

# **BUSINESS PLAN**

## **Final for Submission**

### **PIGEON VALLEY UIP**

**November 2022**



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# 1 UIP OVERVIEW

The overall objective of the establishment and operation of the Pigeon Valley UIP is to revitalise the predominantly residential area of Glenwood within the defined boundaries in order to provide a safer, cleaner and neater environment for residents and businesses. This is in line with the objectives of Urban Improved Precincts (UIP) within Municipalities, which is to create a well-managed public environment through a partnership between the residents (private) and the public sector as well as the provision of privately funded security, cleaning, maintenance and greening/environmental services.

The UIP, which will be funded by property owners within the precinct (area within the agreed boundaries), will partner with the Municipality by notifying them timeously on work that needs to be done and providing supplementary services that are deemed necessary.

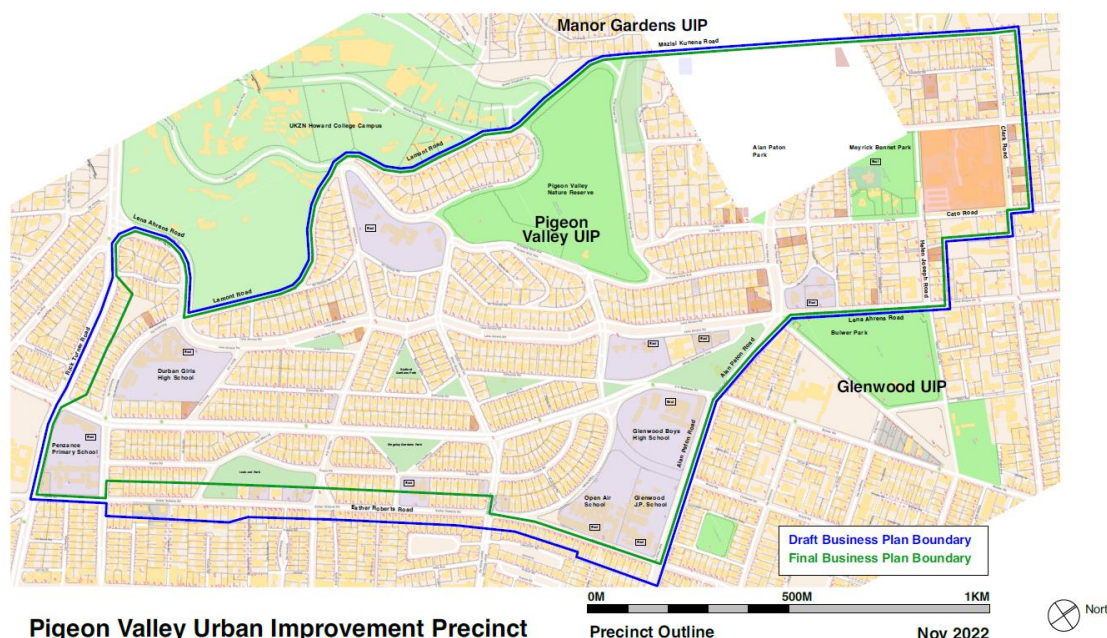
It is envisaged that the Pigeon Valley UIP will follow the common model, which entails the establishment of a Non-Profit Company (NPC), which falls under the framework of the National Companies Act. Once approved by the property owners and the Municipality the UIP will be designated as a Special Rating Area (SRA) under the Municipal Property Rates Act of 2004.

# 2 DESCRIPTION OF THE AREA (FINAL)

Unfortunately, due to the low number of votes received from property owners in several streets the PVUIP Committee was forced to marginally amend the boundary to remove certain streets as follows:

- Esther Roberts
- Rick Turner (partially)
- Frere Crescent (partially)

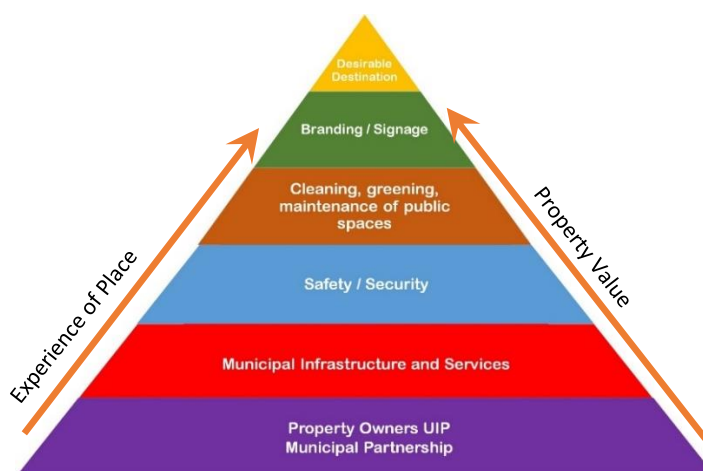
It is hoped that the voting in these streets can continue next year and that these streets can be incorporated after 12 months of operation. The map below shows the draft boundary presented at the Public Meeting and the final boundary for the UIP application.



The Southern boundary is a portion of Rick Turner along Newlyn and then down Penzance to Evans.  
 The Eastern boundary is along Evans from Penzance and then along Evandale to Esther Roberts to Alan Paton  
 The Northern boundary is along Alan Paton, Helen Joseph and Clark Rd  
 The Western boundary is along Mazisi Kunene from the Clark Road intersection in the North to Lamont Road to Lena Ahrens and then along Lena Ahrens to Rick Turner Road

### 3 VISION AND GOALS

The Pigeon Valley UIP aims to ensure that the demarcated area of Glenwood becomes a well-managed safe precinct where residents are happy with their quality of life and the value of properties are maintained on an upward trajectory. The UIP will apply a holistic approach to urban management practices to improve the general environment and public spaces and encourage social cohesion. The end goal is summarised by the graphic below.



### 4 ANALYSIS OF PERCEPTION SURVEY AND MOTIVATION FOR UIP

A perception survey to ascertain key concerns of Glenwood property owners was sent to various residential groups such as the Glenwood Community Watch as part of a first step for the establishment of a UIP. Responses were received from 85 respondents representing 25 streets. Key concerns that were raised or prioritised were:

- Safety and security in public spaces was a key concern
- Cameras linked to patrols was seen as a high priority
- The poor condition of the parks and other public spaces was also a concern
- Road access control was seen as a challenging measure to undertake
- Glenwood Community Watch was a trusted security initiative, but residents had reduced time to contribute to this initiative.

In summary, the Glenwood area has in the past few years experienced a number of challenges including:

- An increase in crime and general safety linked to its position in the inner city and the general poor socio-economic climate resulting in high numbers of homeless people in the area
- A decay in the public environment including the state of parks, roads and pavements
- Misuse of properties in terms of zonal requirements e.g. student accommodation and commercial use

In some cases, there has been a stagnation in the value of properties due in part to the poor state of the public space areas and the crime status quo.

Through the establishment of a UIP to be managed by a Non-Profit Company (NPC) on behalf of property owners, these challenges can be more effectively addressed. The UIP model, as a way to improve areas has been extremely effective in other parts of the eThekweni Municipality (in both business and predominantly residential areas).

### 5 SECURITY STATUS QUO

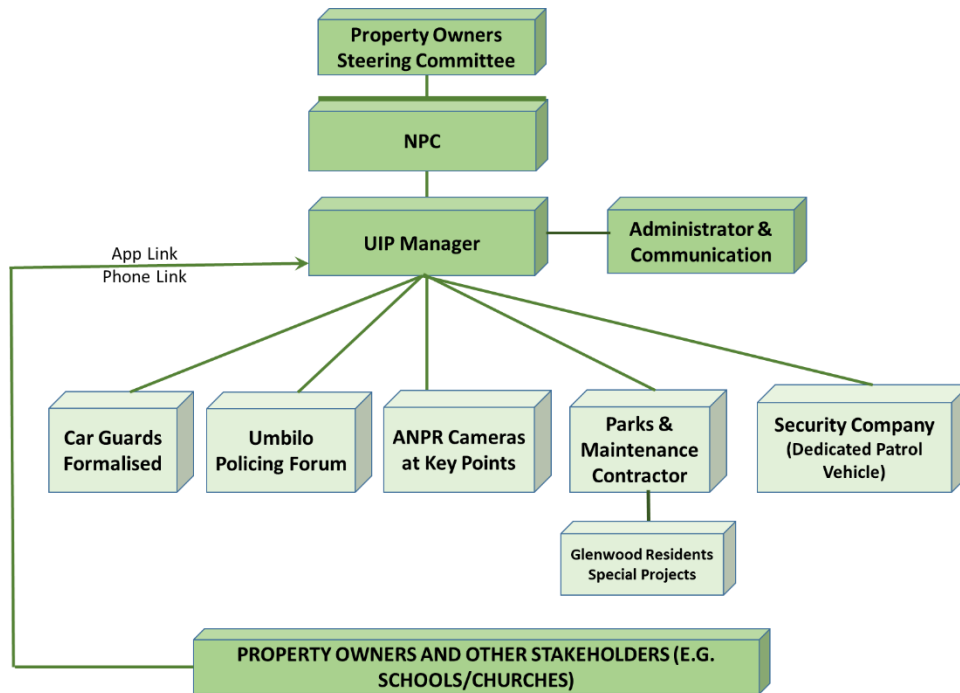
The security status quo in the Glenwood residential area can be summarised in more detail as follows:

- Approximately 65% of residents have a home security system with armed response
- Some streets have set up camera monitoring technology or street guards and in some cases, both
- The Glenwood Community Watch (GCW) has had a reduction in activity as it is a voluntary initiative and the time commitments can be difficult for residents.
- The Umbilo Community Policing Forum has recently made good progress with partnering with the SAPS as well as holding them to account on service delivery

What the UIP plans to achieve is not the elimination of street level security initiatives or the GCW but the integration of security initiatives and the formation of partnerships with existing security companies, GCW and the Community Policing Forum to assist with responses and community patrols.

## 6 IMPLEMENTATION PLAN

The diagram and the description that follows sets out the proposed structure and services that are envisaged for the first year of operation of the Pigeon Valley UIP.



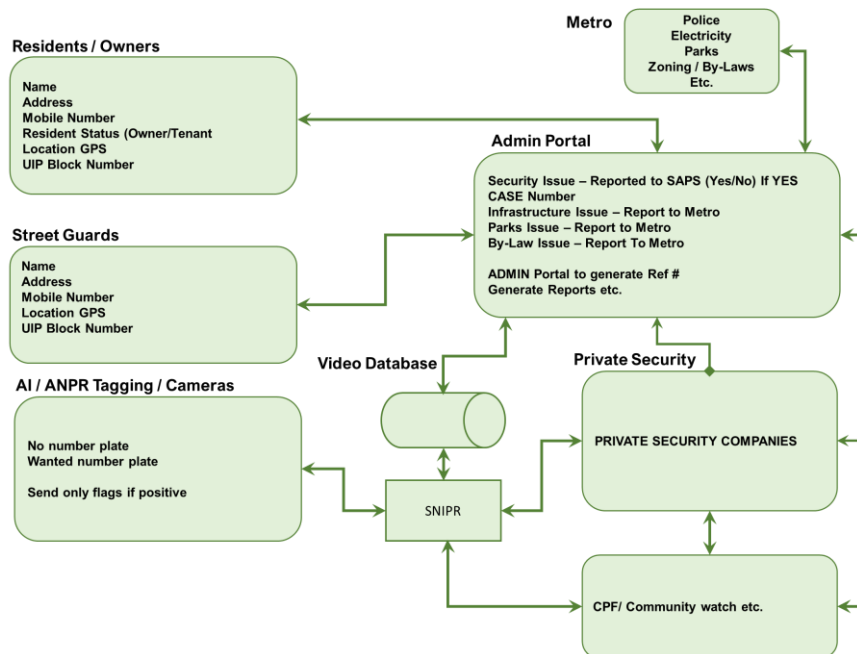
The key responsibilities of the personnel mentioned in the above organogram are summarised in the table below:

Personnel	Type	Responsibilities
UIP Manager	Full Time Employee	Management of Maintenance contractor, security integration, security response
UIP Communication and Administrator	Full Time Employee	Communication with property owners / residents regarding faults, security, etc. Communication and co-ordination with Municipal Departments Planning and Co-ordination/Community Projects
Patrol Vehicles with accredited staff	Agreement	Support from security companies and dedicated vehicle
Parks and Maintenance Contractor	Contract	Monthly maintenance of 7 parks, verges, islands and pavements including: <ul style="list-style-type: none"> <li>- Cutting grass</li> <li>- Planting indigenous demarcated areas</li> <li>- Tree trimming</li> <li>- Clearing litter and large waste items</li> <li>- Removing pavement weeds</li> <li>- Minor pavement repair and rubble removal</li> </ul>

The services are summarised as follows:

- Public space ongoing maintenance and cleaning in partnership with municipal departments
  - Parks
  - Verges / open spaces
  - Grassed islands
  - Pavements (minor repair and rubble removal)
- Urban development
  - Establishing sustainable and integrated place making framework
  - Development of a safe, people centred precinct
- Communication with residents on municipal faults and liaison with municipal departments to address faults
- Planning and implementation of special environmental projects
  - Pigeon Valley (fencing, erosion, etc.)
  - More indigenous areas in parks
- Planning and support for safe corridors and activity nodes including adoption of public spaces
- Security
  - Set up agreements with one or more home security companies for supply of dedicated patrol vehicles based on new sign ups
  - Set up of integrated AI cloud based management system
    - Gradual installation of SNIPR automatic number plate recognition (ANPR) cameras at key entrance points
    - The ANPR system flags cars of interest and interfaces directly with SAPS/CPF/UIP /Private Security
    - Support and integration of street level security cameras (i.e. not ANPR)
    - A unified panic and information/incident reporting application
    - Cloud based (can be monitored from any device / location)
    - Will use existing FTTH or 4G Connectivity
- Formalisation of car guards at business nodes
  - Branded vest
  - App communication link with UIP using App cloud based communication system
- Integration of activities across the precinct with a key focus on the medical precinct
- Communication interventions
  - Newsletters, use of social media
  - Use of warning signs linked to cameras
  - Other signage
  - Community events, clean up campaigns
  - Fault management and feedback

The figure below demonstrates the envisaged cloud based integrated communication system.



## 7 LEGAL STRUCTURE / GOVERNANCE

An interim UIP steering committee was appointed at the launch meeting of the Pigeon Valley UIP on 16<sup>th</sup> March 2022. A non-profit company has been established by the steering committee with non-remunerative directors together with a bank account. In summary, the key governing structures are:

- UIP property owners (i.e. members) who will meet for an AGM every year to agree on budget and steering committee members (emergency meetings can also be called)
- From the elected UIP steering committee, non-remunerative directors are appointed as non-remunerative directors of the Non-Profit Company and can be changed when required
- The non-remunerative directors will be ratified at the official property owners meeting
- The procurement policy will follow the following key principles
  - Value for money
  - Capacity to deliver
  - Competitiveness (at least 3 bids are required for contracts over R10 000 in value)
  - Ethics and fair dealings
  - Accountability and reporting
  - No contract or agreement can exceed a three-year term

## 8 BUDGET

Monthly	Amount	Source	
<b>Environment (Parks, Road Islands, Pavements)</b>			R 75 000.00
Cleaning, Cutting, Maintenance	R 65 000.00	Quote	
Special Environmental and Other Projects	R 5 000.00	Estimate	
Pavement Repair and Rubble Removal	R 5 000.00	Estimate	
<b>Security</b>			R 103 000.00
Armed Response Vehicles -provisional	R 24 000.00	Security Company	
Camera Installation and Software incl. Materials	R 30 000.00	Based on SNIPR Quote	
Business Node Car Guards (8 x R1 600)	R 12 800.00	Florida Road Model	
Automated Communication Tool /App - Rental	R 18 000.00	SNIPR - Rental of App	
Control Room Monitor (12 Hrs)	R 18 200.00		
<b>Office and Administration</b>			R 82 000.00
Salaries (Manager and Admin/Communication)	R 54 000.00	Benchmarking	
Rent	R 9 000.00		
Communication Flyers, Branded Uniforms, Signs	R 2 000.00		
Audit Cost	R 1 000.00		
Electricity	R 1 000.00		
Insurance	R 2 000.00		
WIFI	R 2 000.00		
Phone Costs	R 2 000.00		
Computer / Printer	R 2 000.00		
Bank Charges	R 1 000.00		
Miscellaneous Office Costs	R 1 000.00		
Travel (UIP Manager)	R 5 000.00		
		<b>Monthly Total</b>	<b>R 260 000.00</b>
		<b>Reserve Contingency 5%</b>	<b>R 13 000.00</b>
		<b>Discount provision 2%</b>	<b>R 5 200.00</b>
		<b>Monthly Total</b>	<b>R 278 200.00</b>
		<b>Year 1</b>	<b>R 3 338 400.00</b>
		<b>Year 2</b>	<b>R 3 538 704.00</b>
		<b>Year 3</b>	<b>R 3 751 026.24</b>
		<b>TOTAL 3 YEAR BUDGET</b>	<b>R 10 628 130.24</b>

### NOTES:

1. Agreement with a home security company to supply a UIP Dedicated patrol vehicle is planned based on additional home security sign ups. A provisional amount has now been included for the patrol vehicle for if sign-ups are insufficient

2. The purchase of high technology cameras and the associated software are envisaged at key points. Street level security will continue to be undertaken by street groups with support and integration provided by the UIP
3. It is envisaged that with time the integration of all cameras into one monitoring system will take place

## 9 SPECIAL RATES FORECAST

The rates forecast is based on the following:

- The proposed monthly budget for year 1 of R278 200
- The boundary as shown in the final map and description
- The additional rates below are based on a special rating area randage of 0,11013c/R of property value for the annual costs. For monthly costs divide by 12 and divide by 100 to convert from cents to rands. This is the same rate randage used in the Draft Business Plan and as presented at the Public Meeting on 18 August 2022.

Property Value (Millions)	Special Rates Forecast
0.75	R 69
1.0	R 92
1.5	R 138
2.0	R 184
2.5	R 229
3.0	R 275
4.0	R 367

## 10 PROGRAMME MILESTONES

Milestone	Date	Status
1. UIP initial property owners meeting	16 March 2022	Complete
2. Establish NPC	March 2022	Complete
3. Set up website	March 2022	Complete
4. Set up bank account	June 2022	Complete
5. Final Business Plan for formal property owners meeting	August 2022	Complete
6. Public meeting to approve UIP Business Plan	August 2022	Complete
7. Voting (2 to 3 Months) by phone app, paper or e-mail	Sept to Nov 2022	Complete
8. Finalise reports for Council	November 2022	Complete
9. Objection Period	5 December 2022 – 5 January 2023	Not complete
10. UIP Starting Operation	1 July 2023	Not complete