
MGM SPECIAL RATING AREA / URBAN IMPROVEMENT PRECINCT (UIP)

BUSINESS PLAN

Purpose: To improve safety, cleanliness, service delivery, and long-term property value within the designated MGM boundary area through a formally constituted SRA/UIP model.

1. INITIATION

Context & Concerns

The emergence of multiple escalations in crime, deterioration of service delivery, informal trading expansion, and traffic impacts have prompted residents and property owners to take proactive action. Key catalysts included:

- **Post-looting period security vacuum.**
 - **Major flooding incidents leading to infrastructure failures.**
 - **Load shedding and water cuts.**
 - **Rapid increase in vagrancy, drug activity & public disorder**
 - **Negative impacts from McDonald's, Westwood Mall, Uber/taxi activity, informal settlements**
-

Community Response to Date

- **General feeling that the area is deteriorating gradually.**
 - **Vagrants are consistent.**
 - **Petty crime is increasing BUT stabbings and robbery have increased since.**
 - **Verges, pavements, and stormwaters are showing signs of distress.**
 - **Private guarding 24/7** — initially 2 day + 2 night guards; scaled to 1 + 1 due to insufficient funding AND SINCE THE TO 1 NIGHT SHIFT ONLY.
 - **CCTV & remote monitoring 24/7** with escalation capability.
 - **Dedicated individual handling service escalations/municipal reporting.**
 - **Desperate need for top up services.**
-

Initiators

MGM COMMUNITY FORUM NPC Team

- **Chair:** Muhammad Hoosen
- **Deputy:** Fahdli Toyer
- **Legal:** Manju Naidoo
- **Treasurer:** Tasneem Aboobaker
- **PRO:** Abdurahman Desai
- **Admin:** Khadija Noorgat
- **Security/Operations:** Abdullah Parak
- **Resource Management:** Shalen Govender

Mission: *Provide integrated urban management services ensuring a safe, clean, and well-maintained environment.*

Activities Conducted

- Meetings and attempted funding initiatives for private security.
 - CCTV monitoring activation with time-based AI identification (12h00–05h00 for vehicles/persons).
 - Impact studies for Westwood Mall, McDonalds, Westwood Lodge & informal settlements growth.
 - Multiple resident group surveys, perception inputs, complaints logs, and reporting to municipality.
 - NPC formation & Steering Committee formalization underway.
 - Awareness campaigns via **hand-delivered packs, posters, notices, agendas, and proxy forms.**
 - **Public meetings and engagement rounds** (Advertising Round 1 & 2).
 - **Telegram digital communications channel** for incidents & alerts (261+ recipients).
 - Initial steering committee nominated.
-

2. ANALYSIS OF PERCEPTION SURVEYS

Although full quantitative data has not yet been compiled, the following *recurrent concerns* have been collected from resident groups, meetings, and incident logs:

Top Priority Issues Identified

1. Crime prevention

- Mugging, vehicle theft, stabbings, car-jackings
- Increased loitering groups mixed with workers, drug dealers, vagrants.

2. Environmental cleanliness (“grime”)

- Food packaging, public urination, verge decay, unmanaged vendors

3. Traffic & congestion pressures

- Uber/taxi occupation of verges and slipways
- Illegal bus stop formations
- Pedestrian and student congregation blocking entrances.

4. Vagrancy & informal settlement creep

- No recent municipal assessment of expansion levels

5. Service delivery failures.

- Flood damage, failed sewage/water infrastructure.
- Load shedding impacts.

6. Perceived security blind spots

- Areas around McDonalds, Lincoln Terrace, Essex Bridge, Westwood Lodge

Conclusion:

Residents overwhelmingly support a formalized SRA/UIP solution to increase safety, reinstate urban order, and provide structured management.

3. DETERMINATION OF BOUNDARIES

Proposed MGM SRA/UIP Boundary

- **“New MGM Community Forum NPC Boundary – Dated 21 July 2025.”**
Defined perimeter anchored around residential neighbourhoods surrounding Westwood Mall and feeder arteries (Lincoln Terrace, Mottramdale, Latina Place, Essex Bridge precinct).

- **UIP wishes to reduce the span of the boundary in Y1 if the need arises if votes are not as required for the entire boundary. Accordingly, it may be wiser for the UIP to manage a boundary that encompasses just MOTTRAMDALE ROAD, GRACE AVENUE & MONARCH ROAD, at worst case scenario.**

Motivation:

- All affected activity patterns originate within this perimeter: crime, traffic, vagrancy, service failures, mall spillover & commercial pressures.
 - Natural containment of the community for monitoring, patrol coverage, and infrastructure coordination.
 - Protects property values of a tightly interlinked micro-economy.
-

4. TYPE OF PRECINCT & PAYING MEMBERS

Proposed Precinct Type

A **Special Rating Area (SRA)** operated as a **Community-driven Urban Improvement Precinct (UIP)**.

Liabile Parties

All rate-paying property owners within the defined boundary, divided into applicable municipal categories (Residential, Commercial, Religious/Community, etc).

Rationale:

- Those benefiting directly from improved security, grime removal and service stability should proportionately contribute.
 - Commercial entities with direct externalities (Mall, McDonalds, student lodging) justify inclusion due to high-impact profiles.
-

5. PROPOSED SUPPLEMENTARY SERVICES AND ACTIVITIES

A. Security & Surveillance

- Area-based **control room**, monitoring, incident logging, dispatch protocols.
- Upgrade **CCTV / ANPR / pedestrian recognition** to identify all entrants.
- Increased **patrol footprint**: vehicle + foot + dedicated hotspot coverage.
- Crime Prevention Through Environmental Design (CPTED) implementation:
 - Lighting upgrades (pedestrian scale)

- Natural access control through bollards/landscaping
- Territorial reinforcement (fencing zones, paving to delineate space)

B. Urban Cleaning & Waste

- **Daily clean-ups** of verges, sidewalks, vendor hotspots.
- Dedicated cleaning workforce.
- Dumping response unit.

C. Infrastructure & Service Delivery

- Dedicated liaison to escalate failures.
- Pavement & verge renewal programs.
- Drainage, stormwater, signage & lighting restoration.
- Load shedding mitigation coordination where possible.

D. Social Order Management

- Vagrancy management (ongoing, not punitive)
- Engagement pathways for rehabilitation or relocation
- Illegal trader control, compliance, and designated zones

E. Environmental Conservation

- Coordination with global conservation networks (as per PPT objective).

6. MANAGEMENT & STAFFING STRUCTURE

NPC Management

- MGM COMMUNITY FORUM NPC (directors as above)
- All services outsourced to vetted service providers:
 1. **Security & surveillance**
 2. **Urban cleaning & maintenance**
 3. **Infrastructure repair**
 4. **Community liaison**

Core Roles

- **Operations & Security Director**

- **Control Room Manager**
 - **Cleaning Supervisor**
 - **Infrastructure Coordinator**
 - **Finance & Audit compliance**
 - **Public Relations / Resident Engagement**
-

7. THREE-YEAR BUDGET (DRAFT MODEL)

To be populated once the valuation roll and levy payor list is finalized.

Framework

Year 1 – Formalization, service consistency, core operations

Year 2 – Advanced controls (potential gating), infrastructure & cleaning intensification

Year 3 – Optimization, expansions, sustainability

Notes for Municipal Compliance:

- Additional rate should not exceed **25% above normal rates**.
 - Budget must include **5% retention fund + setup costs**.
 - Incorporate typical municipal rate randage increase guidance (~6.9% p/yr).
 - Activation only occurs post–Municipality approval.
-

8. GOVERNANCE

- **Entity:** MGM COMMUNITY FORUM NPC
 - NPC status pending full registration confirmation (MOI must specify property-owner representation).
 - Bylaws will ensure accountability, spending oversight and transparent service contracting.
 - All data privacy, incident response and CCTV surveillance must align with POPIA.
-

9. ROLE OF THE STEERING COMMITTEE

- Comprised of **Initiators + additional members elected at Special Open Meeting**.
- Responsibilities:

- Approve budgets & service contracts.
 - Monitor KPIs (crime, grime, service escalations, vagrancy).
 - Oversee stakeholder engagement.
 - Maintain municipal compliance.
 - Report quarterly to members.
-

NEXT STEPS

- 1. Municipal submission**
-