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APPENDIX 1

**EXTRACTS FROM THE
WOODSTOCK SALT RIVER REVITALISATION FRAMEWORK**

6. VISION FOR WOODSTOCK - SALT RIVER REVITALISATION

This chapter outlines the vision for the site in a vision statement and conceptual framework. The focus areas or precincts for intervention are also identified.

6.1 Vision Statement

- **Woodstock - Salt River should be an urban place where real integration takes place**
 - Access to urbanity
 - Mixed use
 - Mixed community (race, age, income)
 - Access to nature
- **Woodstock - Salt River should address the urban challenges it contains**
 - Safety and Security
 - Security of tenure
 - Ownership and maintenance of public assets
 - Vagrancy and Street People
- **Woodstock - Salt River should endeavour to improve accessibility to the area**
 - Attract and hold people in the area through the creation of a destination activities or facilities
 - The identity of Woodstock - Salt River should be reinforced by what's existing in the area (e.g. the historic assets and value of the area)
 - The creation of a supportive revitalisation framework
- **Woodstock - Salt River should endeavour to return to what it once signified for people i.e. smaller scale personalised exchange**
 - The opportunity to create social hubs must be recreated
 - Opportunities and services must be directly related to experience (encourage direct dealings)
- **Woodstock - Salt River should be a people place**
The area must provide for small and medium scale goods and service providers

6.1.1 A Conceptual Framework - the site as a whole

i) A magnificent natural setting

The Woodstock Salt River area together with the City Bowl sits at the interface of Table Mountain Range and the Atlantic Ocean. It is a unique setting not only for its extraordinary sense of place but also for the potentials of linking Mountain-to-Sea at a series of significant places. These potentials are important and valuable not only for the Woodstock Salt River local area - they offer unique experiences for a broader range of visitors to the area. (Refer to Figure 6.1.1)

▪ Green continuities

There are a limited number of possibilities for the Mountain -Sea connections that need to be reinforced in the long term. Some are major green systems; others consist of public systems and walkways. These include:

1. The Adderley Street Axis
2. The Castle-Chester Street Axis
3. The Culemborg -Trafalgar Park - District Six system
4. The Mountain Road - Woodstock Station system

5. The Liesbeeck Black River system

ii) A mixed-use urban setting

The Woodstock - Salt River area sits as the eastern interface between the City and the metropolitan area. Routes that historically connect the city to the metropolitan area and the hinterland stitch together at Woodstock Salt River. The eastern arm of Voortrekker Road and the southern arm of Main Road weave through Woodstock Salt River into the City. Mobility routes or freeways such as Table Bay Boulevard (N1), Eastern Boulevard (N2) and De Waal Drive (M3) Drive bypass Woodstock Salt River.

▪ Urban continuities

Seams of access that support mixed-use activity, a range of scales of activities and levels of local vitality need to be protected and enhanced. These include:

6. Albert Road

7. Victoria Road

iii) The natural-urban relationship

The intersection of natural or green elements and systems with important urban qualities and places presents the opportunity of promoting a series of significant and special places.

6.1.2 A Conceptual Framework - a sequence of special places

The identification of a sequence of special places relates to existing natural and urban patterns. The conceptual framework seeks to reinforce the potentials of these spaces in order to maximize their opportunities within the spatial structure of the Woodstock - Salt River area. The design development will:

- i) identify precincts and clarify the guidelines for intervention in the long term
- ii) establish specific areas for short-term intervention

The criteria for the strategic selection of sites relates to the following concerns:

▪ The relationship to a broader context

The precincts and sites must have the capacity to relate to and reinforce broader natural systems and/or urban systems.

▪ The role of the public realm

The precincts and sites should identify the potential of public resources and facilities and express the framework of public resources and facilities to promote active use of resources.

▪ Accessibility

The sites should be highly accessible in terms of public transport. This implies that the sites should relate to station areas, the major bus and taxi routes and the primary pedestrian routes.

▪ Exposure

Generally the sites should be visually and physically exposed to passing thresholds. This increases the potential for both local and broader interaction.

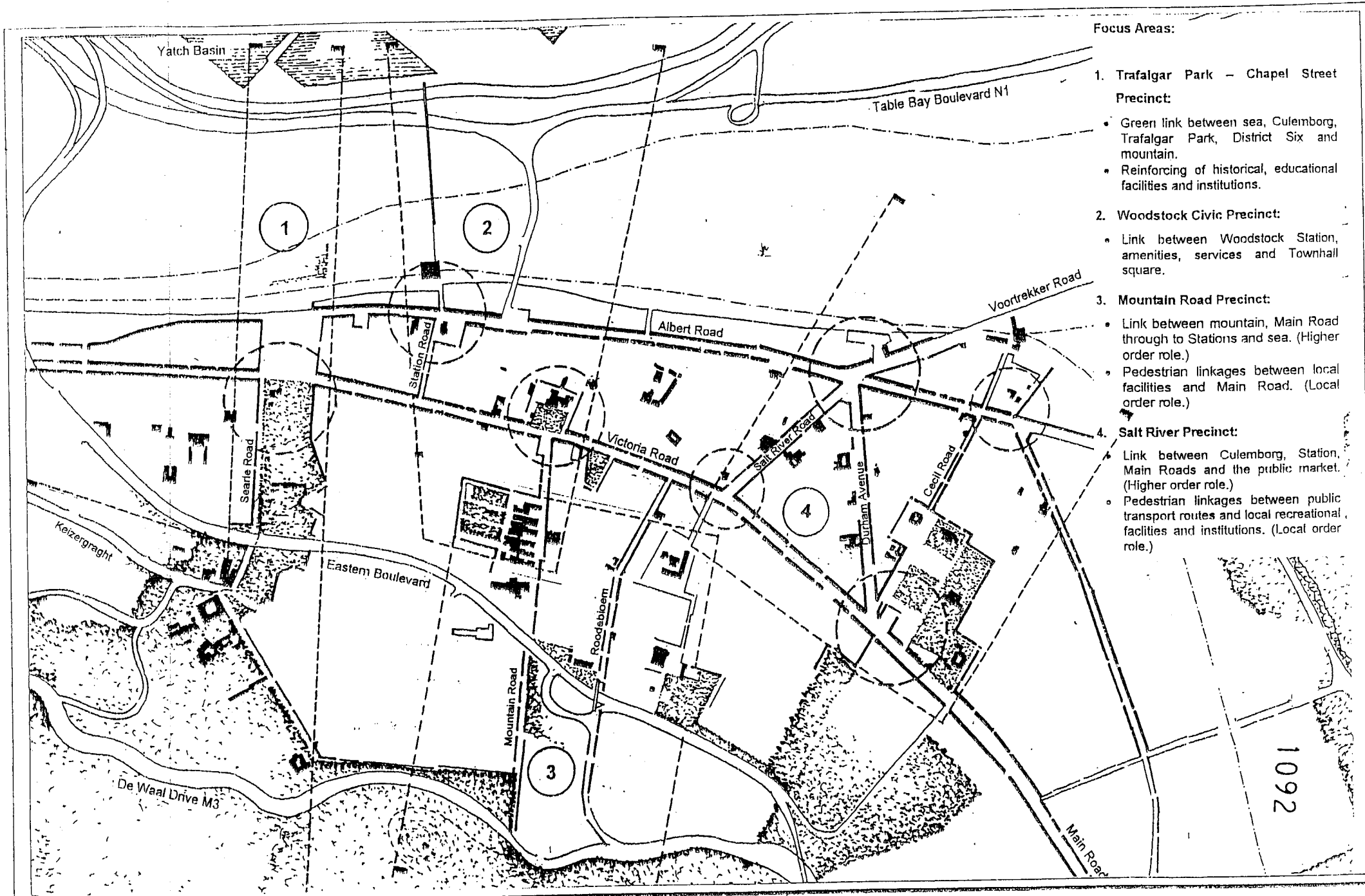
▪ Sense of place

Precincts and sites that are valuable in terms of particular characteristics and experiences (of both historic and contemporary nature) need to be promoted.

6.2 Focus areas identification

Figure 6.2.1 illustrates the focus areas or precincts identified for attention in the revitalization framework.

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Focus Areas:

1. Trafalgar Park – Chapel Street Precinct:

- Green link between sea, Culemborg, Trafalgar Park, District Six and mountain.
- Reinforcing of historical, educational facilities and institutions.

2. Woodstock Civic Precinct:

- Link between Woodstock Station, amenities, services and Townhall square.

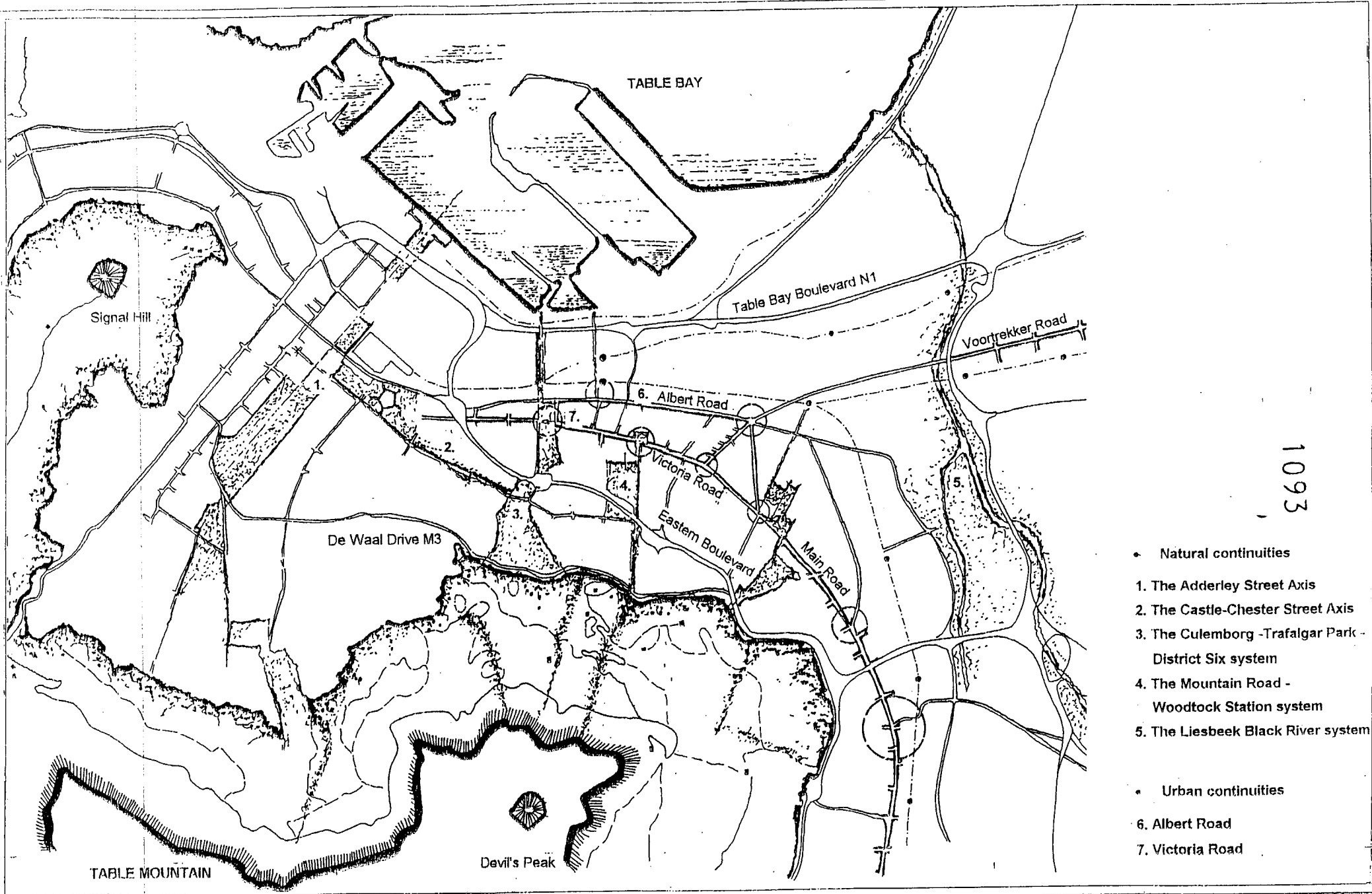
3. Mountain Road Precinct:

- Link between mountain, Main Road through to Stations and sea. (Higher order role.)
- Pedestrian linkages between local facilities and Main Road. (Local order role.)

4. Salt River Precinct:

- Link between Culemborg, Station, Main Roads and the public market. (Higher order role.)
- Pedestrian linkages between public transport routes and local recreational facilities and institutions. (Local order role.)





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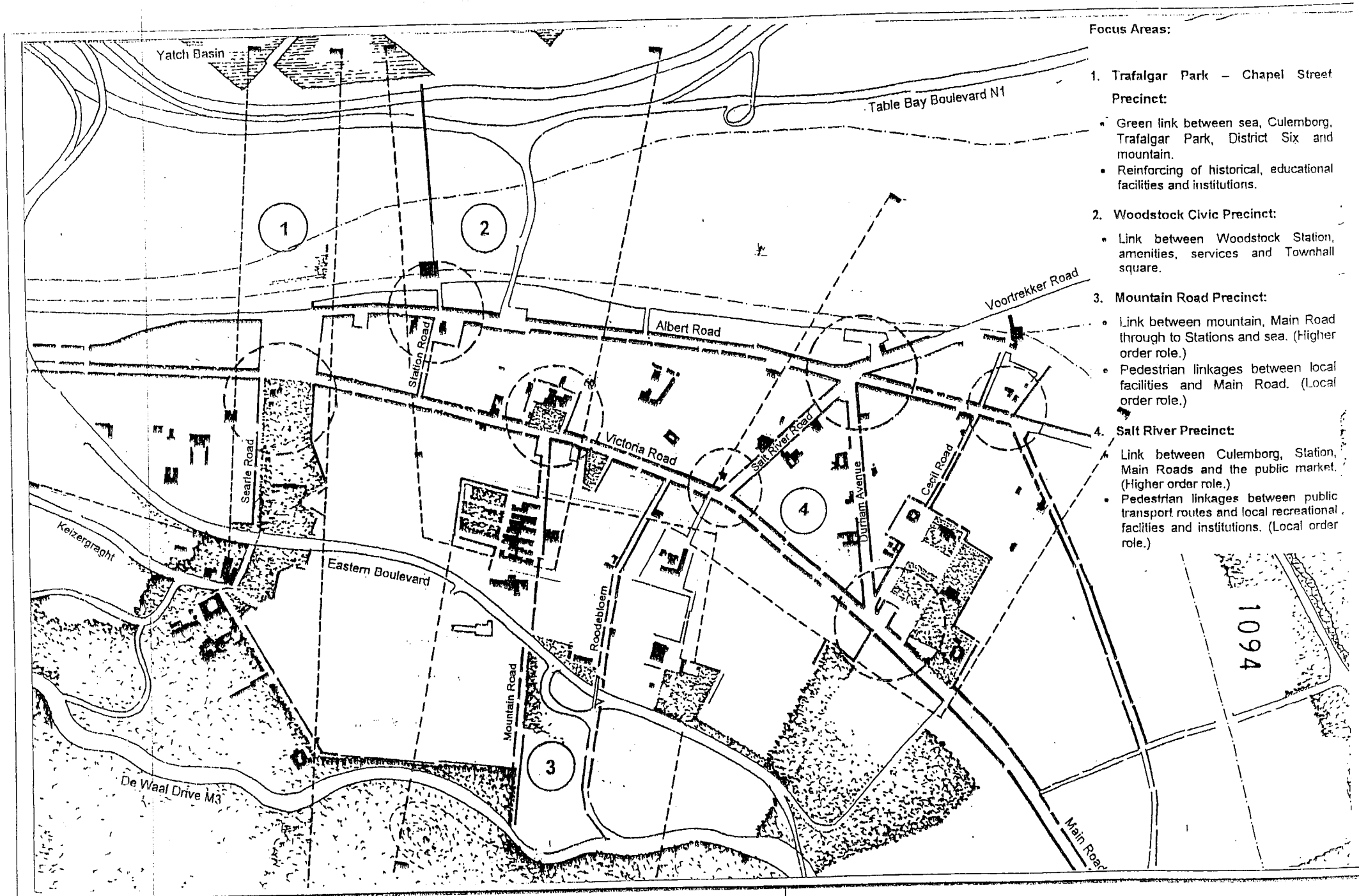
- Natural continuities
- 1. The Adderley Street Axis
- 2. The Castle-Chester Street Axis
- 3. The Culemborg -Trafalgar Park - District Six system
- 4. The Mountain Road - Woodstock Station system
- 5. The Liesbeek Black River system

- Urban continuities
- 6. Albert Road
- 7. Victoria Road

Scale 1: 25 000 at A3

0 200 500 1000m

Figure 6.1.1: Role of the site - vision statement
WOODSTOCK - SALT RIVER REVITALISATION FRAMEWORK



Focus Areas:

1. **Trafalgar Park – Chapel Street Precinct:**
 - Green link between sea, Culemborg, Trafalgar Park, District Six and mountain.
 - Reinforcing of historical, educational facilities and institutions.
2. **Woodstock Civic Precinct:**
 - Link between Woodstock Station, amenities, services and Townhall square.
3. **Mountain Road Precinct:**
 - Link between mountain, Main Road through to Stations and sea. (Higher order role.)
 - Pedestrian linkages between local facilities and Main Road. (Local order role.)
4. **Salt River Precinct:**
 - Link between Culemborg, Station, Main Roads and the public market. (Higher order role.)
 - Pedestrian linkages between public transport routes and local recreational facilities and institutions. (Local order role.)

Scale 1:10 000 at A3
 0 50 100 200 500+

Figure 6.2.1: Focus areas for intervention
WOODSTOCK - SALT RIVER REVITALISATION FRAMEWORK

7. STRATEGIC FRAMEWORK

This chapter outlines the strategic framework to accompany proposals put forward for the Woodstock - Salt River study area. It comprises the following components.

- Approach to the Revitalisation Framework
- Spatial and heritage principles and strategies
- An economic strategy
- A social strategy
- A management framework comprising key project priorities, role players and key initiating actions.

7.1 Approach to the Revitalisation Framework

At the outset and throughout the Woodstock-Salt River Revitalisation process, the question of "an efficient and qualitative living environment" formed the basis of analysis for this strategic framework. The challenge of addressing quality and efficiency in a context of extreme diversity, living patterns and standards within the study area is responded to in the strategic proposals that follow. The approach to this challenge is founded on the following guidelines where the notions of efficiency and quality are developed.

- **Focus on People, Public Spaces and Places:** The Revitalisation Framework focuses mainly on the richness of various cultures and peoples of the area and public spaces and buildings that should be rehabilitated with a view to promoting public use and value. At the same time, the framework seeks to improve possibilities for economic regeneration, for example, the Salt River Market Precinct.

A safe, attractive and user-friendly public realm should invite and accommodate the broader community. Public places and spaces can become the rooms that ordinary people can have access to in order to relax, have time out, play, sit, think and gather together. They become relief spaces when overcrowding at home is overwhelming and unbearable. They are essential social places and spaces.

- **Emphasising Social and Environmental Ethics:** Given the time we live in, we have to be aware of the turmoil, pressure and tension in our social and environmental structure. There is so much mistrust, threat and violence around us paralleled by a shift and degeneration of social and family structures. People who come from broken homes and those who live on the street generally lack good role models – people they can look up to and aspire to be like.

Based on the focus group participation discussions, the Revitalisation Framework assumes that the participants in the Framework and the representative organisations operational in the area would have the open-mindedness and tolerance that is required to deal with the social ills of the area. In this regard, the Revitalisation Framework supports two key aspects. Firstly, the active involvement of religious, educational and socio-cultural institutions in rebuilding a system of values that would form the basis of positive behavioural patterns. Secondly, the introduction of programmes and events that would re-focus peoples' minds and direct their efforts towards building active, healthy and safe communities.

- **Create Economic Possibilities:** The economic strategy in the Framework focuses on commercial revitalisation, which in many ways influences the overall investment climate for residential and other markets in the area. The focus is largely on the revitalisation of the two main roads in the study area. The economic proposals provide a general understanding of underlying economic issues and possible approaches for enhancing the investment environment are considered. Detailed assessments of the commercial and industrial business base highlight opportunities for further marketing and investment. Several overall recommendations are provided for economic revitalization within the area. The Revitalisation Framework takes the view that through active public investment programmes and obviating crime, the area would generally create demand for commercial, retail, industrial and residential space, thereby revitalising itself, in time.

The Framework assumes that economic possibilities would be harnessed through a committed public investment and community involvement programme. It also relies on the fact that the study area is strategically located in relation to the City centre.

- **Attitude towards Roles and Responsibilities in Managing the Revitalisation Framework** The Revitalisation Framework is predicated upon two key factors. One, the enthusiasm demonstrated by the stakeholders to be involved in revitalising the area and their intolerance of crime and anti-social activities. Two, the fact that the study area's potential is dependent on building a trusting relationship between the Woodstock - Salt River community and the City of Cape Town.

The Revitalisation Framework will not work if a partnership between the City of Cape Town and the stakeholder groupings in the study area is not established on the basis of trust and commitment on either side. It is imperative that each takes its role seriously and responsibly. Lack of resources, responsibility and management is part of the dilemma facing South African cities. The Revitalisation Framework relies on a level of local governance and responsibility for taking the proposals of the framework forward.

- **Complexities and Limitations** The Revitalisation Framework is limited regarding the problem of crime, gangsterism and drugs. The reason for this is twofold. Firstly, the authors of the Framework are spatial specialists and do not have the expertise to provide direct answers to this issue. Secondly, the issue of drugs and gangsterism is complex and goes beyond the spatial focus of this study. It requires specialists to address this issue and engagement with those who are involved in these activities.

The Revitalisation Framework recognises that drug dealers, addicts and gangsters are an unfortunate reality in the study area, however much one wants to avoid acknowledging this. A series of negative factors allows crime to fester. There are limited economic opportunities and social support programmes for deprived people. There are excessively wide gaps between the haves and have nots which resulted in a negative build up from the apartheid era.

The Framework therefore deals with this issue in two ways. One, it hopes that through building a positive system of social values and ethics, those involved in drugs and gangsterism would form a part of this process out of choice for a different lifestyle. Second, it appeals to those involved in these activities and who may become aware of this framework, to recognise that there are positive alternatives to being engaged in drugs and gangsterism. These alternatives may well provide more positive choices to live a healthier life as part of a healthier society. As part of this appeal, the framework accepts that it cannot change the non-conforming lifestyle people live in their private spaces. However, it can demand that non-conformists respect that public areas are for everyone's use and certain behavioural rules apply to the use of these spaces that every user must abide by.

7.2 Spatial Principles and Strategies

7.2.1 The role of precinct frameworks (refer to Figures 7.2.1, 7.2.2 & 7.2.3)

Three key precincts have been identified as strategic areas that need to be considered, developed and managed in a holistic way. The three precincts are: 'The Trafalgar Park Precinct', 'The Mountain Road Precinct', and 'The Salt River Precinct'. The precincts serve to identify areas that contain a number of valued and well-located public assets and places. The tendency over time has been for these assets to work in isolated and fragmented ways. In the context of limited resources the assets, even if they are valued, begin to deteriorate. The role of the precinct plans is primarily to identify spatial opportunities and constraints and to suggest ways of making these assets work in a more integrated way. The precinct frameworks provide basic guidelines for integrated short term and long term

Promote green, physical and visual link to future Culemborg development

WOODSTOCK STATION

ALBERT ROAD

VICTORIA ROAD

Chapel Street

EASTERN BOULEVARD



Old Tramway Building
 Current bus depot

Reinforce edges to a potential public precinct
 Optimise the public value of a strategic public precinct

Establish a public forecourt for commuters
 Reinforce the Searle Street edge of the park with public facilities and a tree-lined walkway (possible relocation of Fair Island)

Create a visually permeable edge off Beattie Street into the swimming pool

Define a foreground to the swimming pool with recreational facilities
 Reinforce the gateway between Searle Street and Chester Street

- 1. COMMUNITY RESOURCES**
- 1.1 Municipal Clinic
 - 1.2 Moira Eendersen House
 - 1.3 Cowley House
 - 1.4 Chapel Street Primary School
 - 1.5 Rahmanyeh
 - 1.6 NICRO centre
 - 1.7 Zonnebloem College Precinct
 - 1.8 Welmer Estate Primary School

- 2. GREEN / RECREATIONAL SPACES**
- 2.1 Trafalgar Park
 - 2.2 Swimming Pool
 - 2.3 Primary Parks
 - 2.4 Local Parks

- 3. RELIGIOUS INSTITUTIONS**
- 3.1 St. Mary's Church
 - 3.2 St. Phillip's Church
 - 3.3 New Apostolic Church
 - 3.4 Holy Cross Church
 - 3.5 Azzawa Mosque

- 4. HOUSING OPPORTUNITIES**
- 4.1 Minor infill opportunities on public land
 - 4.2 Major housing opportunities on public land
 - 4.3 Major housing opportunities with the redevelopment of District Six

- 5. MIXED USE OPPORTUNITIES**
- 5.1 Private warehouse areas present prime retrofit opportunities for mixed use
 - 5.2 'The Palms' redevelopment
 - 5.3 'Buchannon' redevelopment
 - 5.4 Private parking area has potential for mixed use/residential development



Promote a positive edge between the hall and the Park

Promote a positive edge between the Park and Victoria Road

Provide an Avenue along Mountain Road to promote the active pedestrian route

Establish a precinct and sense of arrival between the Hospital and Great Churches

Encourage more active use of the green spaces by hospitals, support services (trèches) and community allotments

Improve the crossing over the Eastern Boulevard

Stabilize the quarry in a manner that is environmentally friendly and visually attractive

1. COMMUNITY RESOURCES

- 1.1 St. Anne's Primary School
- 1.2 Woodstock Library & Town Hall
- 1.3 Woodstock Hospital
- 1.4 Mountain Road Primary School
- 1.5 St. Anne's Home
- 1.6 Alpha School
- 1.7 Queen's Park High School

2. GREEN / RECREATIONAL SPACES

- 2.1 Woodstock Park
- 2.2 Mountain Road sports fields
- 2.3 Primary Parks
- 2.4 Local Parks
- 2.5 Common
- 2.6 Queen's Park
- 2.7 Swimming pool (closed)

3. RELIGIOUS INSTITUTIONS

- 3.1 St. Anne's Church
- 3.2 Baptist Church*
- 3.3 Presbyterian Church* and Aberdeen House
- 3.4 New Apostolic Church
- 3.5 Greek Orthodox Churches*
- 3.6 All Saints Church

4. HOUSING OPPORTUNITIES

- 3.1 Minor infill opportunities on public land

5. MIXED USE OPPORTUNITIES

- 5.1 Private warehouse areas present prime 're-urb' opportunities for mixed use

Explore the possible westward expansion of the station facilities

improve the visual and physical accessibility of Salt River market through; the removal of the WC, the creation of a forecourt to lower Voortrekker Road

Establish a vehicular exit and entry (and possibly future pedestrian link) from the market to Junction Street

Provide a public edge on the southern edge of Voortrekker, adjacent to the Market and in memory of the location of the old market

Reinforce the pedestrian route along Salt River Road

Reinforce the pedestrian route along Cecil Road

Establish a public forecourt to the sports grounds and an area that accommodates commuters

1. COMMUNITY RESOURCES

- 1.1 Salt River hall and creche
- 1.2 Salt River Market
- 1.3 Cape College
- 1.4 Salt River Community House
- 1.5 Old Salt River Post Office (vacant)
- 1.6 Wesley Training College
- 1.7 Cecil Road Primary School
- 1.8 Salt River School
- 1.9 Shelley Street Nursery School
- 1.10 Salt River Fire Department
- 1.11 Bell-Ural Home
- 1.12 Salt River High School
- 1.13 Ruth Provise Art School

2. GREEN/RECREATIONAL SPACES

- 2.1 Black Pool Sports Grounds and Park
- 2.2 Moslem Cemetery
- 2.3 Cape Technicon sports grounds
- 2.4 Local Parks

3. RELIGIOUS INSTITUTIONS

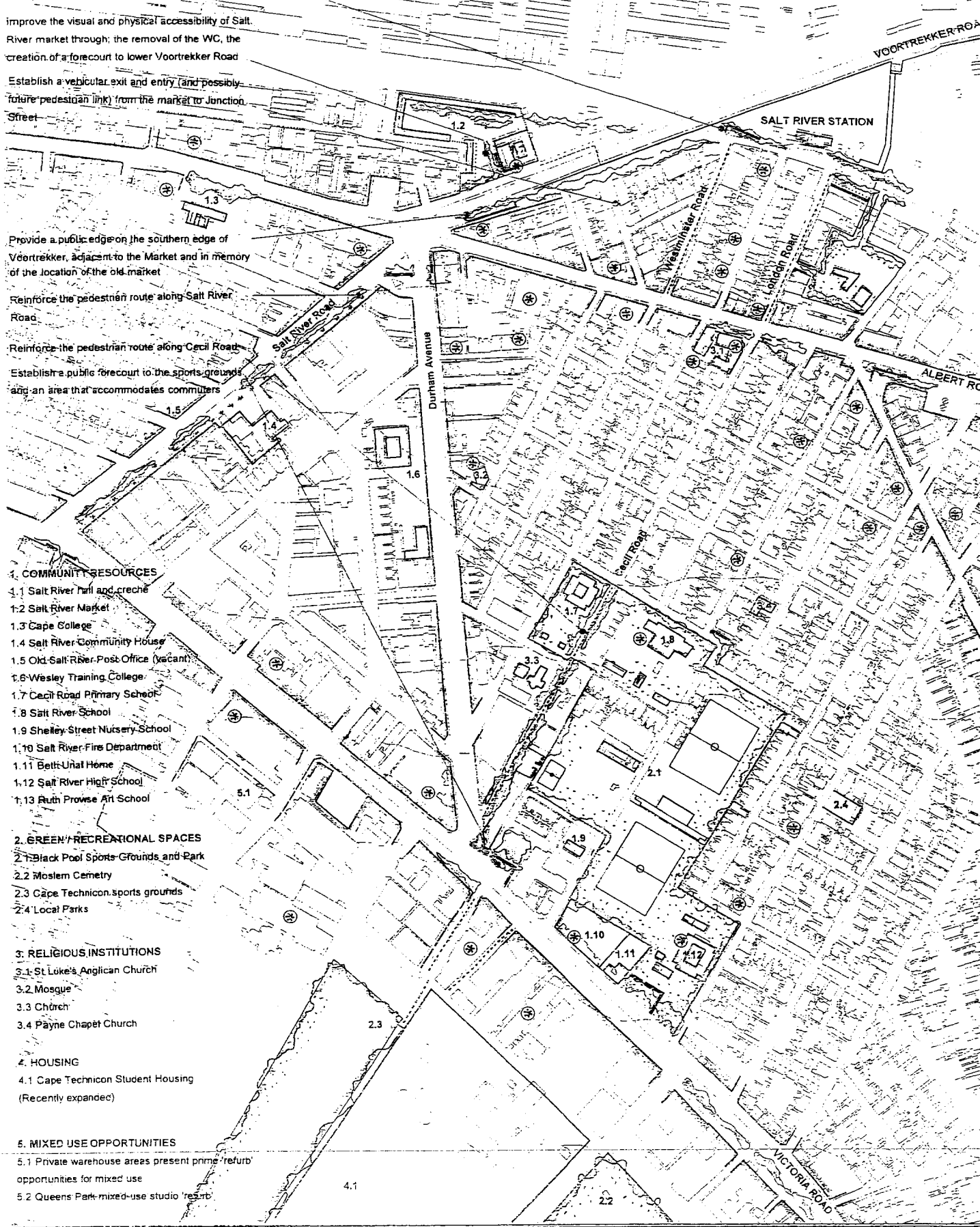
- 3.1 St Luke's Anglican Church
- 3.2 Mosque
- 3.3 Church
- 3.4 Payne Chapel Church

4. HOUSING

- 4.1 Cape Technicon Student Housing (Recently expanded)

5. MIXED USE OPPORTUNITIES

- 5.1 Private warehouse areas present prime 're-urb' opportunities for mixed use
- 5.2 Queens Park mixed-use studio 're-urb'



Explore the possible westward expansion of the station facilities

improve the visual and physical accessibility of Salt River market through; the removal of the WC, the creation of a forecourt to lower Voortrekker Road

Establish a vehicular exit and entry (and possibly future pedestrian link) from the market to Junction Street

Provide a public edge on the southern edge of Voortrekker, adjacent to the Market and in memory of the location of the old market

Reinforce the pedestrian route along Salt River Road

Reinforce the pedestrian route along Cecil Road

Establish a public forecourt to the sports grounds and an area that accommodates commuters

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- 1.4 Salt River Community House
- 1.5 Old Salt River Post Office (vacant)
- 1.6 Wesley Training College
- 1.7 Cecil Road Primary School
- 1.8 Salt River School
- 1.9 Shelley Street NURSERY School
- 1.10 Salt River Fire Department
- 1.11 Beth Unal Home
- 1.12 Salt River High School
- 1.13 Ruth Prowse Art School

2. GREEN/RECREATIONAL SPACES

- 2.1 Black Pool Sports Grounds and Park
- 2.2 Moslem Cemetery
- 2.3 Cape Technicon sports grounds
- 2.4 Local Parks

3. RELIGIOUS INSTITUTIONS

- 3.1 St Luke's Anglican Church
- 3.2 Mosque
- 3.3 Church
- 3.4 Payne Chapel Church

4. HOUSING

- 4.1 Cape Technicon Student Housing (Recently expanded)

5. MIXED USE OPPORTUNITIES

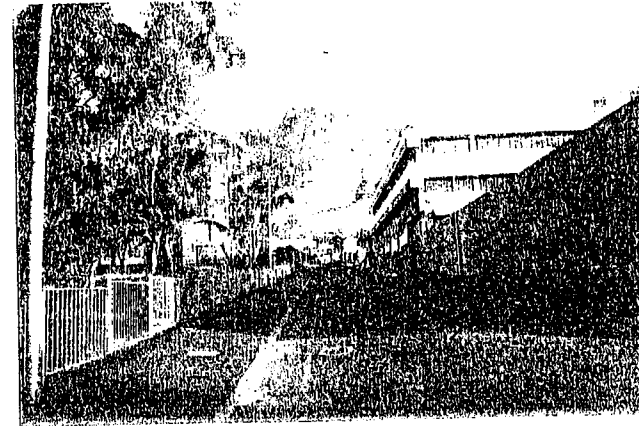
- 5.1 Private warehouse areas present prime 'reurb' opportunities for mixed use
- 5.2 Queens Park mixed-use studio 'reurb'



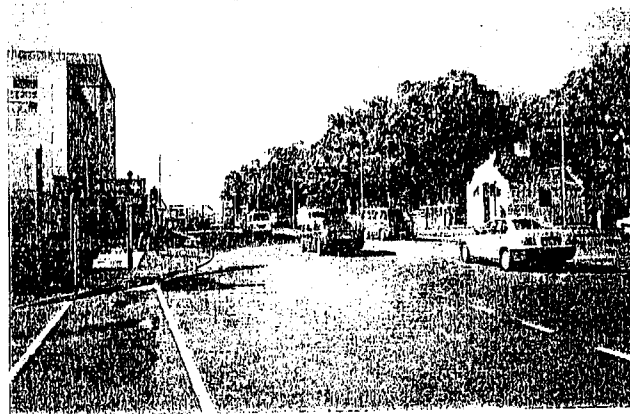
(i) The Trafalgar Park Precinct



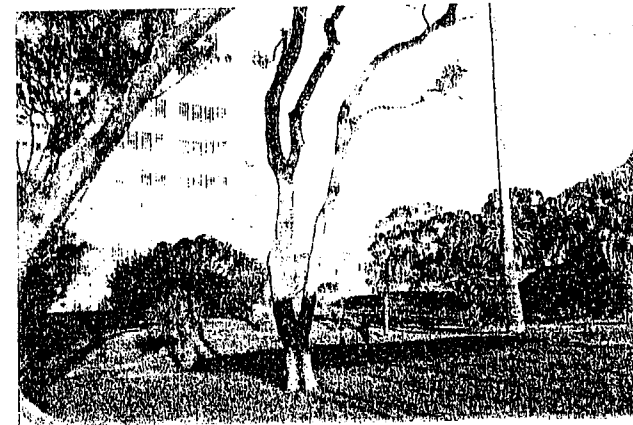
Trafalgar Park bandstand



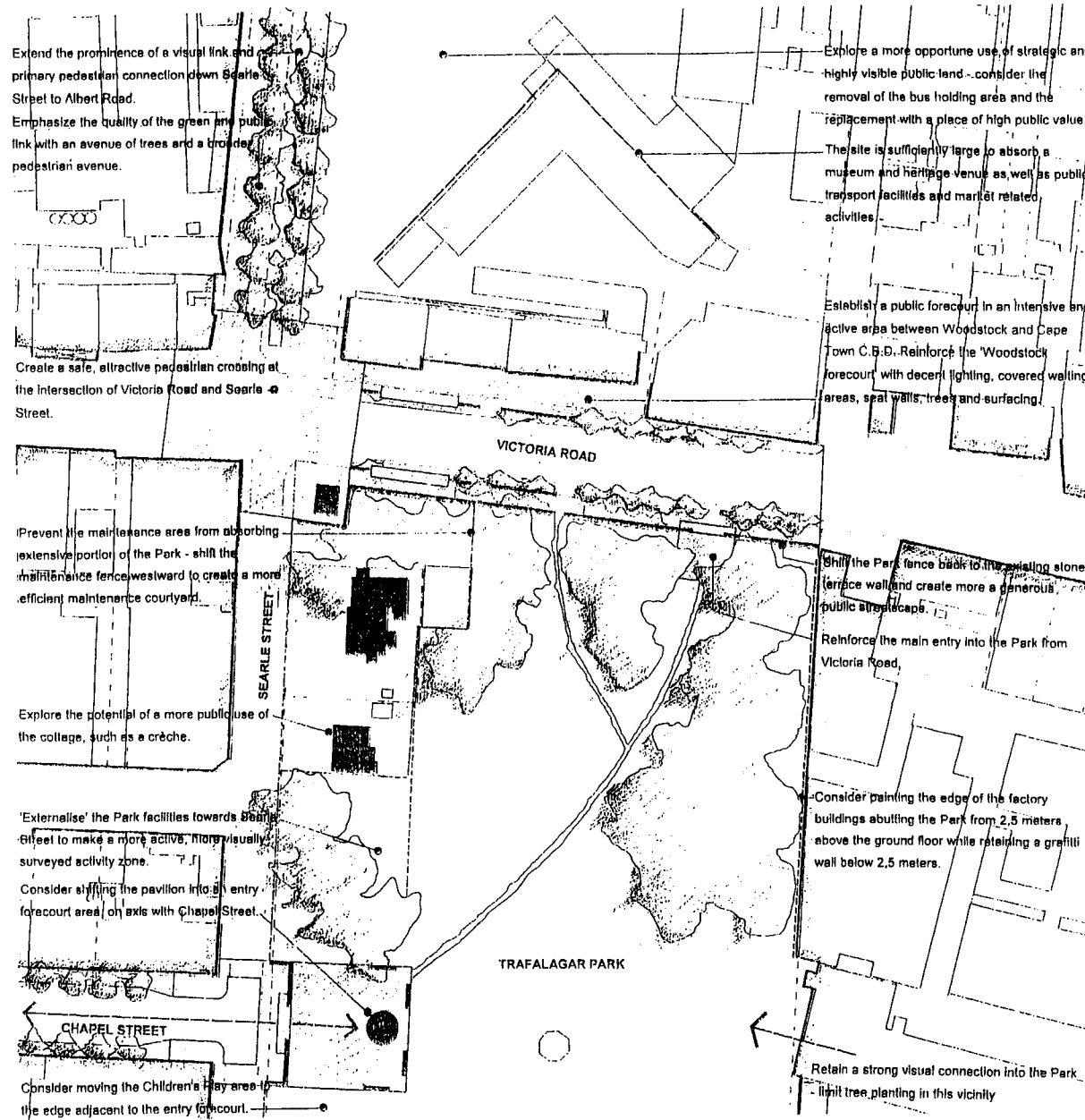
Searle Street looking towards Devil's Peak



Victoria Road in front of Trafalgar Park



Residential edges to Trafalgar Park



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DU TOIT AND PERRIN ASSOCIATES
MAY 2002

WOODSTOCK - SALTRIVER REVITALISATION FRAMEWORK
FOCUS AREA 1 : TRAFALGAR PARK PRECINCT

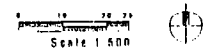


Figure 7.2.4



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DUTCH AND PERRIN ASSOCIATES
MAY 2007

WOODSTOCK - SALTRIVER REVITALISATION FRAMEWORK
FOCUS AREA 2 : WOODSTOCK TOWN HALL PRECINCT

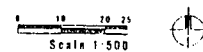
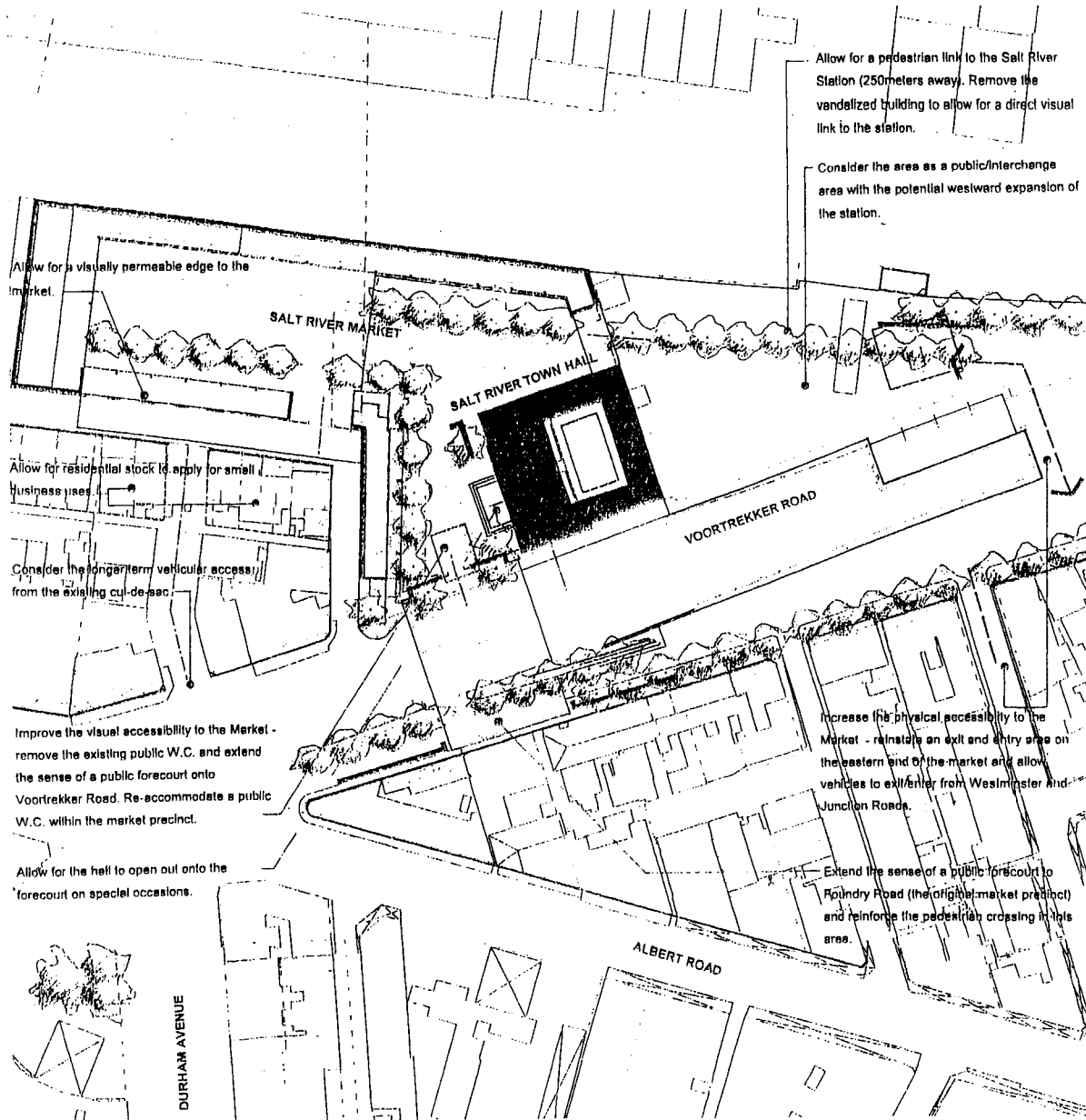


Figure 7.2.5



Allow for a pedestrian link to the Salt River Station (250meters away). Remove the vandalized building to allow for a direct visual link to the station.

Consider the area as a public interchange area with the potential westward expansion of the station.

Allow for a visually permeable edge to the Market.

Allow for residential stock to apply for small business uses.

Consider the longer term vehicular access from the existing cul-de-sac.

Improve the visual accessibility to the Market - remove the existing public W.C. and extend the sense of a public forecourt onto Voortrekker Road. Re-accommodate a public W.C. within the market precinct.

Allow for the hall to open out onto the forecourt on special occasions.

Increase the physical accessibility to the Market - reinstate an exit and entry area on the eastern end of the market and allow vehicles to exit/enter from Westminster and Junction Roads.

Extend the sense of a public forecourt to Foundry Road (the original market precinct) and reinforce the pedestrian crossing in this area.

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development. They serve as a common point of reference for various public, private and community stakeholders who will ultimately be involved with the revitalization of the precinct areas.

Given the reality of limited resources it is essential that there is a 'steering' process that sits alongside the spatial plan that identifies the possibilities for establishing the mechanisms for promoting, financing and managing these precincts. This aspect is discussed further in section 7.5 (Refer to Figure 7.5.1 and Table 7.5.1).

The precinct plan proposals should be referred to for key actions and initiatives. Listed below are overarching principles and guidelines.

i) The Trafalgar Park Precinct

- Promote and protect the sense of a green continuity from Mountain to sea, that is acknowledged in the redevelopment of District Six and Culemborg Spatial Frameworks.
- Allow the green extent to accommodate additional recreational and public facilities, where the green extent/soft landscaping is promoted. Any walling off of this area or in this area must be done with a visually permeable boundary.
- Promote the pedestrian link from Searle Street to the Woodstock Station, a link which will become more important with the redevelopment of District Six.
- Externalise important public facilities in Trafalgar Park to the Searle Street edge to support a vibrant, more secure pedestrian network.
- In the redevelopment of vacant/underutilised land on the western edge of Searle Street encourage a supportive pedestrian edge (such as colonnades along the public pavement.)
- Establish a public forecourt to Trafalgar Park to support a sense of gateway between Woodstock and Cape Town C.B.D. The forecourt should accommodate commuter activity.
- Establish a spatial continuity of Searle Street to Albert Road through a generous avenue of trees.
- Explore the potential of relocating the bus holding area and releasing the public land for a heritage / public usage site.
- Explore the potential of a heritage walking trail linking from Woodstock to District Six, to Devil's Peak.
- Encourage / facilitate appropriate residential development on vacant sites and/or underutilised buildings within close proximity to the periphery of the park.
- A proposed local area Heritage Trail should include this vicinity of the study area.

ii) The Mountain Road Precinct

- Promote a good quality pedestrian route up Mountain Road, a primary pedestrian route for scholars and a link that supports a number of key public institutions.
- Improve the relationship of the Woodstock Town Hall to the Park and to Victoria Road and encourage a more active use of the Park and its surrounds.
- Improve the public forecourt adjacent to the Park.
- Maximise the potential of the Woodstock Hospital site; its role as a teaching hospital and/or an infectious diseases clinic needs to be explored. In addition, underutilised areas such as the nurses' residence need to be explored for other potentials, such as an old age home or residential stock.
- Encourage the hospital to open out onto and utilise the Terraces. Explore a more public use of the club house / community centre, such as a crèche.
- Allow one of the terraces to be utilised as a pilot site for allotment gardening/urban agriculture and community nursery.
- Promote a tree forecourt between the Orthodox Greek Church and Hospital.
- Create a safe pedestrian crossing at either end of Chamberlain Street to facilitate the pedestrian flow of scholars.
- Encourage tree planting and traffic calming landscaping in Roodebloem Road. Accommodate the natural tendency for commercial opportunity along this route through permitting mixed-use rights.
- Accommodate a public seating area and covered area for commuters in the minor Woodstock Park. Accommodate an informal play court on the back terrace.

- Encourage appropriate residential development / infill opportunities within this precinct, with particular focus on creating positive interface conditions to open spaces and improved surveillance.

iii) The Salt River Precinct

- Increase the visual and physical accessibility to the Salt River Market. Remove the existing W.C. and allow for vehicular access in/out via Westminster and Junction Streets. Explore the longer term pedestrian link to Salt River Station. Improve the direct visual link to the station through the removal of the derelict railway service building.
- Promote the potential of the market primarily as a fresh produce market though other possibilities should not be excluded.
- Establish a public forecourt area to the market and across Voortrekker Road from the Market in Foundry Street.
- Preserve and promote the Blackpool area as a primary sports and recreation area.
- Reinforce the pedestrian route along the eastern edge of Salt River Road.

7.2.2 The role of focus areas frameworks

Three key focus areas have been identified within each respective precinct framework. The three focus areas are: 'The Trafalgar Park Forecourt', 'The Woodstock Town Hall and Park', and 'The Salt River Market' (Refer to - Figures 7.2.4 to 7.2.6).

The focus areas serve to highlight key public sites that have good amenity value, are highly accessible (both physically and visually) and are actively used and/or valued. The intention behind the development of limited but strategic focus projects is that a substantial, positive spatial impact is made through limited investment. The focus area frameworks should be used to motivate for funds and to strive towards intervention and implementation in the short term. The spatial proposals for each focus area are highlighted on the framework plans. Key stakeholder groups require to be correlated with each respective focus area, namely:

- The Trafalgar Park Forecourt;
- The Woodstock Town Hall and Park; and
- The Salt River Market.

7.3 Social Strategy

Chapter 5 in Volume 1 summarises the key social issues and opportunities. This section introduces a strategy that would attempt to address the issues and build on the strengths of the Woodstock-Salt River community. The Revitalisation Framework found the work of Antje Nahnsen (July, 2000) towards a Ph.D useful in understanding the notion of "Desire and Fear in Cape Town's Inner City".

She argues that there is a need for spatial politics of reconciliation that reconciles emotional divisions amongst the people of Cape Town. She says that these fears were created and fuelled by apartheid and are at present sometimes disguised by fears of crime. According to Nahnsen, there is also a need to reconcile different conceptions of the city as a socio-cultural construct that can be understood as an expression of social and cultural values but also an entity for the formation and maintenance of social identities. Urban space in Cape Town has largely been shaped throughout history by European and western, modernist conceptions of the city and served to maintain the identity of a white minority who chose to solve their fears through oppressing people of colour.

This Framework sadly lacks information on the historiography of people of colour, the Khoisan (generally better researched and recorded than other cultures), the Muslims, the Black people (refer to Chapter 2, Volume 1) whose first experience of the city was through the study area and the Cape Town CBD. The making and recording of urban space in Cape Town has largely been dominated by European and western, modernist conceptions. However, there is a wide-ranging cultural history, particularly in the Woodstock – Salt River area that needs to be acknowledged.

The framework therefore promotes the allocation and use of public spaces and responsibilities to various local residents and other organisations to allow them to express and appropriate space freely and openly according to their understanding of their communities' needs and cultures. It also expresses the need for the cultural heritage and historiography of people of colour to be recorded as a matter of priority.

In essence when compared to Johannesburg, the CBD of Cape Town is lagging in terms of radical social transformation and racial 'integration' since the government of national unity was elected in 1994. However, the transformation in Johannesburg is not without problems and complexities. In "Neoliberalism and Urban Strategies in Developing Countries" (Burgess, B (ed): 1997), it is stated that "different social sectors and activities, previously segregated by apartheid, were placed in close proximity to each other, and this produced a volatile mix whose directions were almost impossible to predict. Blacks didn't want to lose their provisional stakehold, which permitted easy access to business districts and work, whilst whites didn't want to antagonize their new black neighbours out of fear that they would 'gang up' on them. Despite increased tensions and white flight, the inner city retains a strong multiracial character".

7.3.1 Strategic Social Actions and Programmes

Addressing crime, violence and social-ills at three levels:

Crime requires to be addressed firstly, in public and business areas, secondly in relation to gangsterism and drugs and thirdly, in relation to violence in the home. Although statistics have not been sourced to date since it falls outside of the brief of this framework, it was reported in the public participation process that domestic and family violence is of great concern in the Woodstock – Salt River community.

Public and Business Areas:

- CCTV cameras along main routes (Victoria, Albert and Coronation Roads to focus on 'hot spots') as part of Business against Crime initiatives already in existence.
- Design a Safer Cities Intervention Programme including:
 - increasing municipal and civic policing on foot and a police presence in the public and business areas;

- sponsorship from security companies located in Woodstock – Salt River to train street people to provide security through surveillance especially in open public or private parking areas; and
- initiate a safety audit that will inform the design of a Safer Cities Programme.
- Re-introduce the 'Parky System' of the 1950's and 1960's to public areas such as Trafalgar Park where retired (but fit) older and trusted community members survey parks where children play.
- Introduce 'Big Brother Big Sister' programme into public parks where children become part of an organised programme run and sponsored by Big Brother Big Sister, South Africa. This mentoring programme caters for role models to interact with young children whose role models or parents have passed on or are incapable of providing healthy leadership to their children.

Gangsterism and Drugs:

- It is important to recognise drug dealers, patrons and members of gangs as a stakeholder group in the area and to introduce them to alternative 'cleaner' activities and initiatives. The Safer Cities Initiative, NICRO (National Institute for Crime Prevention and Reintegration of Offenders) and the Centre for Conflict Resolution should initiate this programme. Both these organisations have had experience and expertise in running successful drug / gangster related programmes.

Domestic Violence and Prostitution

These matters are complex and require to be dealt with by the experts such as the Provincial Administration of the Western Cape: Department of Welfare and Social Services and St. Anne's who brought it to the attention of the authors of this project. The extent of these problems is only known in as far as the Department is aware of reported cases. The framework acknowledges the problem as an issue and because it falls outside of the brief of this project, would reinforce or support any initiatives to address it especially where buildings and space are required for this purpose.

Homelessness, refugees, overcrowding, displacement, the aged and youth

Reusing old public buildings to:

- Reinforce existing social programmes (e.g. accommodation for single mothers, children and refugees)
- Accommodate street people and / or storage for their goods along with rehabilitation programmes (Old Aspeling Street Primary School – Rahmanyah)
- Support religious and cultural activities with funding support and volunteer programmes
- Accommodate the aged with funding support and volunteer programmes possibly at the old House of Representatives Housing Estate, Walmer Estate (subject to the disposal of the property being confirmed). The vacant land on Chester Road also in the administration of the PAWC: Housing Department (former PHDB land) is identified as an alternative to the old House of Representatives housing site, in the event of this site having been committed.
- Accommodate the youth with a strong emphasis on life skills, sports programmes and role models (Woodstock and Salt River Community Centres), and introduce book clubs and library services of a flexible nature. Princess Hall, apart from having a multi-purpose potential, including business onto Coronation Road, could also play an indoor youth facility role.
- Research, Development and Training Centre (Chapel Street Clinic and Woodstock Day hospital – where the centre should be located)
- Promote the use of public buildings, the street and open public areas and squares through appropriate activities that build community, reinforce culture and values for example, public debates, activities such as tai chi and yoga, religious feasts and festivals that include everyone.

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7.4 Economic Analysis and Strategy

The historical context and demographic overview of the study area is provided in Volume 1, Chapters 2 and 4. This economic overview highlights several factors impacting on the economic health of the community and its business base. The economic strategy is largely informed by these two chapters and the analysis that follows.

7.4.1 Economic Overview

Education In a modern economy, education levels are a clear indication of economic opportunity. Within the study area, less than 40% of adult residents had matriculated by 1996. Only 3.6% had a university degree and less than 1% had a post-graduate or professional degree. The low education levels are by no means extraordinary when compared to many communities in South Africa. However, there is a clear need to increase access and opportunities for education within the study area. There may be a larger role for the educational institutions in the area to play in serving the local resident base such as Cape College's Kent Campus, Zonnebloem College.

Employment In 1996, there was an economically active population of 10,726 within the study area. Of this population, 9,458 people were employed and 1,268 (11.8%) were officially unemployed. Unemployment was slightly higher in Salt River (12.5%) than in Woodstock (11.6%). Changes since 1996 suggest that unemployment in Salt River has increased further. Pensioners and students accounted for more than one-third of the study area population in 1996.

Occupation Study area residents are relatively evenly distributed among all professions, with the exception of agricultural workers, machine operators, and management. The largest share are clerks & office workers, many of whom work nearby in the CBD, followed by professionals, craft workers, labourers, sales workers, and technicians. Clearly, access to the CBD has an important impact on job opportunities for study area residents. It is likely that convention and tourism-related employment will increase with the opening and growth of the new convention centre.

Table 7.4.1.1: RESIDENT OCCUPATIONS, WOODSTOCK- SALT RIVER STUDY AREA, 1996

Occupation	Number	Percent
Management	663	7.6%
Professional	1,378	15.9%
Technical	921	10.6%
Clerk	1,484	17.1%
Sales	1,045	12.0%
Agriculture	103	1.2%
Craft/Trade	1,371	15.8%
Operator	544	6.3%
Elementary	1,164	13.4%
TOTAL	8,673	100%

Sources: Stats SA & Randall Gross / Development Economics.

Largest Employers The area's largest employers are in apparel and food manufacturing, business services (especially security services), and wholesale trade. The largest individual employer is Federal Guarding, a security services firm with 1,800 employees. Irvin & Johnson's Fish Processing Division has 1,781 employees. Clothing manufacturer House of Monac has 1,050 employees. Securicor Gray, another security service firm located in the study area, has 1,000 employees.

Other major employers include Val Houet Cie (673), Transwerk (515), Rex Trueform (500), Raoul & Caviar Fashions (500), and Pals Clothing (500). Several retail companies have their corporate headquarters in the area, including Lewis Stores and Clicks.

At-Place Employment An analysis of RSC business levy data was conducted to determine the approximate total formal at-place employment within the study area (among registered businesses that pay the levy). This data suggest that the study area has among the largest and most diverse employment nodes within the Cape Metro.

As shown in the following table, there are a total of approximately 22,600 jobs within the study area. Almost one-half of all study area jobs are in manufacturing, and the vast majority of these are employed in the manufacture of apparel & related products. The apparel industry accounts for an estimated 35% of all jobs in the study area, whether in manufacturing, trade, headquarters administration, or other related sectors.

Industry	Number	Percent
Agriculture	-	-
Manufacturing	10,608	47.0%
Apparel	5,620	24.8%
Food	2,216	9.8%
Other	2,284	10.1%
Construction	379	1.7%
Wholesale	1,371	6.1%
Retail Trade	3,964	17.6%
Transport/Tel	593	2.6%
FIRE	1,024	4.5%
Services	4,366	19.3%
Security	3,462	15.3%
Other Non-Gov	763	3.4%
TOTAL	22,580	100.0%

Sources: RSC Levy and Randall Gross / Development Economics.

Apparel has been a rapidly declining industry in the Western Cape since the peak period of 1982 to 1992. According to the Industrial Council for the Clothing Industry, the Cape lost almost 30,000 jobs and 130 employers in the clothing manufacturing industry since 1982. The trend has accelerated in recent years, with the industry losing 12,225 jobs or 25% between 1995 and 2000. Based on the Business Levy data, the Woodstock-Salt River study area represents approximately 16% of total Western Cape apparel industry employment.

Despite the rapid disintegration of the region's apparel industry job base, the industry is pursuing an aggressive plan to revitalize apparel manufacturing in the Western Cape. The outcome of this effort will obviously impact on the economic health of the study area.

Services are the second largest industry within the study area, and a large number of these jobs are concentrated in the provision of security services. Security services account for more than 15% of all jobs in the study area, suggesting that Woodstock-Salt River is a hub for this activity on a regional basis.

Formal retail trade accounts for about 4,000 or 18% of study area jobs. However, this number does not include informal merchants or the businesses that did not record the number of employees. Trade is obviously an important

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sector within the trade area, with retail and wholesale trade accounting for at least 24% of the area's non-government jobs.

Surprisingly, Woodstock and Salt River have about the same total number of jobs, about 11,500 each. Salt River has a slightly higher concentration of jobs in the Service sector (including 800 more jobs in security services). Woodstock has slightly more jobs in manufacturing (especially in bakeries and other food producers).

- Property Sub-Markets

An analysis of property rates and trends conducted by property sub-consultant, Afripeak is presented in Volume 1, Chapter 4. This information, coupled with data collected by RGDE, was analyzed to examine overall property issues. In general, the sub-consultant's property report has summarized conditions within the "Woodstock" and "Salt River" sub-markets.

Retail The property consultants report average rentals of R19.50 per square metre in Woodstock, R21.24 in Salt River, and R20.37 combined (not weighted). In general, the property report found that competitive retail rentals range from R15 to R30 per square metre, depending on location and a host of other factors. RGDE found much lower rentals paid by small shops in secondary spaces along the two primary retail corridors formed by Victoria / Main and Albert Roads. Rental rates as low as R7 per square metre for this space is not uncommon. Rental trends have spiralled downward. More detailed analysis of occupancy and tenant mix is provided in the following section of this report.

Office The property consultants report an average of R21.26 in rentals per square metre for office in Woodstock, versus R22.50 in Salt River, and R21.88 combined (non-weighted). The property consultant reports that the area's highest rentals are found in office space, in buildings like Victoria Centre and Queens Park Studios. The report attributes the relative strength of the Woodstock/Salt-River office sub-markets to the implementation of levies as part of the CID imposed in the CBD. In essence, the sub-consultant argues that additional operating costs associated with the CID have pushed tenants out of the CBD and into neighbouring areas like Woodstock and Salt River. It is not clear that the marginal cost of the CID levies is sufficient to impact most tenants in this way. The property consultant records study area office vacancy of 15.9%, based on information from five estate agent assessments. Again, this information relates primarily to upper-grade space, some of which is 100% occupied (often by government or non-profit tenants).

Industrial The property consultants' record average industrial rentals of R14.06 in Woodstock, R14.10 in Salt River, and R14.08 combined (non-weighted). These would appear to be high rental rates for industrial, relative to retail and office rates that would typically be three times higher than industrial. Industrial uses typically have much lower operating costs and fit-out requirements than either retail or office space. The estate agents record a wide variety in industrial rents, ranging from R7 to R25. In determining an average, the property consultants may not have weighted the rentals, which probably tend to the lower end.

Industrial vacancy averages 9.5%, which is relatively low, again when compared with retail and office. Regardless of the methodology used to assess the health of this market, it would appear that the collapse of the apparel industry has not impacted the market for study area rentable industrial space as much as one might predict.

- Summary

This brief economic overview finds that the Salt River-Woodstock study area is a diverse and important economic hub with almost 23,000 jobs. A large share of these jobs is concentrated in the apparel sector, including manufacturing, sales, business services, wholesale trade distribution, and retail. The rapid decline of the Western Cape's apparel industry has no doubt had a significant negative impact on the economic health of the study area – its residents and businesses. Even so, the area still has a large vibrant manufacturing sector, along with a major retail and service base concentrated along two primary commercial corridors. Residents of the area are not

necessarily engaged directly in the local industries, with many employed in service sector jobs in the CBD. Incomes and education levels are low throughout much of the study area, impacting on economic opportunities for residents and businesses.

7.4.2 Commercial & Industrial Opportunities

This section provides a summary of opportunities for further development and revitalisation of the study area's commercial and industrial business base. The analysis focuses on commercial activity, especially retail, which is an important lead agent for change.

The Retail Corridors

The study area's commercial districts are clustered along the primary road corridors – Victoria (Main) and Albert roads, that transverse both Woodstock and Salt River. Although only a few blocks apart, these corridors present very different business environments. The business mix and character of each of these corridors is explored below.

- Victoria / Main Road

Main Road is one of the city's original transport routes and still has an important collection of the commercial buildings that originally lined this historic route. Over time, Main Road has developed a relatively diverse, healthy mix of retail businesses and services that continues from the CBD through the study area and out into the southern suburbs.

The Corridor is dominated by retail stores selling shopper goods, representing 57% of the estimated 71,600 square metres of retail space in the corridor. The largest retail category represented in the corridor is Furniture and Home Furnishings, which occupies about 21,400m² or more than 29% of the total space in the corridor.

Furniture & Home Furnishings (F&H) also occupy the largest number of individual stores, with 55 of the total 237 inventoried in the Main Road Corridor. Main Road has long been an important hub for wholesale and retail trade in furnishings. Over time, this base has gradually spread out into the suburban suburbs along Main Road. Newer retail centres have captured tenants and market share from the former Woodstock furniture hub.

Even so, there have been recent attempts to recapture this market, with the development of shops and warehouses between Russell and Searle Streets and other adaptive reuse projects that capitalise on the area's long-standing reputation as a furnishings hub, mainly on the Salt River extreme of the study area. These projects have so far been relatively successful in retaining or re-capturing this market base.

The Corridor also has a large concentration of Convenience stores (64), primarily selling food and groceries (40). Most of these are small shops catering to the surrounding neighbourhoods in Woodstock and Salt River, with a total of only about 6,200m² of space. Owners of the small convenience shops attribute less than 20% of turnover to commuter traffic. However, there are two supermarkets and seven petrol stations in the Main Road Corridor that serve a broader market.

Other important Victoria / Main Road uses include Automotive and Hardware & Lumber supply stores which, like F&H, are generally larger destination-oriented stores that serve a broader regional market rather than just the local community. Many have noted the preponderance of shoe stores (at least 15) in the area. Shoe stores outnumber general apparel stores by 50%. In itself, the number of shoe stores is not a problem except where there is high changeover and low volume (turnover).

About 10% of the Corridor's ground-floor commercial space is vacant, which in part results from suburban competition for the same market. However, recent attempts have been made to re-establish secure office space such as The Palms, opposite Trafalgar Park.

Shop owners note that the implementation of the City Improvement District (CID) in the CBD has displaced crimes such as petty theft and burglary into Woodstock, Salt River, and other areas neighbouring the CBD. They attribute the increase in crime to the CID because the increase occurred almost immediately after implementation of the CID. The displacement of crime is a common problem associated with BIDs and CIDs in many locations worldwide.

- **Albert Road**

Albert Road suffers from more serious problems in part because it is more dependent on the manufacturing and distribution uses, yet removed from the higher-income households that support retail on Victoria/Main Road. Retail along Albert Road does not have a captured market.

The Albert Road Corridor has commercial vacancy estimated at 29%, indicating the severity of the downslide. Overall, Albert Road has about 24,400m² of ground-floor commercial space in 77 inventoried shop fronts. About 42% of this space is in shopper goods, primarily automotive sales and service. Hardware is also an important use. Interestingly, convenience goods represent the same share of space (26%) as in Main Road, accounting for about 6,400m² of space. Most of the space is concentrated in a supermarket and in convenience food shops. There are also four petrol stations in the area. The corridor has few stores selling liquor, pharmaceuticals, shoes, appliances, or electronics nor are there many restaurants or entertainment businesses.

Albert Road's retail is also shuttered; the corridor's buildings do not illustrate the same architectural integrity and heritage resources as those along Main Road. Albert Road does have an interesting retail node located at the "five point" intersection. A successful meat market is located at this intersection. Gentrification occurring in neighbourhoods bordering Observatory is creating income potential just outside of this five points area.

The corridor also has access to the Salt River train station, which generates commuter pedestrian traffic, and to the former public market. Neither of these assets is being maximized to generate commercial activity. Perceptions of crime or gang activity in surrounding neighbourhood's impacts on the area's opportunities in attracting destination shoppers.

- **Retail Demand**

There is insufficient time available for this study to forecast retail demand from within a true retail trade area. However, the existing retail expenditure potentials and existing demand in the study area have been estimated using 1996 Census data.

TPI The study area had total personal income (TPI) of R294.6 million in 1996. Most of this income is concentrated in Woodstock, with R212.1 million. Salt River has TPI of R62.7 million, while the remainder is found in other portions of the area.

Expenditure Potentials The study area has existing (1996) retail expenditure potential of about R98.9 million. Assuming no changes since 1996, the area's retail businesses are capturing less than 28% of the sales potential generated by households from within the study area itself. Remaining sales area captured in the form of "leakage" to competitive retail nodes throughout the Cape. Therefore, there are opportunities to re-capture some portion of this leakage within the study area.

Warranted Demand Based on the competitive framework, the study area should be able to capture 30-33% of its locally-generated sales potentials. If this is achieved, then there is the opportunity to generate demand for 2,500 to 9,900m² of additional retail use. A thorough retail market analysis would help forecast the actual potential demand for specific types of retail goods and services within each of the commercial corridors.

Assuming nominal inflow of 5%, then there would be demand for several hundred additional square metres of retail space. However, this area has a significant history as a retail destination. Existing anchor stores and projects are targeting home furnishings markets. Furthermore, there is likely to be potential for re-capturing a substantial share

of the destination market. The Woodstock / Salt River area's history as a home supply node important enough to re-establish.

Destination Marketing Strategy

Based on existing demand analysis, there are opportunities for further development and revitalisation of retail within the two corridors. A strategy for revitalisation should begin by re-building the destination market for the following:

- **Furniture & Home Furnishings**

Developers of the several adaptive reuse projects in the area have already recognized the strength of this market for furniture and home furnishings niche products appealing to mid and upper-income households throughout the Cape region. Every effort should be made to strengthen this base through a marketing strategy that celebrates the area's historic strengths for this trade.

- **Apparel & Shoes – Fashion & Film**

The study area is clearly a hub for manufacturing, distribution (import-export), and promotion of the apparel industry in the Western Cape. In order to help solidify the Cape's and South Africa's reputation for quality textiles and apparel manufacture, efforts should be made to market the study area as a centre for fashion, film, and other industries that can help focus attention on the local apparel product nationally and abroad.

Industrial Revitalisation

The face of manufacturing has changed radically both in Cape Town and globally. While competitive Asian labour and other key cost inputs have directly impacted on Western Cape's textile employment in recent years, it is technology that will continue to have the longest-term impact on all types of manufacturing. Rapid advances in robotics and other technologies have reduced manufacturing employment and will re-shape the competitive framework for industrial site selection in the future. Employment will never return to past levels regardless of how competitive Cape labour may become in the future.

Cape Town in general has significant locational advantages for attracting newer technology-driven industries, services, and company headquarters. Lifestyle, heritage, culture, environment, education resources, and other "quality of life" factors increasingly impact on corporate decisions. The apparel industry, being more labour-dependent, has lagged behind other industries in this regard. However, Cape Town offers assets that can attract certain elements of the apparel industry, particularly those relating to the design, marketing, management, regional administration, re-tooling, ocean shipping, freight forwarding, and other services in support of apparel manufacturing and distribution.

Efforts to help Cape Town retain a share of the global apparel market are recommended. The study areas can play a crucial role in this effort by providing certain assets and amenities in support of the revitalisation of this industry. The competitiveness of the study area for apparel manufacturing and distribution would be enhanced significantly with certain import-export incentives (such as duty or tax abatement). However, political decisions driving the location of South Africa's IDZs or import-export zones may or may not forward the study area for consideration. Other potential assets or incentives would include the following:

- Free or low-cost high-volume "cubed" warehouse or flex space
- Site assembly by local or other levels of government (negotiated purchase from owners, write down of property costs, clearance, etc)
- Development incentives, such as flexible zoning, reduced building fees, etc.
- Technical/vocational training, housing, and transport resources for targeted apparel workers
- Provision of executive housing for relocating companies
- Technology or research investment incentives (such as reduced rates or matching funds)

This is not to suggest that apparel should be promoted to the exclusion of other manufacturing industries from the study area. It is only that the apparel industry is a major employer with the study areas as its base, and efforts should be directed to stem the outflow of apparel manufacturing & related jobs. Specific project-oriented asset-based strategies are discussed in the following section of this report.

'Main Streets' Programme

This programme was first initiated in the United States in historic districts such as Washington DC around 1976. The National Trust for Historic Preservation operates a main streets centre (established in 1980) that supports redeveloping the economic vitality and physical improvements of key economic hearts located within historic areas (Source: 'Main Streets Revitalisation Programme' by Kennedy Lawson Smith, undated).

The programme is quite defiant of conventional ways of doing things; it was community and business-led and relied very little on the support from local authorities. The emphasis of the programme was on physical improvements, restoring character of place, and economic development, not one or the other. The success of the programme created substantial new investments as well as a significant number of jobs.

It is proposed that a 'Main Streets' Programme be introduced on Victoria Road between Searle Street and Salt River Road to focus on the following aspects of revitalisation. It is imperative that this programme be driven by the businesses along this section and there is possibly a role for support structures such as the Cape Town Heritage Trust.

- Physical improvements according to consistent and strict adherence to conservation guidelines and design principles.
- Incentivise key self-help improvement projects fronting onto Victoria Road including special areas such as Trafalgar Park - Victoria Road interface at the intersection of Searle Street and Victoria Road.
- Introduce crime prevention and management measures to restore confidence along Victoria Road.
- Promote and market tourism potential of the main road along with Trafalgar Park, District Six and the natural areas (mountain and sea). The history, culture and different food cultures of the area should be promoted at the same time.
- Promote and utilise the Smart Buildings and SMME support funds administered by the City of Cape Town: Cape Town Administration in conjunction with the Cape Town Heritage Trust.

Economic Stimuli on Albert Road

- Introduce crime management measures to restore confidence along Albert Road.
- Incentivise and package public node or hub at Salt River Market Precinct to benefit a wide stakeholder group.
- Promote Salt River Market Precinct as a key tourist attraction where heritage, culture and celebration of difference should be the key focus.

The case study that supports the successful transformation of a cultural quarter is Temple Bar in Dublin, Ireland (Temple Bar Properties Limited, 1996). What likens this case to Salt River Market is the fond memories and cherished experiences associated with the precinct and similarly with the Salt River Market. There appears to be passionate interest in this precinct from all stakeholders who participated in the Woodstock - Salt River Revitalisation Framework process.

The Temple Bar area re-established a broad mix of uses in a public - private partnership arrangement. These include private investment uses such as apartments, shops, hotels, etc. and public investment improvements such as a cultural centre, streetscape improvement schemes, a Green Building and conservation of historic building stock where Arts Projects, Film and Photography was accommodated.

The important lessons from the Temple Bar example for revitalising the Salt River Market Precinct include the following (Temple Bar Properties Limited, 1996).

- The Revitalisation proposal was driven by the community to save the area from being transformed into a large transportation area and instead to promote it as a cultural precinct.
 - Although encouraged to participate and invest in the precinct, the private sector was obliged to operate within the Framework established by the public sector and to honour the historic preservation guidelines developed for the precinct.
 - It requires hard work, sustained effort and patience to undertake urban renewal and revitalisation in an integrated and inclusive process.
 - When ideas are followed through they sustain themselves through their own initiative and drive. In fact, the reference is called "Temple Bar: The Power of an Idea".
- Restoring confidence in the Salt River Market as a hub of public activity along with other crime management strategies, should stimulate other market demands in the area for example, the demand for housing. Once this is established, an incentive programme to convert large vacant buildings to loft apartments and mixed use along Albert Road could be initiated.

Incentives could include conditional Horizontal and Vertical subsidisation. Horizontal Subsidisation includes rehabilitation subsidies to convert and maintain buildings to acceptable standards. These can take the form of cash disbursements; technical assistance and discounted provision of building materials and also include capital subsidies to facilitate building acquisition of end-user capital provision, loan guarantees and adjusted tariffs on services.

Vertical subsidies include interest rate subsidies for low-income groups and rental subsidies to match affordability levels with the necessary rent levels. The condition for award of these two subsidies should be to promote affordable rental and ownership housing, without excluding middle income groups from occupying loft apartments (without having access to additional subsidisation).

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7.5 Management Framework

The management framework is based on two key components. The first is the establishment of a structure that would formalise a public – private partnership between the representative stakeholders of the area and the City of Cape Town: Cape Town Administration. The second is a project-based intervention programme for which this Structure would be responsible, overall.

7.5.1 Proposed Revitalisation Authority

It is proposed that this steering structure be born out of an 'Indaba' to be convened as part of the ongoing public participation process to which focus groups and key stakeholders are invited. The main purpose of this Indaba is to elect an Interim Revitalisation Forum, which together with the City of Cape Town would become the Revitalisation Authority for the area. It is not the place of this Revitalisation Framework to dictate the terms and organisational structure of this future Authority. The participants in the structure should define these. However, the following guidelines are provided for consideration by the Interim Forum.

- i. That the proposed Revitalisation Forum be a public-private partnership established between the City of Cape Town and the representative stakeholder groupings of the Woodstock - Salt River area.
- ii. That the following form the basis of the role and function of the Interim Revitalisation Forum (Adapted from the Main Streets Revitalisation Programme by Kennedy Lawson Smith, undated).
 - **Design:** Improvement of the physical and spatial environment focusing on public and business areas.
 - **Organisation:** Building collaboration among a broad and diverse range of public and private sector groups.
 - **Promotion:** Marketing the area to locals, visitors, tourists, etc.
 - **Economic revitalisation:** Strengthening the area's economic base and potential while also finding ways to expand its economy and increase the local spending patterns in the area.
 - **Unified and Focused Action:** Rather than addressing many activities all at once, focus on a manageable number of projects at a time, including all aspects that would ensure its successful revitalisation.
 - **Humble Progress over time:** Accept that progress happens over long periods and that small actions lead to bigger ones over time.
 - **Action oriented Approach:** Make sure that there is more (mandated) action and effort than talk and break bigger problems down into manageable chunks.
 - **Quality and Efficiency:** Ensure that improvements are done with care and affordably; not in a wasteful way, where the long term effect of revitalisation and conservation is compromised.
 - **Changing Attitudes:** The revitalisation of Woodstock – Salt River is an opportunity to work together, bring new ideas, find new ways of doing things and rely on local strength and self-help. There is no reason why the proposed Forum should not rely on its own resources and raise its own funds. This does not mean that the City of Cape Town is exempt from investing in the area.
- iii. That a dedicated CEO (a Champion and Visionary) be employed to drive the Revitalisation Forum's activities and implement the proposals and strategies made in this Revitalisation Framework.

7.5.2 Proposed Projects and Responsibilities

The following projects and priority actions are identified and allocated to a local organisation to form part of the proposed Revitalisation Authority. This approach accommodates the Residents and Civic Associations' drive to create self-sustaining local employment and manage local community facilities with income generating capacity and programmes, identified in the focus group public participation process. (Refer to Figure 7.5.1 and Table 7.5.1)

7.5.3 Funding Sources and Sweat Equity

In a context of limited capital funding and financial resources to distribute city-wide, the proponents of the Revitalisation Framework would need to rely on a variety of funding sources, the City of Cape Town being only one of these. However, the City of Cape Town must recognise that the study area offers many opportunities that require limited resources to 'kick-start' initiatives. Also, unlike other local areas where the City owns rental housing stock and provides services for which arrear rates are considerably high, the study area does not present this problem to the City in any significant way.

▪ Funding Sources

Funding could be sourced in the following ways.

- i. Capital funding from the City of Cape Town for public space making and public building projects.
- ii. Operating budgets from the City of Cape Town for the maintenance and upkeep of public areas.
- iii. Funding for skills training, empowerment and community organisational development from the Equity Share Fund: Provincial Administration of the Western Cape. The City of Cape Town: Cape Town Administration would need to facilitate this application.
- iv. Housing projects: State-assisted subsidies or privately financed housing projects.
- v. Economic Development Projects: How to write a business plan? The Peninsula Technikon assists legitimate organisations to write business plans to enable them to apply for funding. No funding is directly available from the Technikon, however. Funding for economic development projects with a focus on local tourism initiatives, waste management and the rehabilitation of natural areas can be motivated by any legitimate organisation to:
 - The Western Cape Department of Environmental and Cultural Affairs
 - The Western Cape Department of Economic Development, Finance and Tourism

▪ Sweat Equity and Volunteerism

While volunteerism and sweat equity has no direct money value, it carries energy of stakeholder ownership, goodwill, faith and endurance that can be equally significant in revitalising an area and building sustainable communities. This should be encouraged as part of fund-raising drives as far as possible.

Fund raising efforts involving local communities can be combined with donations from local businesses for example, hardware stores, security companies etc. and sweat equity to achieve small but significant gains. In this way, physical transformation can begin to happen and grow into larger projects later on.

Incentives for sustained effort and sweat equity should be recognised and awarded through rates rebates, grant funding and rand for rand contributions only where public spaces and buildings directly benefit from such efforts and contributions.

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Table 7.5.1: Management Framework - Proposed Initiatives

KEY: NO	PRINCIPAL AREA STAKEHOLDERS	PRINCIPAL GOVERNMENT STAKEHOLDERS	KEY INITIATING ACTIONS	PROPOSED AREA CO-ORDINATION PROCESS
1	The Haven	Provincial Administration of the Western Cape: Department of Education	Street Peoples' Initiative: Test viability of buildings being suitable for needs of Haven and list alternatives	
2	Walmer Estate Residents Community Forum	Provincial Administration of the Western Cape: Department of Housing (PHDS) City of Cape Town	Walmer Estate Social and Youth Programmes: Short and long term actions and goals to accommodate old age facility, children's play spaces and facilities for Walmer Junior High	
3	Upper Woodstock Residents' Association	City of Cape Town: Cape Town Administration Municipal Properties and Parks & Recreation	Woodstock Allotment Initiative: Facilitate allotment programs and associated facilities with City of Cape Town: Cape Town Administration -Municipal Properties	
4	De Waal House & Sharon Court Body Corporate Interested Businesses within precinct	City of Cape Town: Cape Town Administration Municipal Properties	Proposed Mountain Road Parking Court: Facilitate negotiation with City of Cape Town: Cape Town Administration - Municipal Properties to acquire long term lease and business plan to be formulated. De Waal House and Sharon Court to negotiate partnership.	
5	University Estate Residents Association	City of Cape Town: Cape Town Administration Municipal Properties and Parks & Recreation	Proposed Quarry Rehabilitation Programme: Initiate improvements through commissioning landscape plan including shoring of embankment areas in terms of urban design proposals.	
6	Roodebloem Road Businesses & Residences	City of Cape Town: Cape Town Administration Transportation Parks & Recreation Economic Development & Planning	Roodebloem Initiative: Formulate landscape proposals including guidelines for signage and use of side walk spaces as well as traffic calming measures in terms of urban design proposals.	
7	Salt River Community Forum	City of Cape Town: Cape Town Administration Municipal Properties and Parks & Recreation	Salt River Youth Project: Initiate minor gateways on Kipling Street as pedestrianised landscaped areas. Reinstate recreational activity at sports complex, aimed at youth.	
8	Social Welfare Services, St. Anne's and Religious Organizations	Provincial Administration of the Western Cape: Public Works Department	Single Mothers Centre: Test viability of old Salt River post office as suitable for single mothers and children rehabilitation centre and look at alternative venues if unviable.	
9	Youth Organizations and local residents' forums	City of Cape Town: Cape Town Administration Municipal Properties and Parks & Recreation	Public halls use programme: Establish life skills and other youth programmes and after school activity.	
10	Existing stall holders and marketeers	City of Cape Town: Cape Town Administration Municipal Properties	The Market Revitalization Project: Address current management structure and determine options for establishing a market association that would attract additional and appropriate marketeers. Initiate spatial proposals made in Revitalization Framework.	
11	Salt River Road Businesses	City of Cape Town: Cape Town Administration Transportation Parks & Recreation Economic Development & Planning	Salt River Road Initiative: Promote pedestrianisation and softscaping through commission of detailed landscape plan in terms of urban design proposals made in Revitalization Framework.	
12A 12B 13	Victoria Road Businesses, Woodstock Victoria Road Businesses, Salt River Cape Town Heritage Trust	City of Cape Town: Cape Town Administration Transportation Economic Development & Planning	Main Streets Programme: Initiate Main Streets programme focusing on security and physical improvements in terms of Revitalization Framework proposals. Access funding from Smart Buildings and SMME Fund supported by Cape Town Heritage Trust Main Streets focus area Initiative: Finalize Main Streets Programme on Victoria Road and assist in funding of Main Streets programmes.	
14	Albert Road Businesses, Woodstock	City of Cape Town: Cape Town Administration Economic Development & Planning	Albert Road Revitalization: Promote private investment and development of existing building stock and improve security	
15	Intersite and local stakeholders	SARCC	Stations Improvement Programme: Set up focus groups to promote formal and informal commercial activity	
16	Walmer Estate Residents Community Forum & Upper Woodstock Residents' Association UCT Medical School & Greek Orthodox Cathedral	Provincial Administration of the Western Cape: Department of Economic Affairs, Agriculture & Tourism: Property Planning and Development	Woodstock Hospital Redevelopment: Set up working group to assess immediate hospital needs and spatial requirements in terms of Revitalization Framework.	
17	University Estate Residents' Association & Salt River Community Forum	City of Cape Town: Cape Town Administration Municipal Properties and Parks & Recreation	The Pool: Assess status of pool and function and formulate a Business Plan to reinstate facility as public amenity.	