WALKABLE STREETS PROJECT

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BUSINESS CASE

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INF3011F – PROJECT MANAGEMENT

UCT KNOWLEDGE CO-OP

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Part 1: Business Case & Project Outcomes

1.Introduction

For many years, staff and students at the University of Cape Town (UCT) have worked in partnership with communities to address development challenges.

The UCT Knowledge Co-op builds on this tradition of social responsiveness – and aims to make it easier for community partners to access UCT's skills, resources and professional expertise. It works by matching community groups with academic partners in a collaboration that meets the needs for research or practical support identified by the community group. The partners jointly reformulate the questions into manageable student projects. In the case of research projects, these are mostly taken up by students as projects that are conducted under the supervision of a senior academic for their dissertations. Projects address a wide range of need: from ICT support to early childhood development, prisoner rehabilitation, and sustainable community gardens.

The UCT Knowledge Co-op has commissioned INF3014F team CKMN to plan and manage the 'Walkable Streets' project. The Mowbray community shows concern for the potential crime in Church Street and Bridge Street. The community encourages ideas that would liven the street to make it an open, safe, and potentially car-less space.

2.Problem Definition & Opportunities

2.1. Overview of Current Processes

Members of the Mowbray community, more specifically the members who reside in close proximity to Church and Bridge Street have expressed concern at the deterioration and lack of upkeep of the streets. This has led to an increase in unwanted street traffic and potential hotspot for criminal activities, as well as further deterioration of the street.
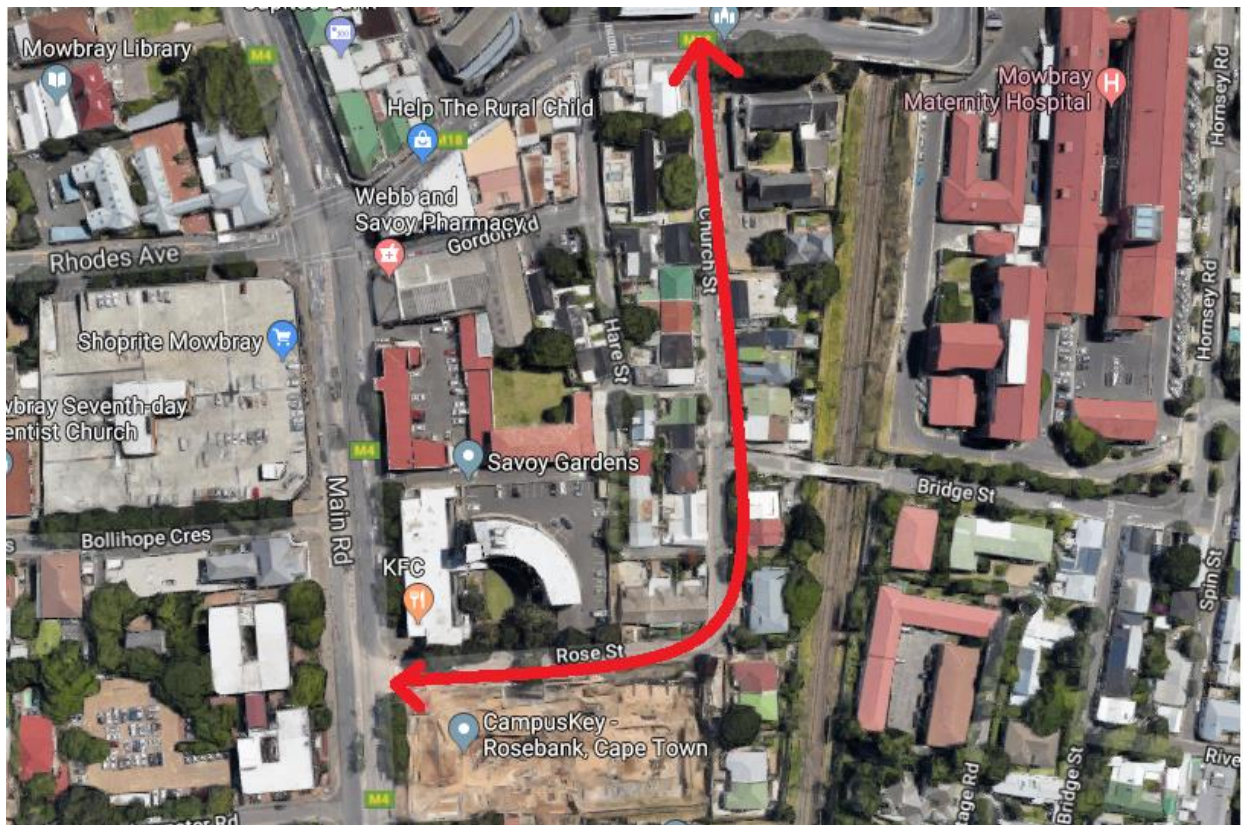
Diagram 1: The diagram above illustrates the movement of traffic through Church Street when motorists use the street as a slip road to avoid traffic congestion in the main road

2.2. Problems (list of problems)

1. Potential Crime

The potential crime within the street could be a result of the number of alleys within the street that contains little to no lighting. The lack of lighting attracts criminals to potential hiding spots within the

dark to attack the occasional pedestrian within the street. Furthermore, the number of alleys leading off the street are easy escape routes for criminals when authorities have been informed of any crime that has taken place. The increase in criminal activity in the street has made criminals aware that the street could potentially become a criminal hotspot. As criminals become aware of the street being an easy target for victims, crime has taken place at all hours of day and/or night.

2. Deterioration of street

Due to the Mowbray community and/or the residence of Church Street not taking care of the image of the street, such as ensuring that the street stays clean, lights within the street are functional. This is indicative of disorder within the street, attracting criminals to the street. The street indicating a lack of caring for indicates that there is a lack of enforcement of social order within the street and/or community.

3. Overflow of traffic

The main road running parallel to Church Street contains a busy intersection, resulting in congestion, which motorists attempt to avoid by using Church Street as a slip road to avoid. The residents of Church Street are not keen on having the constant flow of traffic in the street. The lack of foot traffic within the street is a consequence of the constant vehicular traffic.

4. Easy Targets

Church Street and Bridge Street are situated in close proximity to student residence, the hospital, a church, a creche, as well as surrounding private homes of students and homeowners. The daily routine activity occurring within the street of students walking to and from campus, patients from the hospital, as well as any pedestrian using the street enroute to the surrounding areas are easy targets for robberies. Criminals are therefore informed about who their victims are and how or when to approach them.

2.3. Opportunities (List of opportunities to solve current problem)

1. Restrict access to alleys:

By restricting access to alleys, the potential criminal hiding spots, as well as escape routes are restricted. Access to the alleys will only be given to residents' entrances being in the alley way. Restricting access to the alleys can be done by putting up a gate.

2. Policing within the area:

Police patrolling within the street could potentially reduce the number of crimes taking place within the street as criminals would be aware of the constant patrolling of police in the street, which increases their chance of getting caught or being arrested for engaging in criminal activities.

3. Security Cameras:

Installing security cameras that monitors and records street activities is an effective way of residents being aware of street activity. In the case of criminal activities, residents will be able to detect if/when a person has been robbed or any other criminal activities. Response time to police will be increased.

4. More lighting in street:

More lighting within the street makes criminals reluctant to engage in their criminal activities as anyone would be able to identify whether illegal activities are occurring and notify the authorities. Also, increased lighting within the street would encourage pedestrians to use the street during darker hours of the day. Thus, increasing foot traffic within the street.

5. Restrict access to street:

By restricting access to the street there would not an opportunity for criminals to congregate in the street, therefore reducing the potential of any crime occurring within the street. Also, traffic would be reduced as a result, as access would not be given to public vehicles.

3. Business Objectives

3.1. Goal

The aim of the 'Walkable Streets' project is to ensure that a feasible solution is suggested to improve the aesthetic and general image of the area/street, reduce the traffic within the street (especially due to motorists using the street as a slip road), resulting in the street, as well as improve the safety of community members using the street enroute to their destination.

3.2. Objectives

Objective 1: Improve aesthetic of area/street

By improving the general image of the street, by reducing litter, keeping walls clean or presentable, i.e. no street art that is not child-friendly.

Objective 2: Reduction of traffic flow

The reduction of traffic flow within the street will make the street potential car-less and increase the amount of foot-traffic.

Objective 3: Improve safety within the street

The increase in security within the street will reduce the amount of criminal activity that occurs. This rids the street of the potential of crime occurring within the street.

## 4.Assumptions & Constraints

4.1. Assumptions

- All members of the community feel the same about the problems defined and agree with the objectives of the project.
- There is an increase in the potential of crime in the area both house robberies as well as mugging.
- Residents within Church Street will have more insight about the problems that must be addressed within the project.
- Correct analyses of the problem, that must be addressed within the street, has been made.
- All stakeholders will be available for questioning to gain understanding of the project problem.
- Team that is appointed to manage the project will be able to adequately address the problem that stakeholders have provided.

4.2 Constraints

- Do not have contact to all the members of the community to ask their opinions.
- Members of the community will have opposing views to the solution/objective of the project.
- Limited resources to implement the project.

- Team members do not have adequate amount of knowledge about the street and problems occurring within the street.
- Deadline at which the project must be completed.

5.External Stakeholder Analysis
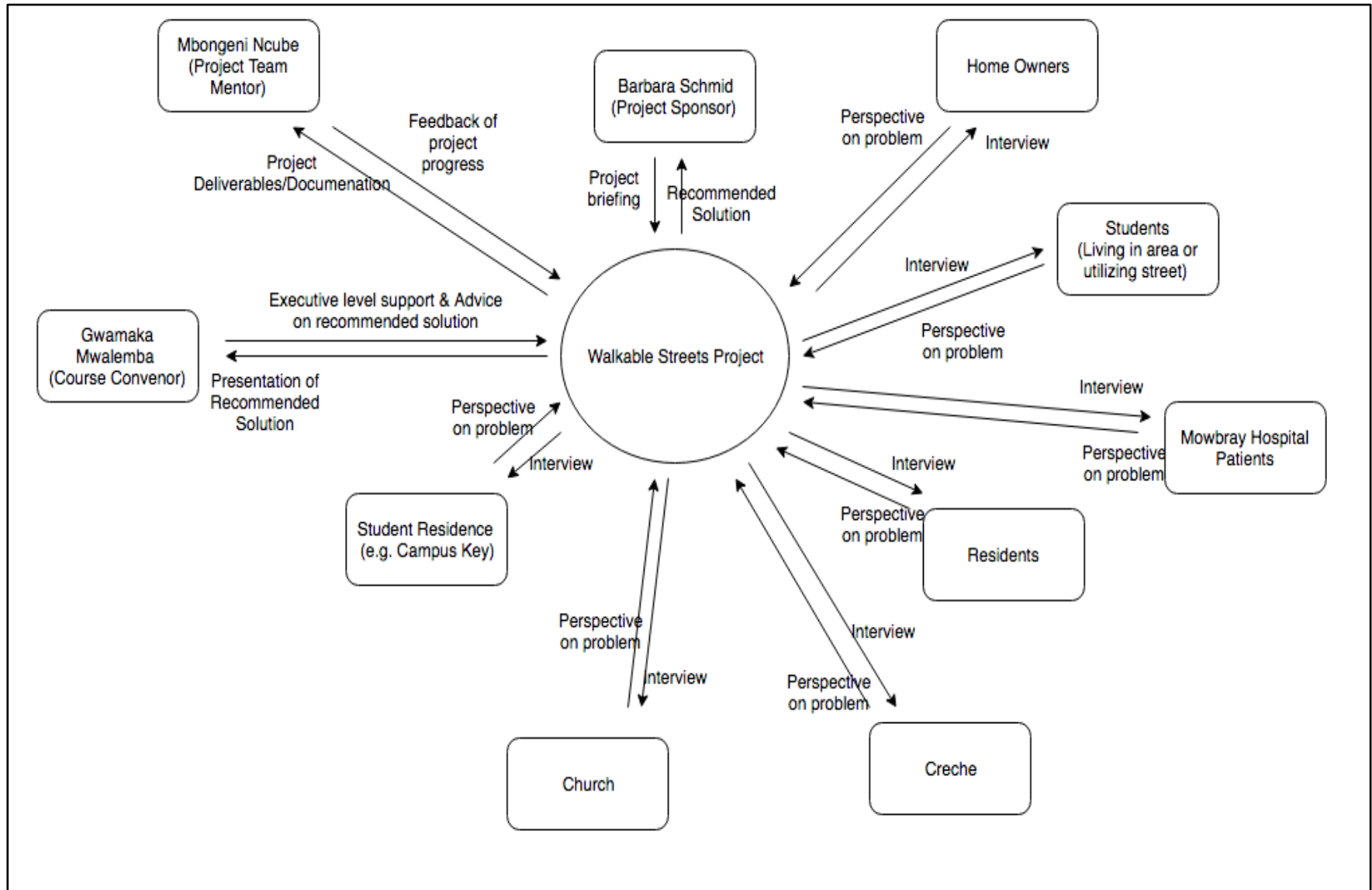
6.Alternative Solutions

    1. Security

How will this be done?

Set up a Community Patrolling Unit (CPU). This will empower the residents of Church Street to take control in the fight against crime. This will supplement environmental safety in the community. This solution has been successful in many communities. An example of a community that has used CPU as a solution to reduce crime is the Thembisa Winnie Mandela Community Patrol Unit.

Factors to consider:
- Enquire the assistance of SAPS Mowbray
- Push the community to get involved

    2. Barricade Street

How this will be done?

The idea behind barricaded street is to divide the street into two cul-de-sacs by means of steel-filled concrete bollards. Because Church Street is a public street, it will require authorization from the City of Cape Town for bollards to be installed. The approval of the bollard installation then means that the cost and installation will be covered by the City of Cape Town.

How will this solve the problem?

Installing bollards will resolve the traffic problem completely by preventing motorists from using Church Street as a slip road. This will make the street safer and more walkable for students, residents, and other pedestrians. There is also potential for an increase in foot traffic due to the safer walking environment.

    3. Beautify Street

How will this be done?

Beautifying the street will mainly be done by the community of Mowbray. Ideas for beautifying the street includes gardening ideas, various forms of street art, as well as various forms of lighting to highlight the art that would be displayed on the street, especially in the evenings. However, any form of

art or gardening plans that people would want to display on the street will have to approved by the community/neighborhood.

How will this solve the problem?

The reason for the potential crime in the street is due to it being quiet. This makes the occasional pedestrian an easy target for robberies. By beautifying the street, we are creating a community attraction, resulting in more people using the street enroute to their destination, while walking. If there is a constant flow of people in the street, criminals would be less inclined to rob people. Therefore, beautifying the street would increase foot traffic and as a result decrease the potential of any criminal activities occurring.

7.Recommended Solutions

The problems that are of most concern to that residents within Church Street is the amount of traffic that flows in the street during peak hours, walkability of the street and security.

To address these problems, it is recommended to develop a type of obstruction within the street, on both sides of the street. The type of obstruction/s that is recommended to implement would be a type of garden in the street.

Initiation:

A campaign will be run by the residents in Church Street to encourage the community and students, who reside in Liesbeek residence, as well as Campus Key, to get involved in community projects. The campaign would encourage the community of Mowbray to assist residents of Church Street in implementing these obstructions in the street to reduce traffic and improve the general image of the street. The running of this campaign will raise awareness about the improvements that will be made within the street.

Implementation:

Community members who are willing to volunteer their time and effort will congregate in Church Street on a set day to build and set-up two gardens, which will run into the road. These gardens will act as obstructions within the street to reduce traffic flow during peak hours. Another aspect of the campaign

would be to paint the streets. The paintings on the street will not be intricate designs, as arranging to hire an artist would be costly. Instead, demarcations will be put down on the ground in Bridge Street to indicate where volunteers are able to paint. Also, a general clean-up of the street would take place, such as clearing the litter from the street.

Benefits of solution:

In running this campaign, it raises awareness about the improvements that have been made to the street. The garden obstructions would not only reduce the flow of traffic within the street, but also attract community members to the street. By increasing foot traffic within the street, it addresses the problem of security. By increasing the foot traffic in the street there are more eyes on the street, which potentially decreases the occurrence of crime within the street. Also, due to the gardens being developed and put up in the street, this would bring more light to the street, allowing pedestrians a safer walking route to their destination.

Part 2

2.5. Prototyping and Testing

2.5.1. Prototyping

For our prototype, we built a miniature version of Church Street to illustrate how traffic would flow in the street once the obstructions, i.e. the gardens, have been put into place in the street. Illustrations will be given to stakeholders of examples of how gardens will be developed in the street, as well as the types of painting that can be done by the community on the walk-bridge in Bridge Street.

The prototype will indicate where the obstructions will best be placed, as well as an indication of where road paintings will be displayed.

Images above illustrate where the garden obstructions should be, as well as a walking/bicycle lane.

2.5.2. Testing

The prototype was presented to stakeholders who were available for the team to present the prototype to. The demonstration of the prototype to the stakeholder/s was received well. Stakeholder/s concluded that the idea of obstructing traffic in the street was a good implementation plan, as well as increasing

foot traffic within the street. Also, the involvement of the community and student residences is a good idea to initiate any project and address any problem that occurs within the community in general.

Stakeholder/s suggested that due to persons enjoying using Bridge Street to skateboard that a ramp could be installed to encourage people to use the street.

The prototype was then improved to include ramps, as well as an improvement of the quality of the prototype with realistic elements displayed.

2.6. Exhibits/Outputs

On the completion of a project there are documentation that records the processes that have been followed in completing the project, as well as any interaction between stakeholders and sponsors. The artefacts that were compiled during this project were:

- Business Case
- Context Diagram (External stakeholder analysis)
- Presentation Slides (Iteration 1)
- Internal Stakeholder Analysis
- Product Breakdown Structure
- Work Breakdown Structure
- Risk Management Document

- Prototype of Church Street and demonstration of solution implementation

- Poster of project (simplified version of project)

- Final presentation slides

2.7. Challenges and Limitations

Each project encounter challenges, as well as limitations on the abilities of project procedures to successfully complete the project to stakeholders' satisfaction.

These challenges and limitations include:

- Misinterpretation of project problem and/or project scope

- Efficient communication between team members

- Unfair assignment and allocation of responsibilities to team members

- Lack of interest in project completion

- Stakeholders being uninterested in participation of project

- Not being able to contact stakeholders

- Inefficient communication between stakeholders and project team

- Schedules clashing between stakeholders and team members

- Biased feedback from stakeholders, which alters the scope and/or project problem

- Lack of human resources to complete project tasks

- Inadequate research done due to lack of time

- Not enough time to complete project

- Lack of technological resources to adequately compile documentation

- Solutions that are suggested are not feasible

- Suggested solutions are not practical to implement

- Resources needed to implement solution are unattainable due to lack of funds

- Suggested campaign does not appeal to community and does not attract enough volunteers to raise awareness and assist in the development of the street