehicles parked on pavements**

In addition, common public areas and parks have been turned into informal parking areas. Bollards and fencing have been removed to accommodate vehicles into these areas. Figures 5 and 6 illustrate this practice clearly.



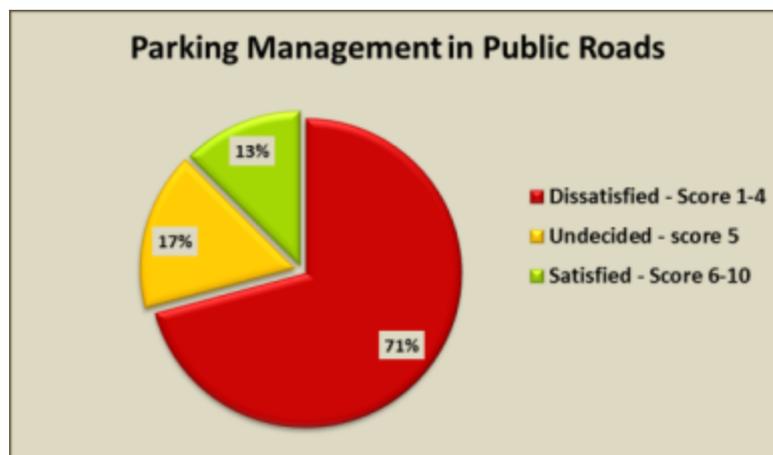
**Figure 5 – Public open spaces used as car parks**



**Figure 6 - Vehicles parked on pavements**

In order to support this issue further, survey participants were asked to express their level of satisfaction with parking management on public roads in the area. The general consensus is that most people (71% - See Figure 7) are dissatisfied with the management of public parking. General statements related to this issue made by survey participants include:

- Very limited public parking
- Lack of parking affects business access and flow
- Significant illegal parking
- Large trucks in the area find navigating small congested roads difficult
- “There is no public parking management in the area resulting in poor traffic flow and negatively impacting on various businesses in the area”



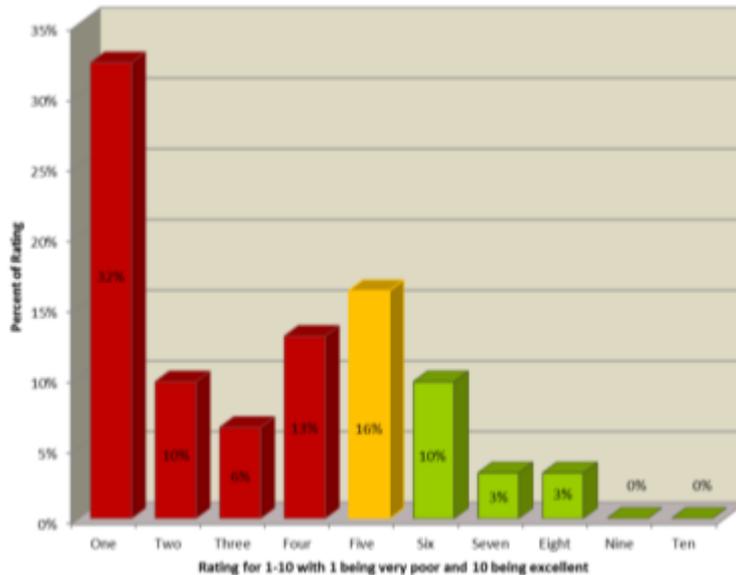
**Figure 7 Opinion on parking management in the area**

As is frequently the case, the perception of traffic control related to minibus taxis is very negative, especially in areas where side roads are used as shortcuts and where illegal taxi ranking takes place. 54 % of survey participants were dissatisfied with the level of traffic control and management in the area and expressed the following opinions:

- Lawless driving
- No ticketing for illegal parking
- No traffic control
- The yellow lines are ignored by taxis that park in the area near the petrol station

- Taxis use the petrol station and side roads as a short cut and endanger customers and staff with their bad driving habits

In general, law enforcement and specifically visible policing is rated low by survey participants. Figure 8 shows the level of dissatisfaction with law enforcement in general and further emphasises the opinion that there seems to be minimal visible policing.

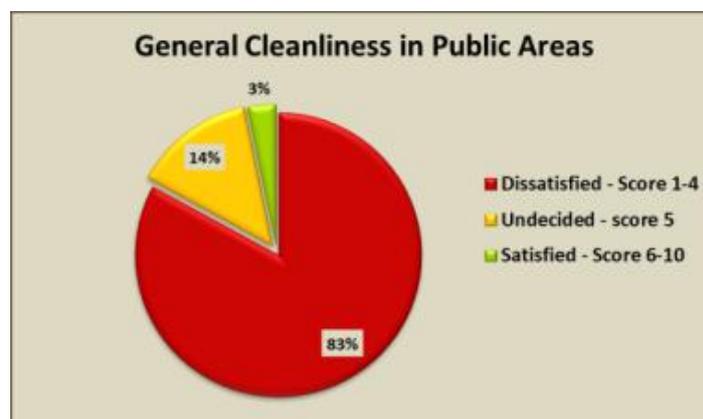


**Figure 8 Issues with Law Enforcement in the area**

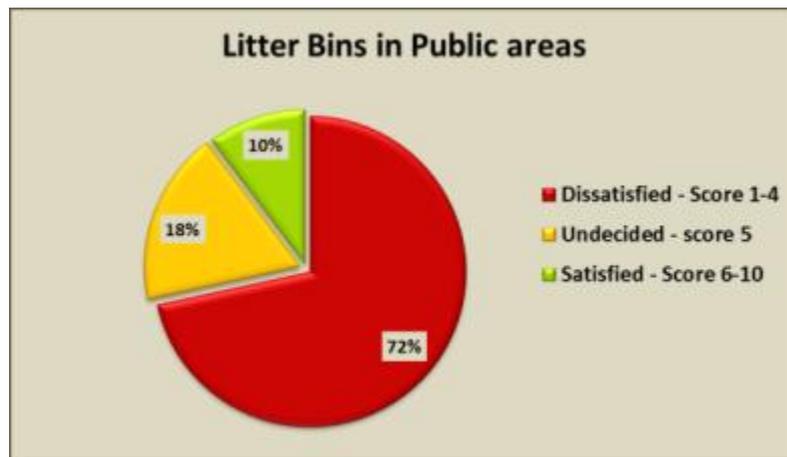
In order to address the issues of public safety in a comprehensive manner a detailed security initiative is proposed in the GCID area as set out in the Implementation Plan.

### Cleanliness and the Public Environment

The opinion of people regarding litter and cleanliness can be very subjective and difficult to measure. The responses received should be regarded as observations by the participants although it can be argued that the responses are based on people's desire for their area compared to the current situation. Figure 9 shows the opinion regarding litter and cleanliness. Litter in the public areas seem to be a general problem. If considered with the opinion that not enough litter bins are provided (see Figure 10), it highlights this as an issue to be addressed.



**Figure 9 – Opinion on general cleanliness of the area**



**Figure 10 – Dissatisfaction with the lack of litter bins in the area**

The general cleansing of the area is in urgent need of attention. Two main sources of waste and litter in the public domain have been identified. These are illegal dumping and waste through the activities of homeless people in the area. The illegal dumping generally consists of building rubble and domestic waste as illustrated in Figures 11 and 12. Figures 13-16 shows the level of littering, especially around areas where homeless people gather and sleep. Both these problems need urgent attention in the area.



**Figure 11 - Illegal dumping of builders waste and refuse**



**Figure 12 - Illegal dumping of builders waste and refuse**



**Figure 13 - Litter and waste in public areas, specially where homeless people congregate**



**Figure 14 - Litter and waste in public areas, specially where homeless people congregate**



**Figure 15 - Litter and waste in public areas, specially where homeless people congregate**



**Figure 16 - Litter and waste in public areas, specially where homeless people congregate**

Common complaints from property owners in area include that public bins are infrequently emptied and overflow regularly in conjunction with the fact that there are

very few public litter bins in the area and , Council doesn't cut the trees or collect leaves and that the taxi area is extremely dirty . In summary the perception survey revealed the following results regarding litter and cleanliness in the area:

- 84% of the participants regard the general state of cleanliness as poor to average.
- Waste management is a major problem as excessive litter can be seen in the public areas.
- Litter blocks drains and storm water pipes causing flooding and unhygienic environments.

In order to address the issues of litter and cleansing of the public environment a comprehensive cleansing plan to supplement the existing municipal services is proposed in the KGCID area as set out in the Implementation Plan.

### **Urban Management**

Further to the issues of litter and cleansing in the public environment, urban management problems are prevalent in the proposed GCID area. In terms of the basic elements of the public environment most people in the area regard the status as average. However, in terms of the use of pavements, public areas and walkways in the public area most participants are not satisfied with the maintenance of the pavements in the area.

Figures 17 to 20 illustrates the various challenges regarding public areas, especially sidewalks and walkways. Many of the problems are related to broken kerb inlets that are damaged by large trucks forced to mount kerbs due to uncontrolled parking practices. Damage to pavements by construction and utility companies are also not repaired. Many road surfaces and sidewalks need rehabilitation and street markings need reinstatement.



**Figure 17 Road kerb inlet grid requiring replacement, leaking sewerage evident.**



**Figure 18 Road kerb inlet grid requiring replacement**



**Figure 19 Sidewalk requiring rehabilitation, garbage prevalent.**



**Figure 20 – Street marking signs needs repainting**

In addition to the issues related to sidewalks and walkways a general degradation of the public infrastructure is evident throughout the area. These problems are highlighted by the general state of disrepair of bollards, broken or bent signal and lighting poles, graffiti, illegal posters and pamphlets attached to public and municipal infrastructure such as electrical substations, traffic signal management boxes, light poles, telephone booths and litter bins. Other typical problems relate to public area landscaping and greenery that have been neglected or degraded. Figures 21 to 26 illustrate some of the problems highlighted above.



**Figure 21 Illegal posters on bus station**



**Figure 22 Illegal posters on Telkom signal box with graffiti**



**Figure 23 Neglected road signs and fencing**



**Figure 24 Lighting poles poor condition**



**Figure 25 Bollards broken**



**Figure 26 Illegal posters, unmaintained bollards**

Flooding of the roads in the area has also been highlighted as a major problem. Property owners have pointed out that the drains are regularly blocked and overflow when it rains. Businesses have to pay to have the drains unblocked and drain covers are stolen and infrequently replaced. This problem is highlighted by the number of kerb inlets and drainage grids partially blocked by litter and weeds in the area as illustrated in Figures 27 to 30.



**Figure 27 Partially blocked kerb inlets**



**Figure 28 - Partially blocked kerb inlets**



**Figure 29 - Partially blocked kerb inlets**



**Figure 30 - Partially blocked kerb inlets**

In order to address these urban management issues in the public environment a comprehensive management plan in association with the existing City of Cape Town Service Departments is proposed in the GCID area as set out in the Implementation Plan.

### **The social environment**

Most of the proposed GCID area experiences a high level of homelessness with vagrants using the opportunities to beg for food and money. Homeless people often utilise public areas such as parks and sidewalks for shelter and gather at areas of potential income such as parking areas, traffic signals to beg. It is the perception of shoppers and business owners that the homeless contribute to existing levels of crime and litter and especially business owners perceive this to be detrimental to their business activities.

Homeless people are to be seen everywhere in the area, sleeping, making fires for food preparation in public areas. Public urination on or around properties are common as is the practice of overturning litter bins to salvage food and materials to sell.

Aggressive begging practices are also common, especially in parking areas. Figures 31 and 34 illustrate the level of poverty and homelessness in the GCID area and the associated problems.



**Figure 31 Homeless people resort to sleeping on the pavements and shop entrances**



**Figure 32 Homeless people uses parks and other areas such as bridges to conduct personal ablutions**



**Figure 33 Homeless people uses parks to make fires**



**Figure 34 Aggressive begging, especially in parking areas are common**

In summary the perception survey revealed the following results regarding social issues

- Homelessness, substance abuse and drug dealing are increasing.
- 86% of participants perceive homelessness as a problem.
- It is evident that the public areas, especially around the parks and parking areas have been identified as locations frequented by homeless people.

In order to address the challenging issues of poverty and homelessness a comprehensive social intervention strategy for the area is required. This is a long term strategy in conjunction with all the role players in the area. The detail of this intervention can only be finalised with further analysis of the area and its social environment which will be part of the GCID Implementation Plan.

### **Marketing of the area**

Given the cleansing, urban management and social challenges of the GCID area it may be challenging to make the area marketable. Beyond the perceptions recorded in the perception survey the general feeling in the area is often bland and unwelcome. A comprehensive marketing and re-branding of the GCID area can only follow on the successful execution of the Implementation Plan to develop a turnaround strategy for the area. Initial marketing will focus on these successes where after further plans can be developed.

## **1.2. GCID ESTABLISHMENT CHALLENGES**

The proposed GCID area represents a varied range of property groups. The major groups of properties consist of industrial free standing properties at the core along with residential dwellings on the eastern border, retail properties inside the Access Park facility and a regional shopping centre.

In order to lodge an application to establish an SRA a minimum support of 50% plus one of the property owners is required. As this is intended to be a commercial initiative residential property owners will not be required to contribute towards the SRA budget.

Property owners who have made an investment in their properties should contemplate the benefits of the SRA initiative considering the safety and security of their tenants in the

public spaces of the area and the sustained value of their property investment within the GCID.

### **1.3. THE VISION AND GOALS OF THE GCID**

The vision of the GCID is to create and maintain a clean and safe urban environment in support of the business activities and the property investments in the area.

The GCID have the following goals:

- Creating a safe and clean public environment by addressing issues of maintenance and cleansing of streets, pavements and public spaces
- Seeking to rehabilitate and provide jobs for the homeless
- Enhance property values
- The sustained and effective management of the GCID

## **2. OPERATIONS OF THE GCID**

Once the City of Cape Town has approved the establishment of the GCID as from 1 July 2013 its operations will commence from 1 August 2013.

The Implementation Plan is based on the results of the perception survey compiled in August 2011 with due recognition of the specific management issues, safety, cleansing, urban management and social needs of the area.

The GCID will be directed to address six main focus areas namely:

- The management of the GCID operations,
- The provision of safety and security measures
- The cleaning and maintenance of the public spaces in the area
- In co-operation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the GCID.
- Sustained actions will be implemented to manage the serious homeless and other social problems of the area.
- Marketing and promotional efforts will be undertaken to promote the GCID area once it is a more secure, safe and clean environment.

The specific actions to achieve the above operations are set out below. In addition a detailed implementation schedule is provided in Appendix C.

### **2.1. Management of the GCID**

The GCID will be incorporated as a NPC and operated in full accordance with and as specified in the Companies Act No 71 of 2008. In addition the GCID will operate in accordance with the City of Cape Town Special Rating Area By-Law 6651/2009 and SRA Policy, to ensure good governance of the SRA.

The GCID will be managed and controlled by a non-remunerated Board of Directors, overseeing the implementation of the business plan. The members of the GCID (each property owner that registers as a member of the NPC) will elect the Board at the Annual General Meeting each year. Each Director will assume appropriate responsibilities

for the execution of the business plan or parts thereof and will be guided by a Chairman. The Board will initially meet on a monthly basis in the first year and thereafter will meet at least quarterly.

The Board is responsible for the appointment of service providers, with appropriate experience and skills to assist the GCID in the execution of the business and implementation plans. In addition the Board may appoint a GCID manager accountable to the Board, to manage the implementation of the business plan, the service delivery of the service providers and the day-to-day management of the operations. The GCID manager will be supported by a social intervention officer and an office administrator.

The execution of the implementation plans will be in accordance with the annual budget as proposed by the Board and approved by the members of the GCID at the Annual General Meeting.

## **2.2. Safety and security**

In order to improve safety and security the GCID will develop a safety and security plan for the area in conjunction with the appointed service provider. These actions will include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Existing neighbourhood watches
- Community organisations
- Other stakeholders

In order to facilitate this approach the GCID will initiate and implement a safety and security forum in association with the appointed security service provider. This forum will encourage the involvement of members of the GCID, property owners, residents, tenants, businesses and representatives and the above mention organisations.

The SRA area will be patrolled on a 24-hour seven-days-a-week basis. This will be achieved primarily through the deployment of a visible security patrol vehicle manned by two security officers. In addition this deployment will be supported by a radio and communications network and be linked to a control room. This will provide additional safety measures and an increase in visible security presence.

The security plan for the area includes:

- 1 security response vehicles with appropriately skilled security officers
- 2 appropriately skilled security officers to man the patrol vehicle
- Dedicated management and support staff

In addition to the services of the security service providers the GCID will coordinate actions with the Law Enforcement officers from the City of Cape Town to regularly patrol the area and:

- Enforce compliance with By-Laws and policies
- Issue appropriate fines for the transgression of City By-laws
- Enhance safety and security in the GCID area

Figure 40 illustrates the typical security patrol officer deployed by an SRA in the public environment, being uniformed and highly visible.



**Figure 35 Highly visible security patrol officers**

### 2.3. Cleansing

To establish the most effective cleansing plan for the GCID, the management will initially develop a comprehensive cleansing strategy in conjunction with the appointed service provider and the relevant City of Cape Town departments. The strategy will support existing waste management services, identify specific management problems and areas and assist in developing waste management and cleansing plans for the area.

The plan will be executed by an appointed cleansing service provider tasked to work in conjunction with the City of Cape Town Solid Waste Management Department to:

- Decrease waste and grime in the area through a sustainable cleansing programme
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas of the GCID
- Promote waste minimisation by providing supplementary municipal services in the area including but not limited to more waste bins and waste recycling opportunities

The cleansing plan for the area includes:

- 2 urban management workers undertaking cleansing and urban management duties such as street sweeping, graffiti removal and grass cutting

The cleansing contingent will deploy in various areas and rotate through the GCID. Figures 41 illustrate the typical cleansing staff member deployed by an SRA in the public environment, being uniformed and visible.



**Figure 36 Typical SRA Cleansing staff with uniforms**

## **2.4. Urban management**

Urban management for the GCID will require a multi-disciplinary approach from the management of the SRA in close cooperation with the various service departments of the City of Cape Town.

Urban infrastructure will be improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs
- Coordinating actions with the relevant City of Cape Town departments to address infrastructure defects. This will be done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs required using the City's C3 system
- After a base level of repair and reinstatement has been achieved the GCID will implement local actions to correct minor issues through specific projects.

## **2.5. Social**

The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The GCID will coordinate and assist existing social intervention organisation with appropriate skills and experience to address the social issues of the area. The GCID manager will assist to develop a comprehensive strategy for addressing homelessness in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions.

Once the Social Intervention Plan has been finalised the GCID manager will interact with these organisations on a regular basis to assist in the continuous auctioning of the strategy and implementation of social rehabilitation. In addition an information and communication strategy will be developed to inform the residents, businesses and property owners of the area on issues of homelessness and the intervention alternatives that exist or are planned. These initiatives may also include programmes similar to the "Give Responsibly Campaign" as implemented by the Cape Town Central City Improvement District.

## **2.6. Marketing**

Marketing will initially focus on communicating with the members, residents, businesses and property owners of the GCID by:

- Establishing and maintaining an informative website.
- Distributing GCID flyers and/or newsletters reflecting the initiatives and successes of the GCID.
- Promoting the GCID in the local media.

Information regarding the following will be included:

- Safety improvements and waste management initiatives.
- Successes of the GCID to encourage and facilitate public and private investment initiatives in the area.

## **3. 5-YEAR BUDGET OF THE GCID**

The 5-year budget for the implementation and operations of the GCID is set out in Appendix D. It reflects the identified needs of the GCID operations in as cost effective a manner as possible. Income in the form of additional rates will be derived from all commercial properties in the area. Should property owners receive partial or full relief in respect of rates they would enjoy full exemption from payment of any GCID additional rates.