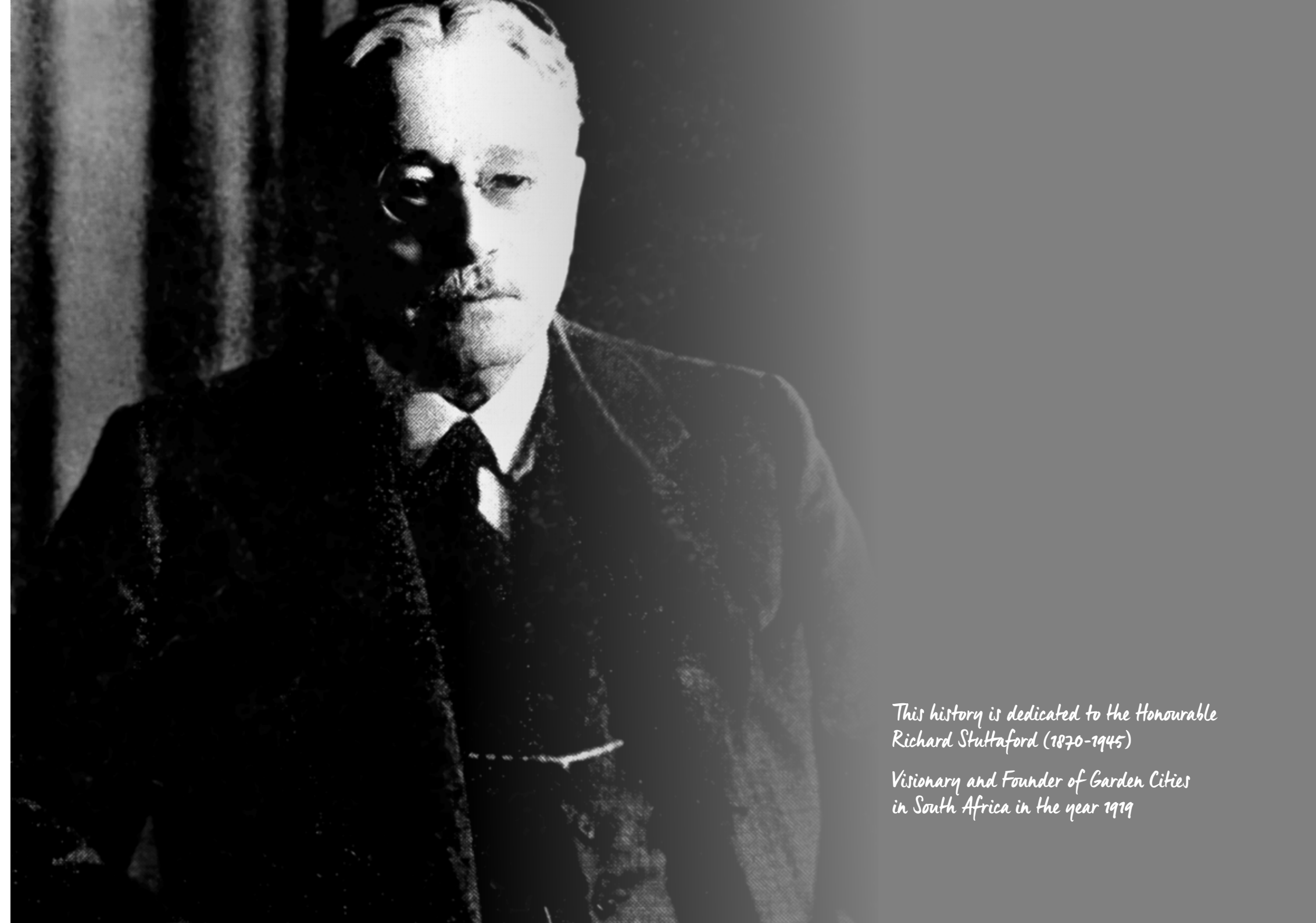


GARDEN CITIES CAPE TOWN
CENTENARY
1919-2019





*This history is dedicated to the Honourable
Richard Stuttford (1870-1945)*

*Visionary and Founder of Garden Cities
in South Africa in the year 1919*



BOARD OF DIRECTORS GARDEN CITIES:
Jannie Isaacs, Eamonn Stuttaford (Vice-Chairman), Tony Marsh, Myrtle February, Michael Stuttaford, Sean Stuttaford (Chairman), Pieter Bairnsfather Cloete, Karen Milan (Group CFO), John Matthews (Group CEO), Vic Christian, Peter Heeger, Taction Mafatle, Justin White.

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GARDEN CITIES 100 YEARS OF BUILDING COMMUNITIES AND A VISION FOR THE FUTURE

A story of transformation and
inspiration, the re-shaping of a city,
and the value of a quiet revolution

Foreword by
Michael Stuttaford



GARDEN CITIES EXCO TEAM:

Shaheem Kader (Contracts Manager), Karen Milan (Group CFO), John Matthews (Group CEO), Leon Fredericks (Group Manager, Property and Logistics), Renier Smith (Group Manager, Engineering and Planning)
 Sitting: Portia Cleinwerck (Head Accountant)

Garden Cities was the inspiration of British urban planner Sir Ebenezer Howard in response to the appalling conditions in which many English people lived at the start of the 20th century. Thousands lived in slums with little hope of extricating themselves from the despair and economic depression that afflicted England in the years before and after World War I.

He proposed that new towns should be planned to provide pleasant living environments, public parks, adequate space for schools, playing fields, hospitals, churches, shops, and most significantly, businesses and light industry to employ residents of the towns.

His first town was Letchworth Garden City which was built near London from 1907, followed by Welwyn Garden City in 1917.

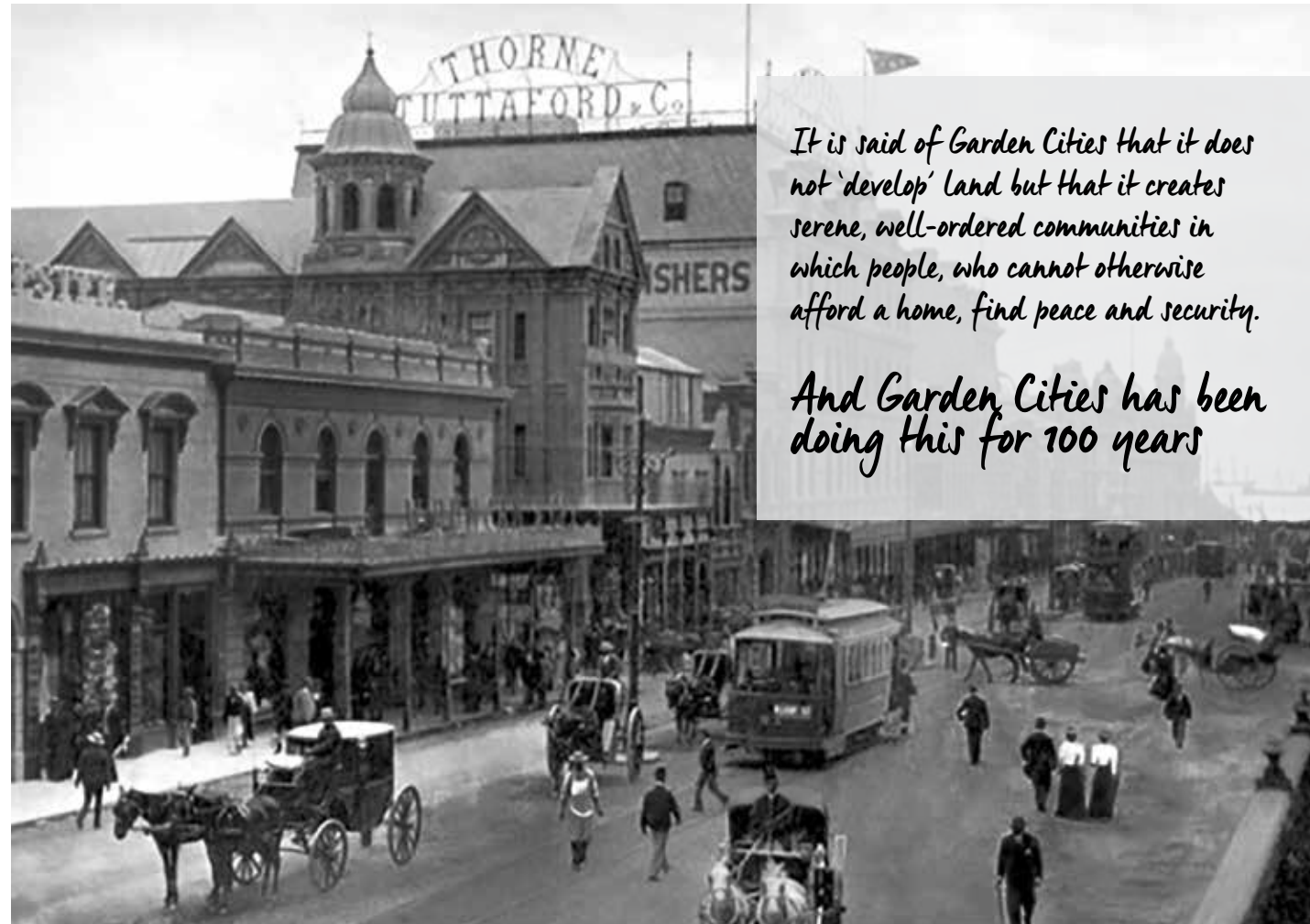
There was almost a total collapse of the Garden Cities movement in the 1980s through negative conditions under Prime Minister Margaret Thatcher. In recent years, however, there has been a strong and enthusiastic revival, not only in the United Kingdom but also in a surprising number of other countries throughout the world.



The founder of Garden Cities in South Africa, businessman and politician Richard Stuttaford, was inspired by Ebenezer Howard's dedication to improving the lives of under-privileged people in the UK. Stuttaford established an ethos which is rigorously upheld today, by a board of directors which includes the third and fourth generations of the founder's family.

The towns are planned to provide environments that are pleasing and safe. Houses are built at the lowest possible cost without sacrificing quality of materials and workmanship. But the ethos goes beyond merely putting roofs over peoples' heads. It strives to bring cohesion to diverse people, and to cater for their expectations and provide for their needs.

It is said of Garden Cities that it does not 'develop' land but that it creates serene, well-ordered communities in which people, who cannot otherwise afford a home, find peace and security.



It is said of Garden Cities that it does not 'develop' land but that it creates serene, well-ordered communities in which people, who cannot otherwise afford a home, find peace and security.

And Garden Cities has been doing this for 100 years

1919

It started on June 19, 1919 when the government granted 365 morgen of the Uitvlugt forest reserve to the Garden Cities board of trustees, chaired by Richard Stuttaford, and made up of businessmen and senior civil servants. Set-up capital of £10 000 was donated by the chairman.

The first house was built on a grant of land from the government in Pinelands, in 1922.

The company has no shareholders, it pays no dividends, and until recently, directors received no reward for the time and knowledge they devoted to the company. However, the tax regime for companies like Garden Cities was changed in 2007 which resulted in Garden Cities no longer being exempt from paying company tax.

As a result of this change Garden Cities needed to adjust its modus

operandi. This was necessary to enable it to continue funding its future land and infrastructure requirements from cash generated after its tax obligations had been met.

This resulted in the company developing into a sizable organisation with a number of subsidiaries, in order for it to generate sufficient funding for development. The company now requires that the non-executive directors allocate more of their time and energies in their roles as the custodians of the business in accordance with the King guidelines and the Companies Act, A decision was therefore taken that director fees would be paid to non-executive directors.

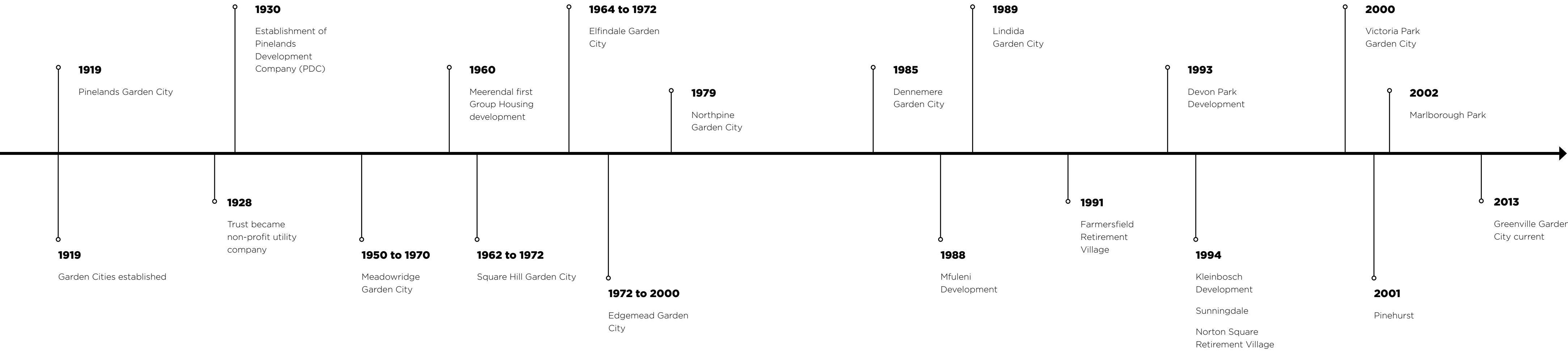
Garden Cities initiates the formation of residents' associations in each town to which management of the town is handed over when

complete. But, even when the company eventually steps away from direct involvement in a town, it readily shoulders responsibility for resolving issues that are beyond the capabilities of the residents' association.

One of the advantages of there being no dividends or profits to be paid to shareholders, is that all profits can be ploughed back into the company. Historically funds were used to buy land for future development - in some instances 50 years before the first sod was turned.

In recent years, profits have been used to build school halls and to provide science laboratories in under-resourced schools in the Western Cape. And the company has a long history of providing bursaries to university students, as well as annually making large donations to various charities.

TIMELINE



GARDEN CITIES THE FIRST HUNDRED YEARS

Garden Cities has been pushing the boundaries, both physically and metaphorically, for one hundred years. It has created serene, well-ordered communities in places where others had not thought to go. And as the years passed, and social conditions changed, it was sometimes ahead of the times and at others it adapted quickly to accommodate the unexpected.

A century ago, Cape Town was an urban island surrounded by the ocean and the mountain, farmland and barren flatlands. The city had developed from its historic core at the base of Table Mountain and spread as far as it could go between the mountain and the sea. For the rest, the flatlands and the rural spread towards the hinterland and the mountains in the north, farming was still the main occupation with a suburban thread following the spine of the mountain to False Bay. Industry remained close to the city and the port was the primary focus.

But when the time came to

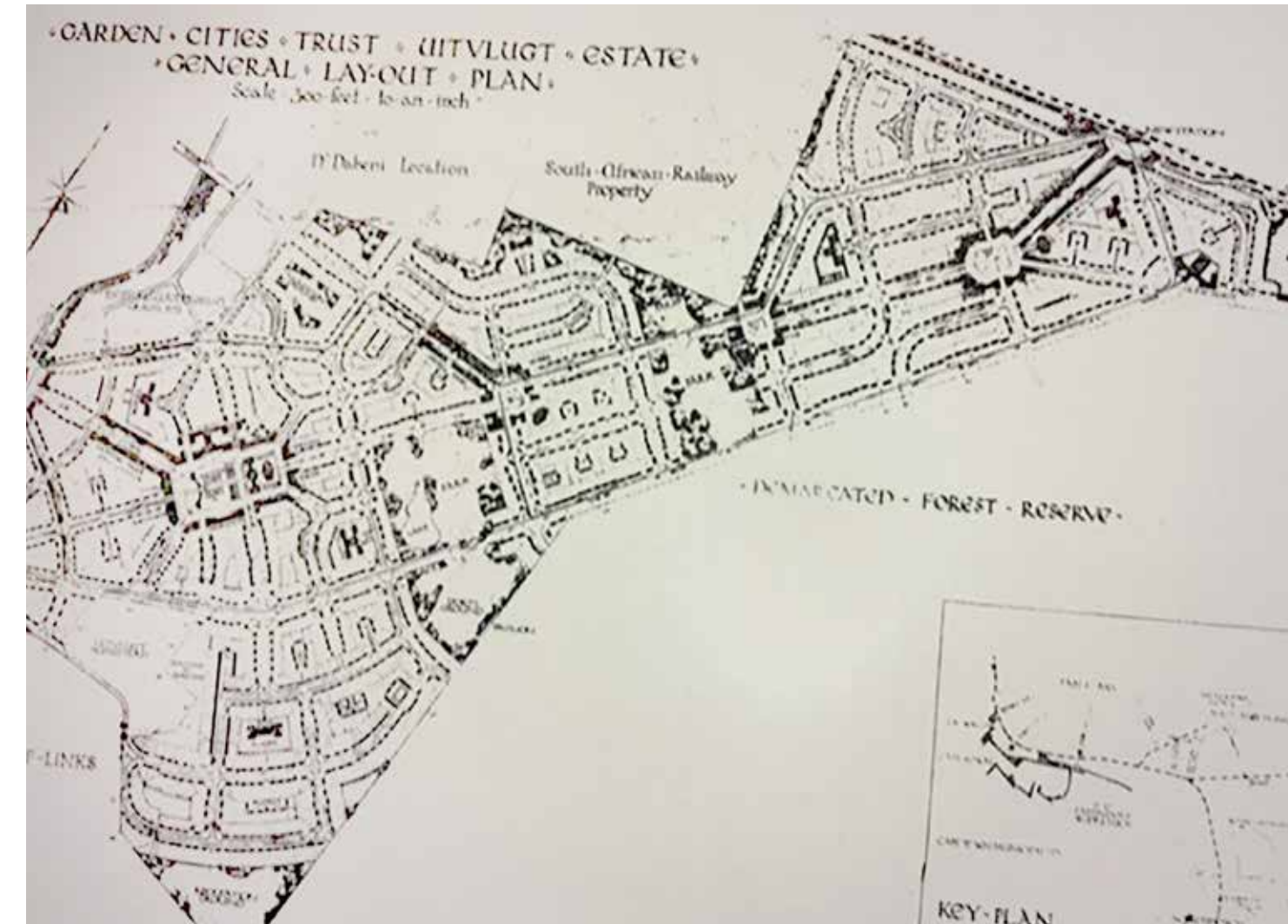
venture further from the shadow of the mountain, it was Garden Cities that made one of the boldest moves into uncharted territory.

Founded on the vision and energy of Richard Stuttaford, Garden Cities has stuck close to its roots, which today makes it one of the rare family companies that still has members of its board of directors bearing the name of the founder, three generations later.

It was Richard Stuttaford's 15-minute meeting in 1919 with the acting Prime Minister of South Africa that started a journey that has lasted a century and is still gaining momentum.

The oldest and largest developer of entire suburbs in the Western Cape has remained under the direction of one family. And the company's current Board is now chaired by the great-grandson of the founder, with his brother as Vice Chairman.

Richard Stuttaford's action is the



But when the time came to venture further from the shadow of the mountain, it was Garden Cities that made one of the boldest moves into uncharted territory

stuff of legends. It launched one of the most successful mass residential community development projects in South Africa.

Ebenezer Howard's Garden City movement started in Britain, not long before Stuttaford made his bold move – financed with his own capital – to bring the revolutionary social initiative to South Africa just after the end of the First World War.

It was a time when citizens of this country were in as dire need of housing as its now massively-increased, diversified population is today. Garden Cities is still high on the list of successful private companies whose mission is to help provide enough homes for all South Africans.

In its centenary year, Garden Cities has a record of having established 17 suburbs in Cape Town and has been responsible for the building of more than 20 400 homes. They cross the entire economic spectrum from starter homes, for those who have never owned a property, to houses for middle-income families in immaculately structured urban environments.

When he asked acting Prime Minister FS Malan to meet with him on January 28, 1919, Richard

Stuttaford was fired up by the prospect of applying the principles of Ebenezer Howard's Garden Cities movement, in South Africa. He had been thwarted in his efforts by the Cape Chamber of Commerce, and so took his plan to Malan whose temporary position as Prime Minister of post-WWI South Africa lasted only eight months. Malan approved his plan.

It was a broad-ranging proposal that, following the principles of the then still fledgling UK Garden Cities, would take developments to the edge of Cape Town's urban core, and create independent commercial and residential environments. It was Stuttaford who urged the government to change its attitude to mass housing.

SEAN STUTTAFORD CHAIRMAN

Reviewing the milestones along the road from his great-grandfather's achievement in setting up the enabling trust in 1919, present Garden Cities chairman Sean Stuttaford says that, in this centenary year, the company does not look backwards to pave its future. In recent years its directors and management have focused on a vision for Garden Cities for the years ahead.

It is time now, he says, with the core activity of the company firmly entrenched, that the board examines and acts on the need to expand its philanthropic commitments. Through its existing operations, the company has reached a point where its normal business of building towns and securing communities generate enough funds to sustain its aspiration to help those who desperately need to improve their living conditions – which was one of the key objectives of Garden Cities founder, Ebenezer Howard.

'The company has, since the advent of the new South Africa, maintained its operations in the towns now being created. But due to the nature of the product it delivered, found



Sean Stuttaford

itself servicing a market which by and large did not represent the broad spectrum that had been envisaged by my great-grandfather.

'The board took a strategic decision to ensure that, while Garden Cities would continue to generate revenue from its core operations, it would re-direct a portion of its income to the needs of disadvantaged communities in Cape Town.'

Sean Stuttaford's association with Garden Cities began in 1995 when he joined the board which was led by Dennis Fletcher who had followed, after a brief interval, the founder's sons Den and Jack Stuttaford. Mentored by Fletcher, Sean was appointed deputy chairman and was elected to the chair in 2001 when Fletcher retired.

Shortly after his accession, and within the company's expanding philanthropic policy, the Archway Foundation was established to provide halls for schools in the Cape Peninsula and further afield in the Western Cape. The first school hall was built at Kensington High School in 2004. The 100th was completed in this, the company's centenary year.

Sean Stuttaford says the company is committed to increasing revenues

from the development of its existing towns to ensure that it can sustain its other activities, including acquisition of land for future development.

'We have recognised that as a newly-taxpaying organisation - the tax legislation changed in the early 2000s which could have impacted negatively on the sustainability of the company - we need to ensure that selling prices in its traditional middle-income towns are market-related.

'The strategy in these areas needs to be based on a profit motive, and so, competitive advantages other than price have had to be found. The company concentrates on delivering consistently high-quality houses for middle- income homebuyers, as well as small to medium- sized homes for first time buyers and for those needing larger houses as their families grow.

'Key to the strategy is recognising the status of Garden Cities as a wholly self-funding organisation that therefore continually needs to have a sustainable source of profitable revenue. The sustainable business model that was put in place gives the company the scope to take the next step.'

TACKLING THE WESTERN CAPE HOUSING CRISIS

In 2005 Sean Stuttford, while remaining a Garden Cities director, moved to Johannesburg where he saw a new integrated development called Cosmo City. It was this town that stimulated a new vision of where Garden Cities should go.

Through an engagement over several years with the developers of Cosmo City, the board and management of Garden Cities learned what was needed to move the company into the development of a town for people who had never previously owned homes and who were not able to go the traditional route with bonds and conventional funding.

The result was Greenville Garden City, an integrated town near Durbanville. The planning phase of this development took seven years and R20 million to get off the ground. The project included extensive research as well as investment in new building technologies which became necessary to deliver a Garden Cities product at an affordable price.

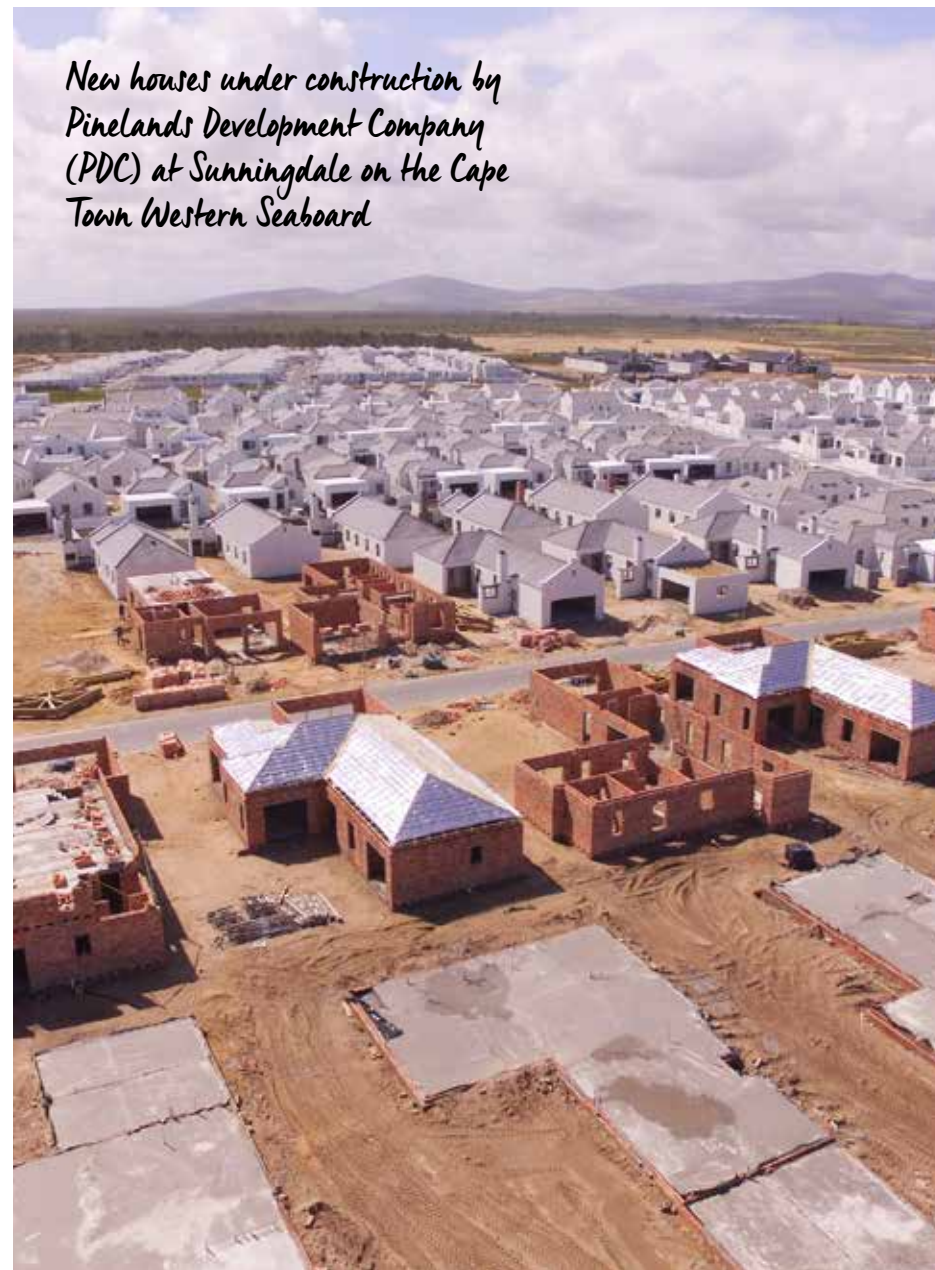
One of the initiatives resulting from the decision to develop Greenville, was that Garden Cities acquired Australian building technology and established Benex in South Africa to produce alternative building materials.

The strategy of the board is that Garden Cities, being a not-for-profit company, needs to play a role in researching, testing and developing new building technologies. As a developer, Garden Cities can bring these innovations to the building and construction industry, and if viable, provide a platform to launch them.

The Greenville development has brought Garden Cities back to a working arrangement with government to develop homes for the people of Cape Town, as did the founder, Richard Stuttford. Greenville is a huge undertaking and thought to be the only public/private partnership in the country where low cost government housing is being delivered on private land.



'The board took a strategic decision to ensure that, while Garden Cities would continue to generate revenue from its core operations, it would re-direct a portion of its income to the needs of disadvantaged communities in Cape Town.'



PINELANDS DEVELOPMENT COMPANY (PDC) **ESTABLISHED 1930**

Although Pinelands Development Company was established 11 years after Garden Cities, the two companies soon formed an unbreakable and beneficial interdependency that has lasted to this day.

Since 1945, PDC has remained the only contractor to build the thousands of Garden Cities' houses and apartments, as well public buildings that include crèches, sports facilities, clubhouses, community halls and more recently the hugely successful Leadville Dog Park in Sunningdale.

PDC was established in 1930 as a financing company to lend

Garden Cities' homebuyers who had been granted a State housing loan, a further 15% towards their compulsory deposit, which many could not raise. Financing was by means of a second bond at a lower rate of interest than could be obtained anywhere else.

The facility was essential, because the Housing Act of 1920 stipulated that prospective house owners could obtain an advance or loan from the State of up to 80% of the cost of a house, including the land – but, they had to find the further 20% for themselves. Although plots sold by Garden Cities could be bought for as little as 20 pounds at the time, the average lower-salaried family



breadwinner, who the Garden Cities Trust primarily intended to house, often could not raise the 20%.

While Pinelands Development Company started with the sole purpose of providing financial assistance, it is today the largest continuous house builder in the Western Cape and is a winner of the NHBRC award for Best Builder. PDC manages all sub-contractors as well as its own staff to ensure that high quality homes are built and completed on time.

PDC maintains the highest building standards and adheres to the SANS10400 and NHBRC building specification. The company does no

outside contract work and works exclusively for Garden Cities.

The directors of PDC, like those of Garden Cities, up until recently, did not receive any fees or remuneration. The Memorandum of Association of PDC also has as one of its objectives: '...to provide better housing and better social conditions for the people.'

In the centenary year, the top team at PDC consists of Chairman Justin White, with John Matthews as Group CEO; Leon Fredericks - Group Manager: Property & Logistics; Portia Cleinwerck - Head Accountant and Shaheem Kader - Contracts Manager.

HISTORIC FACTS:

- The company held its first Board meeting on November 11, 1930
- During 1931 PDC built the first two houses at £437 and £580 respectively
- During 1936 a delay in building activities was experienced - due to township layout problems
- 1937 saw the first electric geysers installed
- During 1942 house prices reached £1 200 and cost-cutting measures were investigated.
- During 1945 there was already a waiting list of 196 and preference had to be given to servicemen
- In 1945 director Zerilda Steyn had to resign, owing to her being 'under a legal disability' – she was married in community of property.
- 1945 also saw PDC deciding to build for themselves and the started with a team of 380 people at a weekly payroll of £ 1 600. The company erected two houses per week.
- At the 1946 AGM the chairman stated 'I would like to recall that when we decided to undertake our own construction work, we had no equipment and our entire staff consisted of a secretary and his typist. We have now brought into being one of the largest and most efficient house construction companies in the Cape'
- In 1952 PDC received a rebate from the Workmen's Compensation Commission as a result of PDC enforcing the required safety measures on site and this tradition continues today with the company continuing to win local safety competitions.



WHAT DOES THE **FUTURE** HOLD?

Sufficient housing is a critical measurement of any government's ability in South Africa. However, the scope of the need in this country outstrips the resources available to government. Garden Cities has an obligation and a challenge (in terms of its founding statement) to play a part in delivering on this need, with or without the help of government.

Building homes for people who are unable to afford them, will be the challenge for the future. It's a problem not unique to South Africa, and even developed countries such as the UK face a similar challenge where housing has progressively become more and more unaffordable to ordinary people.

Building houses and developing towns are not the sole solution to the challenges in South Africa, but

ensuring that people have easy access to jobs, schools, sporting facilities, affordable shopping precincts, healthcare and transport is also vital. Owing to the economics of providing communities with all these facilities, town densities need to be increased in Cape Town.

Garden Cities will need to shift its housing model to incorporate higher density housing as well as to develop funding models to include people who, while earning an income, sometimes on their own initiative, are not able to obtain housing loans from traditional sources.

It's not likely that Garden Cities, on its own, will be able to develop or deliver on future demands. It will need partners who can assist in achieving the vision.

SEAN STUTTAFORD'S **VISION**



Typical Archway Foundation school hall

Sean Stuttaford says his vision for Garden Cities for the future is one where the company will fulfill a leading role in developing sustainable towns and suburbs for low-income residents who find it difficult to enter the formal housing market.

But key to the success of this objective is continuing to ensure that the Garden Cities towns of the future remain sought-after and that people who move into them achieve greater growth in the value of their properties than those in surrounding suburbs.

Garden Cities will continue striving to develop towns where the residents will be empowered through the opportunities developed and planned by the company. This will include having access to technology, support for SMMEs and start-up business, access to physical infrastructure and transport nodes and the standard Garden Cities offering that includes schools, sport

and cultural facilities. Sean, now 53, says he's in it for the long haul, and hopes that he can continue to serve the board of Garden Cities into his seventies, emulating fellow directors, his father Michael, Pieter Bairnsfather Cloete and Vic Christian, each of whom have given 40 years of service.

The CEO of a Cape Town-based company, Sean remains dedicated to his role as non-executive Chairman of Garden Cities. Although founded by his great-grandfather, with him and members of his family still on the Garden Cities board (he is the seventh Stuttaford to serve on the board), Sean says he doesn't see it as belonging to his family. He views Garden Cities more as a legacy that provides a way in which to serve the people of Cape Town.

Those of his family who have served the company after Richard Stuttaford, were Richard's sons Den and Jack, Den's son Richard, Jack's son Michael, father of Sean, and his

brother Eamonn, who is now Vice-Chairman.

The leading role Sean takes is appropriate in the light of his great-grandfather's commitment to establishing the company to enhance the lives of Cape Town's inhabitants. Sean's unbroken service as a director, which required frequent commutes to Cape Town while he pursued his career in Johannesburg, is further evidence of his dedication to the company.

He recalls that at his first meeting as chairman, when he took over from Denis Fletcher in 2001, he set the scene for his vision of Garden Cities' future in a 'long talk about what had to be changed'.

'I felt that Garden Cities, at the time, was not addressing the original purpose. It was as if we had become complacent, delivering homes to people who could actually afford them. I recognized that I was the Stuttaford back at the helm and

acknowledged that anyone in my position, who was not a member of the family, would not have felt comfortable taking the chance of changing the company's direction.

'It was up to me to implement the changes that would make or break the company – not enough had been done to effect the transformation that was needed.

'It needed a clear strategic objective – South Africa was in a completely different place, and we had to meet the needs of the New South Africa.'

Setting out his objectives, Sean told the board that Garden Cities had now, as its major objective, to deliver to the poorest of the poor and needed to find means other than building houses, to benefit the people. The board supported him wholeheartedly.

Sean acknowledges that, while he was clear about what he wanted to do, there were some checks and balances provided by other

members of the board – 'the entire dynamic was brilliant, and the deep well of experience among the members was invaluable.'

Sean applauds the work and dedication of the current directors who he says, have supported his vision and helped achieve Garden Cities' success at the 100-year milestone.

Everybody contributes, he says, when applying their passion for assisting the people of Cape Town, to the Board's decisions.

'In particular Jannie Isaacs together with Myrtle February bring their wealth of hands-on experience to education-related decisions. Taction Mafatle and Peter Heeger together with the audit committee chairman, Vic Christian, keep a very close eye on the financial aspects of the business. As the Garden Cities Group has grown, so has its financial complexity. Being self-funded, the balancing of philanthropic

activities with sustainable growth requires careful management. Pieter Bairnsfather Cloete together with my father Michael Stuttaford and Vic Christian are the three wise men at Garden Cities, representing more than a century of service between them.

'Tony Marsh and Justin White with many years development experience between them are involved in all the development and commercial property related decision-making. Eamonn Stuttaford deals with the technology requirements, but also represents the Stuttaford family together with our father Michael.'

Sean says that it is this broad wealth of experience and skill which has been the hallmark of the type of directors Garden Cities has been privileged to attract over the past century and which has ensured its success. It is his hope that future generations will apply the same level of care when appointing people to the board.

He also pays tribute to John Matthews, who arrived at Garden Cities as a young man from university, and eventually became the obvious choice for CEO of the company – a position he holds now in a group capacity that covers both Garden Cities and its construction arm Pinelands Development Company (PDC).

'We could not have done it without John,' says Sean. 'He implemented the vision.

He adds wryly that had they foreseen what the path they were planning looked like, 'we might have been somewhat doubtful.'

Even the company's enormous CSI programme, the Garden Cities Archway Foundation turned up some unexpected problems, but to date, it has provided 100 school halls to disadvantaged children of the Western Cape – at a current unit price of over R6 million.

The Archway, initiated by John

Matthews shortly after his appointment as CEO, resulted from John's own schooling, where he recognized that the lack of facilities in disadvantaged schools created a serious impediment to the proper and total education of the children. His belief has since been borne out by the opinion of a huge percentage of the Cape's educators who consider the halls to be an essential tool in a holistic education.

'The rationale behind our establishment of the Archway was: We know how to build, and we know how vital education is – so we need to combine our skill with our conviction. This also resulted in the adoption of another educational initiative – to provide top-end laboratories to similarly deprived schools in conjunction with a programme initiated by Prof Shaheed Hartley of the University of the Western Cape.'



Infrastructure at Sunningdale:
Sports Club Hall, Regional Shopping
Centre and Blaauwberg Netcare Hospital





It was during his years commuting between Cape Town and Johannesburg that Sean first became aware of a major breakthrough project in Johannesburg, providing homes for people who had never before owned a proper house. It was Cosmo City which today consists of 12 000 units developed over ten years, and was launched as a solution to the enormous backlog of homes in Johannesburg.

‘I saw this as the next step for Garden Cities,’ says Sean. ‘The entire board flew to Johannesburg and all agreed. This was the way to go! And to achieve success, we had to work with government, employing our skills again to provide for the population of the Western Cape.’

At first, Garden Cities went, what Sean describes as the ‘safe’ route, by associating in the project with the developers of Cosmo City, Basil Read Developers. They were initially involved in the planning phases of what was to be the new Garden Cities housing project – Greenville.

‘Then, Garden Cities director Tony Marsh examined the project more closely and identified some variances in our objectives from those of Cosmo City. For example, we were insistent on underground cabling for electricity – and hot water. And ceilings in the homes were a non-negotiable. We needed to take ownership of the project one hundred percent, so we parted ways with Basil Read, and embarked on the Greenville Garden City project on our own. We were adamant that

our houses would not be little boxes crouching under overhead electricity lines.'

Altogether, over R20 million was spent in preparing for Greenville.

'John Matthews and Tony Marsh took over the project. One of the first needs that had to be identified was a building material and method that would both accelerate delivery and provide all the quality elements needed for the houses. This was found in an Australian company called Benex, that provides revolutionary building material and methods that have been adopted in the construction of the houses at Greenville.

'As a result of the success of the materials, Garden Cities established a South African arm of the company,

60% owned by Garden Cities and 40% owned by Benex Australia, with Tony Marsh as managing director of the South African company.'

Sean says decisions made by Garden Cities in this phase of its development must stand as the benchmark of all future dealings by the company. 'We must be clear that there is no grey when it comes to ethics and there has to be zero tolerance of unethical behaviour. This is something I feel very strongly about'. This also applies to appointment decisions such as we made with Tony Marsh - his efforts 'beyond the call of duty' and his expertise made him the obvious choice to head up our Benex operation.'

It is in this spirit he says, that

after 96 years of not being paid, Garden Cities directors now receive remuneration. 'Garden Cities is a very big business and our directors discuss the deployment of mega millions of rand. We want them to remain committed to their task and expect an enormous amount of dedication, hard work and research from them.

'It comes back to the conviction that I had at the start of my tenure as chairman. Because I bear the Stuttaford name, and the heritage of my great-grandfather's pioneering initiative, it is I who must set the course again for the next 100 years.

'Not many people have the privilege to serve society as I have - to contribute to the South Africa of the future.'

He believes implicitly in South Africa. 'I don't want to be anywhere else. I'm comfortable here and there's great potential. I believe in the principles of black economic empowerment; the previously privileged have an obligation to help. I am passionate about giving the best we can. This is embodied in enterprise development which is implicit in the success of effective industrial growth.

'South Africa has some notable differences from its neighbours. We enjoy unassailable news media, both mainstream and social - and most importantly - an enormously strong business community. These are the things which mitigate the negative influences on our national stability.'

Pinehurst, Garden Cities northern flagship suburb





Justin White

Director and former General Manager Justin White retired 15 years ago, but his quiet influence continues to be felt. He participated in the start of what could be seen as the second quiet revolution in Garden Cities' approach to its role in providing Cape Town with housing.

As the board of Garden Cities began to fulfill incoming chairman Sean Stuttaford's vision to generate revenue needed for housing poor communities, it was under Justin White's executive management that the company's two most ambitious residential projects began to take shape.

'If starting Garden Cities in 1919 was the first revolution in the housing of Cape Town's inhabitants, then the establishment of Sunningdale, north of Table View, and Pinehurst to the north of Durbanville, was decidedly the second,' says Justin.

While both new suburbs were to service Garden Cities' traditional markets, the objective now was to provide funds to build homes for the poorest of the poor. What would not change, however, was the high quality and value for money that had always hallmarked the Garden Cities product. 'The houses, like the homes we build for people at the other end of the economic spectrum, had to be aspirational, to increase in value as time passed. We had to read the market, and design the houses with a long vision.'

The thousands of houses built at Sunningdale and Pinehurst have fulfilled their role over 15 years in every respect, and are expected to do so for some time to come. The homes continue to sell from waiting lists and re-sales always show optimum capital gains.

'The quality lesson was learned

in Garden Cities' first Cape Town development, Pinelands, where one hundred years later, properties continue to change hands at ever-increasing values.'

Justin rates the transformation of staff and directorship at Garden Cities as an extremely significant process that is entirely within the original founder's vision. 'It has involved a constant adaptation from 1919 onwards, taking a careful path, maintaining continuity and empowering new generations to achieve success.'

Looking back, Justin says he's intensely proud of being part of Garden Cities' journey. 'Throughout its history, it has been guided by good people doing the right thing. It has never been for the narrow financial returns.'

Its very constitution militates

against profit-taking, and it took nearly a century for the directors to even be remunerated. It has been driven by altruism that has endured through three generations and an entire century. It's quite remarkable.'

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Justin White

House layout and Sports Club hall at Sunningdale



John Matthews

His long-term vision has always been to get back to the company's roots, to the philosophy of helping people as a primary concern.

A number of significant changes occurred at Garden Cities around the turn of the century, when the board, under chairman Sean Stuttaford, adopted some wide-ranging amendments to the direction of the company.

It was also the beginning of the two Garden Cities flagship developments: Sunningdale which will continue for the foreseeable future, and Pinehurst, which is nearing completion.

In 2003 John Matthews was appointed CEO of Garden Cities. He was responsible for the management of the company's huge new developments, and then became Group CEO for both Garden Cities and PDC, as well the Archway Foundation, the Richard Stuttaford Trust (which built and manages a

school for mentally -challenged children, most with Down's syndrome, in Somerset West), the group's corporate social investment projects, bursary schemes, and science learning centres.

It was an enormous task that John inherited from his predecessor Justin White, but within a short while, he added to his workload a project that was close to his heart - the establishment of the Archway Foundation which within 15 years has built 100 halls at disadvantaged schools in the Western Cape. It is a project valued at more than R600 million, a major portion of which was drawn from earnings of Garden Cities.

Prompted by the success of the project, the Western Cape Education Department established a financial

partnership to assist the Foundation, and help speed up the delivery of the halls.

The Foundation also partners the University of the Western Cape's school laboratory initiative, refurbishing school science laboratories, and providing fully-equipped labs at schools that never had such a facility.

Then, in 2012, another giant project reached a launch stage, the integrated new development Greenville Garden City, in which John holds a pivotal role. Not only does he take practical responsibility for balancing the logistics and strategies of building a town of its size, but also the expectations of the beneficiaries of the BNG (Breaking New Ground) houses, who have never owned property before - and

also the residents who will come after them, to occupy homes at the lower end of the economic spectrum.

John meets his challenges with an accustomed calm that saw him through his early years, growing up and attending the same schools that today he makes it his mission to help overcome disadvantages. Matriculating at Wittebome High School under the watchful eye of his uncle, principal James Africa, he went on to complete his tertiary education at the University of Cape Town which at the time required him to have a permit to attend.

During those years, when political unrest began to disrupt campuses and communities, he said he was more conscientised than revolutionised. His balanced and

fair-handed manner today, seems to have been forged in challenging times which he now plays down.

His first job was at Garden Cities, where, armed with a B.Comm degree, he worked in admin for PDC, employed by the then general manager, Andy Donovan. At 25, he was appointed property manager at Garden Cities which, he says gave him the opportunity to pursue his ambition to concentrate on the property development aspects of the business. To broaden his skills, he completed an MBA in 1997.

When Garden Cities head office moved from Pinelands to Edgemoor, Justin White became assistant general manager to Phil Gallie, and John was taken under Justin's wing. In the six years that followed Justin's appointment as

general manager, he mentored John and when the time came for him to retire, Justin nominated John as his successor. The promotion was ratified unanimously by the board.

John himself now faces a bout of succession planning, with the company's official retirement age currently pegged at 60.

His long-term vision has always been to get back to the company's roots, to the philosophy of helping people as a primary concern.

'The need for survival can sometimes take one's focus from core objectives, but the drive to serve one's stated goals - in our case, to make a better life for all - must never be abandoned.'

Greenville, he believes offers the range of opportunities needed to



John Matthews

assist people to help themselves through small enterprises - the provision of business opportunities that include services and retail, light industry and even the branding of spaza shops.

‘Greenville is the incubator for entrepreneurship, and is Garden Cities’ process towards its own evolution, and the manner in which we operate, that will help to change the culture from dependency to self-reliance.’

He says that when residents of Greenville were told about the establishment of an inclusive development forum, they started to take heart, seeing it for what it was, not a ‘top-down’ initiative but one where everyone who is involved had a voice.

‘As part of our underlying strategy

we have fought shy of spending large amounts on marketing and branding of our housing products, relying instead on the attraction of what we provide in our towns – schools, shopping centres, sports facilities, parks, hospitals and recently, a R20 million pool and swimming academy and Five-a-Side football pitches.’

John says that the Garden Cities board does not invest in projects for pure commercial gain, but primarily for the benefit of communities.

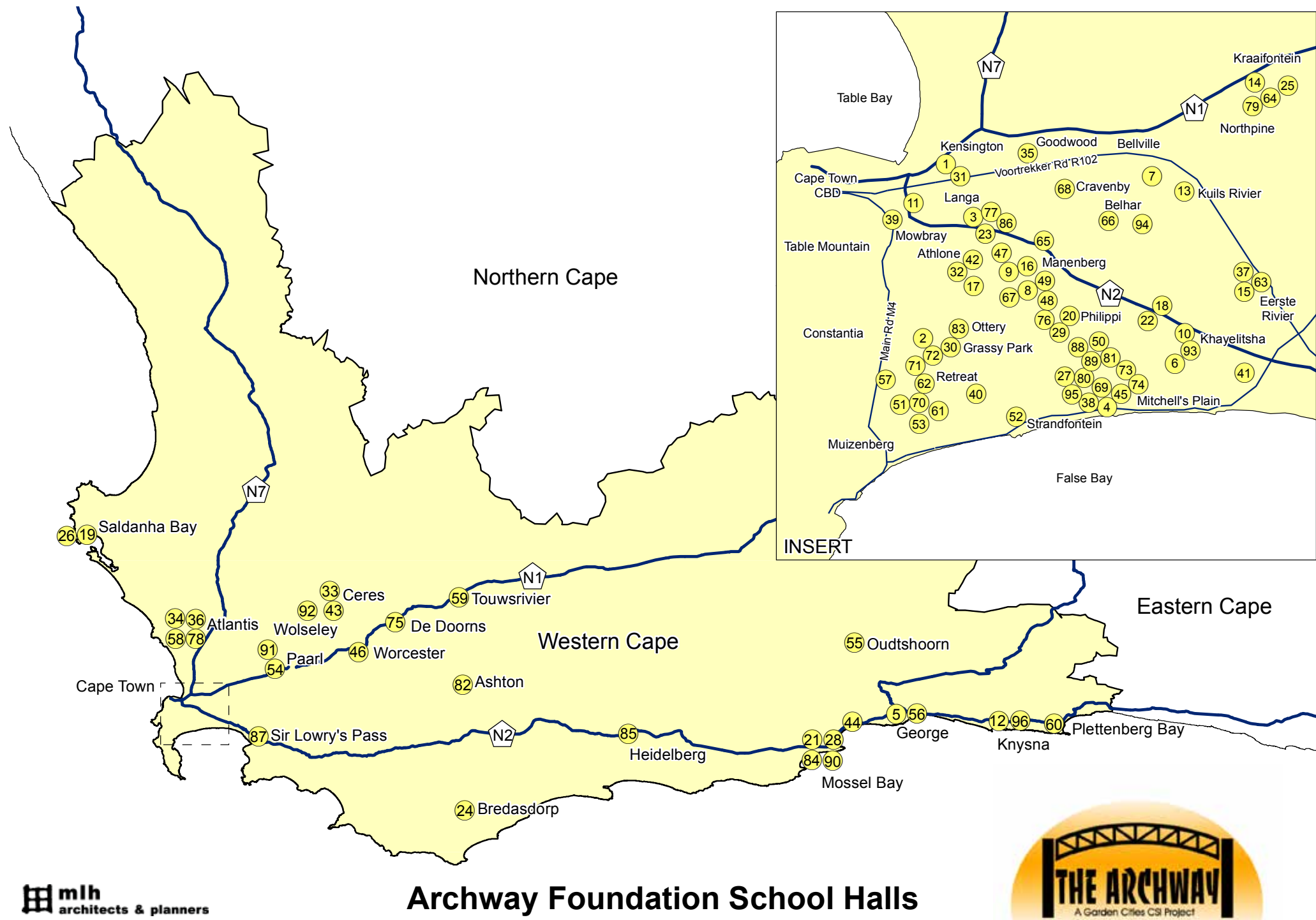
‘The board’s strategy incorporates constant change that will see the company completely different in another 50 years, from what it is now, shifting from concentration on dwelling units to becoming asset-based, and holding large commercial investment properties to continue to finance its work.’

Considering the way forward for existing and forthcoming projects, John is pragmatic on the need for densification which he says must be applied in a properly co-ordinated manner – in the right way, at the right time and in the right places. Similarly, he believes that integration is best served at meeting points that include commercial, sporting and educational nodes. Greenville, he says is designed specifically for this integration of services to entire communities at all points in the economic spectrum.

‘It is our mission to help the poor and, in so doing, we have recognized that the definition of poor has changed. It is far more profound. Our job is to ensure sustainability in the organisation and ensure that funds are applied effectively to address this even greater need.’

‘Greenville is the incubator for entrepreneurship, and is Garden Cities’ process towards its own evolution, and the manner in which we operate, that will help to change the culture from dependency to self-reliance.’





A LIFETIME OF DEDICATION TO EDUCATION

Myrtle February, Chairperson of the Garden Cities Archway Foundation

Myrtle February has had a long and distinguished career as an educator. Formerly a school Principal and Western Cape Education Department Circuit Manager in the Metro South Education District, she is now the Operations Manager for the School Turnaround Foundation. She is also the Chairperson of the Garden Cities Archway Foundation.

And when you ask her what the top three non-negotiable facilities are that should be essential at every school, she says classrooms, science labs – and a school hall. ‘A hall, in no particular order of priority, is indispensable in the holistic development of a child in a school environment,’ she declares.

Mrs Feb, as she is affectionately

known, was the second Western Cape Principal to welcome an Archway Foundation hall to the grounds of her school shortly after the foundation was established in 2005. Hyde Park Primary received its hall largely as a result of her untiring efforts to promote an unwavering belief that a hall would immeasurably improve both the children’s academic results and also their pride and self-esteem.

So convinced was she that a hall was an essential, that she and her staff planned to have a roof constructed over the school’s quadrangle as an interim solution. A not very successful compromise measure she says, because of the drawbacks of the

surrounding classrooms opening into the assembly space, creating distractions. It was also not suitable for the tasks a real hall would perform.

In spite of constant setbacks, and a recognition that school halls were not among the priorities of the education authorities (there were at that time 700 Western Cape schools without a hall), she did not lose her will to have a real hall at Hyde Park Primary before the end of her tenure as Principal. It was not for nothing that she was the recipient of the President’s Award for School Leadership and that, on her watch, the school was one of the top 10 schools in the province for literacy and numeracy in its category.

She sent hundreds of applications to anyone who she believed might be able to help. Finally, she was shown the plans for school halls to be built by the then recently established Archway Foundation. Things moved quite rapidly after that and in 2005, Hyde Park Primary received its hall – the second in the Province, and at the time, costing R1.3 million. The same hall today costs over R6 million.

‘It simply changed the life at the school,’ she recalls. Hyde Park Primary has a very strong music and dance department that she had promoted as the means to give children, who were not academically orientated, an opportunity to get their ‘place in the sun’. ‘Every

The 50th Archway Foundation hall was built at Sullivan Junior School in Steenberg, and also marked the school's 50th anniversary



child is born with a talent and they cannot be disadvantaged if that talent is not what is conventionally recognized as the measure of achievement.’

For the parents, she says, it was a revelation and a recognition of the value of co-operation. ‘I got the impression from the first parent meeting we had in the hall, that they were actually listening to what we had to say. The very fact that they were afforded the dignity of sitting in a dedicated hall at the school which their children attended, opened a new vision for them: ‘We are as good as anyone.’”

The halls, she says, level the playing fields in the truest sense, by creating opportunities for skills development and generating a sense of pride as they showcase their talents.

Shortly afterwards, Mrs Feb was elected to chair the Archway Foundation and from then on, has worked with her accustomed fervour to ensure that the initiative continues to be a success.

She knew that the work of the foundation was a dream of the then recently-appointed CEO of Garden Cities, John Matthews, and of Sean Stuttaford, on his accession to chairmanship of the Garden Cities board.

‘There was a huge motivation to make it work,’ she says. This was

And when you ask her what the top three non-negotiable facilities are that should be essential at every school, she says classrooms, science labs – and a school hall. ‘A hall, in no particular order of priority, is indispensable in the holistic development of a child in a school environment,’ she declares.

the course that Garden Cities was setting to perpetuate and validate the aspiration of the founder Richard Stuttaford, who vowed one hundred years ago to help improve the lives of the people of Cape Town.

It was vital, says Mrs Feb, that the right recipient choices were made to ensure that halls were going to provide the most benefit. Schools that already demonstrated strong

motivation for success were, and still are, highest on the list of potential recipients. In some cases, however, priority is given to schools that are experiencing particular difficulty, and whose potential for success is impeded by the lack of facilities. Often, this is where the most impact is achieved. She rates her many years in education as invaluable in her ability to help make good choices for the allocation of an Archway hall.

‘I believe that one of the most important prospects for the success of a hall in the schoolyard, is the enthusiasm with which it is received. Halls by their nature are high-energy buildings and need a lot of action to justify their existence. When a hall is shared, used and creatively adapted for many uses, it fulfils its potential. It is also an excellent source of fundraising when hired out to the community for a variety of purposes.

‘Children can succeed against all odds, but to be deprived of essential education facilities, is unjustifiably adding to the burden. The Archway Foundation and Garden Cities are heavily committed to assisting young people to achieve success, so not only do we provide halls, but more recently, Science Learning

Centres as well, in collaboration with the UWC Education faculty. And Garden Cities also has a long-standing commitment to granting tertiary education bursaries to promising young students.’

In her ongoing work in education, with the Schools Turnaround Foundation, Mrs Feb tackles the transformation of schools in disadvantaged areas, working with the principals to mitigate the negative influences on teaching, and achieving improvements in general performance.

Leadville Dog Park at Sunningdale



THE BENEX SOLUTION

When Garden Cities Chairman Sean Stuttaford saw Cosmo City in Johannesburg in 2010, he realized that it was based on a concept that would provide the solution for Garden Cities' plans to help alleviate the enormous shortage of housing for the poor of the Western Cape.

The company had already identified 767 ha of land it owns in Fisantekraal on the border of Durbanville outside Cape Town as the site for an integrated new town that was later to be called Greenville Garden City, launched in March 2016.

The entire development is eventually planned to accommodate 16 000 homes at varying economic levels that will include bonded housing.

An entire infrastructure will eventually be built on the Greenville site, including 12 primary and high schools, an integrated transport hub and a welter of community facilities.

Initially Garden Cities was in a collaborative arrangement with the developers who had been responsible for Cosmo City, but

realizing that it would be wiser to go it alone, the company chose to undertake the entire project.

The BNG (Breaking New Ground) component of the project, to provide houses for people who have never owned homes before, is a public/private partnership with the City of Cape Town, through which the government grants to beneficiaries of the houses, are administered.

One of the first hurdles to overcome in the production of BNG housing is the issue of quality and maintenance, as traditionally, many of the so-called low-cost housing projects have presented problems of cracking walls and other failures that immediately add to the budgeted costs.

The Western Cape produces around 8 000 BNG houses a year and the level of complaints about cracking and poor workmanship is high.

Garden Cities, in its 100-year history has relied on the tried and tested traditional materials that have

seen the earliest houses, that were constructed with fired clay brick, still in excellent condition with a reputation for low maintenance a century later.

Quality is paramount, but in the context of a huge project that needs to be completed within an unusually short time, alternative building materials that perform equally well, had to be found. Eventually an Australian producer of alternative masonry products, Benex Technologies, proved to have the solution to the high-volume, good quality requirements of the Garden Cities Greenville project.

As a result, Garden Cities entered a joint venture with the Australian company, to form a South African company, Benex Cape, which has established a manufacturing plant in Epping, to make the lightweight building blocks and panels.

The Benex building blocks are individually moulded and made of cement, sand and expanded polystyrene pellets. They are 1.5

times larger than conventional cement blocks (8.33/m²) and almost half the weight per square metre. Interlocking, with a 0.5mm tolerance, they have the same thermal insulation properties as a clay brick cavity wall. They have a four-hour fire rating, and are also impervious to water. An enormous advantage is that they are laid twice as fast in a unique way with a thin bed mortar (1mm joints) by a less skilled workforce of installers who have been specifically trained to lay the blocks.

The installers previously worked as labourers, or were unemployed. After three to six months they are able to lay the equivalent of 400 clay masonry units a day. Their qualifications, obtained in the relatively short training courses, do not extend to conventional bricklaying, or the use of conventional mortar.

Currently the company is working on 40 houses a month, each of which is 40 m², with materials supplied from Benex Cape's Epping

factory, which now also exports the product back to Australia, its country of origin.

Managing Director of Benex Cape, Tony Marsh, said it was vital, so that the houses could be delivered as effectively and fast as possible, for the 'factory' process to be in place, supplying the exact requirement of pre-packaged materials. This eliminated all manufacturing on site, and minimised the need for extensive adjustments to be made for the components to fit. They are in effect, 'packaged' houses, a system which alleviates discussion of unequal benefits, or dissatisfaction on the part of the beneficiaries.

The houses all have one floor plan design, which is 95% identical for each house, and four different roof styles. Windows, doors, bathrooms and kitchens are all exactly the same in keeping with the 'package' identity of the units.

The houses are built using labour from the informal settlement at Fisantekraal, where there are currently 1 500 homes. There are no qualified builders among the residents, and 97% have no skills for conventional building.

Because of the unconventional nature of the building materials and construction methods, Benex had to comply with standards that would allow for the product to be issued with an Agrément certificate which was issued in 2014, allowing the materials and methods to be used in the construction of the BNG houses at Greenville Garden City.

Tony Marsh says that, while the Benex product is ideal for use in the construction of economic housing, it is also a product that can be used in up-market housing. The Olympic Village in Sydney was built with Benex products and has become a highly sought-after suburb where houses have consistently increased in value. In the Greenville context, says Marsh, the product has taught Garden Cities that high-quality production-line construction is a possibility.

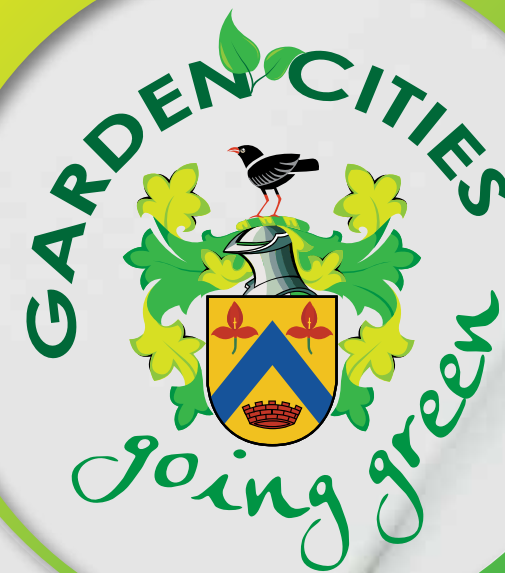
Among the most important benefits of Benex are lower labour costs, cheaper and better quality materials and time-saving. The finished Benex-constructed walls don't need to be plastered, resulting in even further cost savings, and the roofing materials have built-in ceilings and insulation.



Tony Marsh



GARDEN CITIES' LEADERSHIP IN **GREEN BUILDING**



Garden Cities supports the call 'to act now to reform our food and energy systems and meet global commitments on addressing climate change, protecting biodiversity and supporting sustainable development.'

Garden Cities has taken a leading role in establishing an over-arching Green Building methodology and has created a series of comprehensive guides called Greening our Supply Chain.

Designed both for use within the company and externally via its materials and service suppliers, the guides set out a vision for sustainable green communities and define recommended focus areas for Green Building, according to the environmental sustainability themes: Water, Energy and Materials.

Garden Cities has long been a leader in its field, adjusting and evolving to constantly-changing development conditions including being compliant with SANS 10400 XA and other building code regulations well before their release.

The development of its own Green Policy resulted in the earlier publication of a dedicated handbook with guidelines for homeowners. And now the three further handbooks are being introduced to suppliers, consultants and contractors, to encourage their buy-in. A successful programme

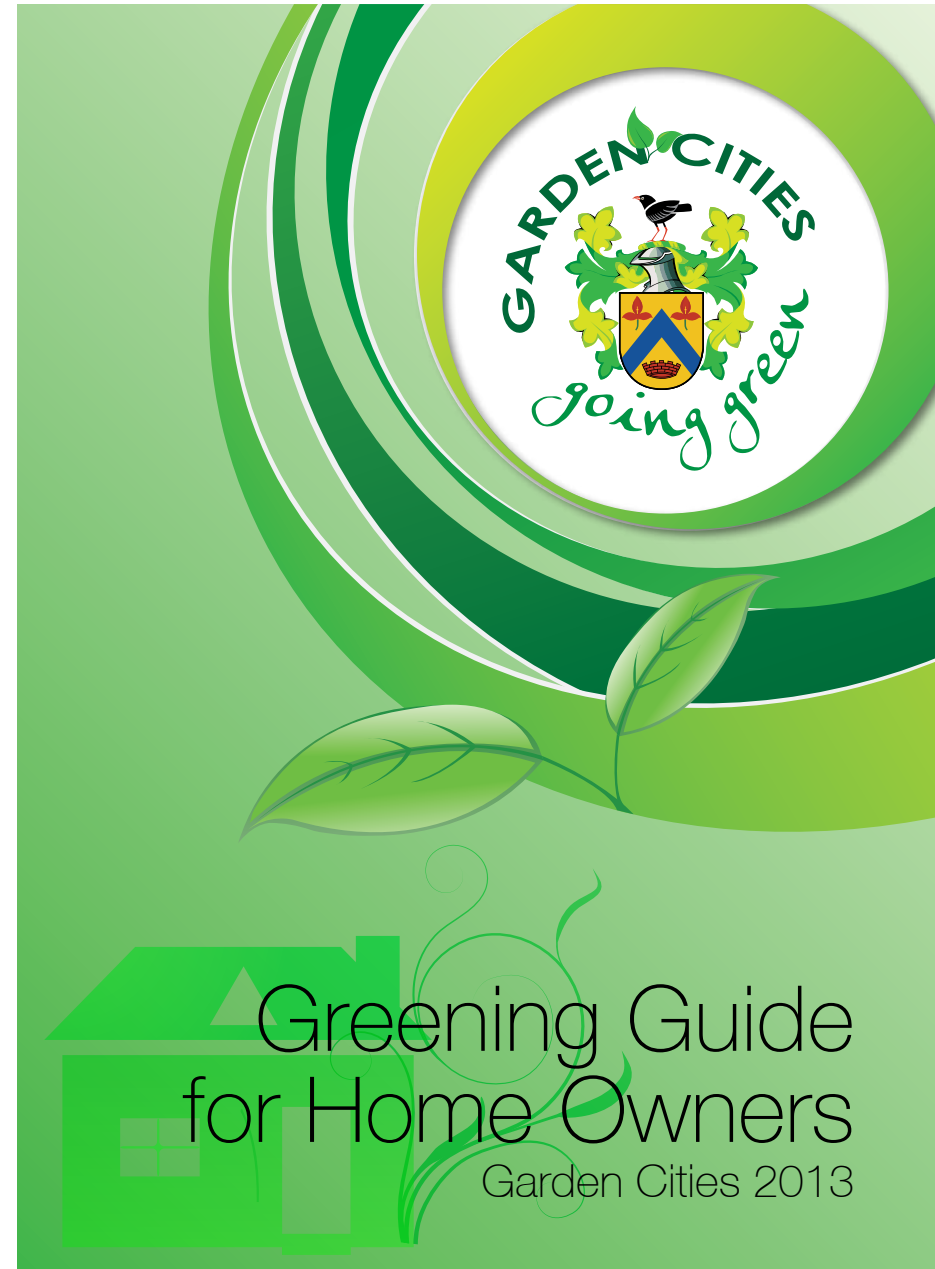
of workshops has been initiated to introduce the guides which are available to be read on the company website www.gardencities.co.za

The objective is to ultimately ensure that the cumulative effect of the company's Green Policy is achieved, with 'zero waste to landfill' as the goal.

With a dedicated guide for homeowners, and the creation of an environmentally sustainable development code for contractors, suppliers and consultants, Garden Cities aims to set new benchmarks for the development industry and its market.

Garden Cities' leadership in green development thinking, has for instance, resulted in innovative ways of exploiting grey water opportunities with each new residential break. It is meeting the challenge from the City of Cape Town to find alternative water sources and adapting landscaping to be less water dependent while retaining the Garden Cities' core green characteristics.

The initial workshops were received



enthusiastically, and the company is positive about the further development and growth of the handbooks and the incorporation of the guides into its entire supply chain and development philosophy.

Garden Cities is building homes and whole communities that can adapt to the increasing sustainability challenges facing the Western Cape and the planet. With an almost 100-year legacy of rising to meet the needs of the citizens of Cape Town, Garden Cities knows the importance of residential development that is appropriate to society both now and into the future.

While many social issues remain the same today as when Garden Cities was founded in 1919 - for example unemployment and lack of adequate housing - the present age is distinguished by resource scarcity, warming of the Earth's surface and widespread degradation of ecological systems.

These are conditions attributed in part to modern human industrial activity. According to the Living

Planet Report (2016) global biodiversity is declining at an alarming rate, putting the survival of other species and our own future at risk¹. Other similar research such as the Planetary Boundaries Framework² indicates that humanity is literally living on the edge.

Garden Cities supports the call 'to act now to reform our food and energy systems and meet global commitments on addressing climate change, protecting biodiversity and supporting sustainable development.'³

Throughout its history, Garden Cities has honoured its mission to promote social upliftment through the delivery of quality affordable homes in safe healthy environments. In the light of challenges facing society this century, Garden Cities has committed, as far as possible, to ensuring that its property developments are built to not only be resilient to current and future environmental risks but, more importantly, to giving their residents the opportunity to make daily changes to restore and maintain the

balance between man and nature.

Garden Cities' vision is to build homes, amenities and entire suburbs that are water sensitive, powered by clean renewable energy, and the use and disposal of materials with minimal impact on natural systems.

It is a vision that requires re-thinking and re-designing much of what has traditionally been done and been taken for granted.

This includes the wasteful use of potable water for gardens and consumption of electricity from burning fossil fuels - and sending all waste to landfills. It is also a vision that cannot easily be achieved alone. Fundamental change requires collaborative efforts at all levels of society. For Garden Cities it begins

with involving the key stakeholders in all its projects.

To achieve its vision, Garden Cities launched a programme in 2017 to engage with its business partners, homeowners (the critical end-users) and relevant government authorities on Green Building. Green Building 'refers to both the structure and the application of processes that are environmentally responsible and resource-efficient throughout a building's life cycle: from planning to design, construction, operation, maintenance, renovation, and demolition. The practice of Green Building expands and complements the classical building design concerns of economy, utility, durability, and comfort.'⁴

1. http://wwf.panda.org/about_our_earth/all_publications/lpr_2016/
2. <http://www.stockholmresilience.org>
3. <http://wwf.panda.org>
4. United States Environmental Protection Agency, www.epa.gov

The aim of the programme is for Garden Cities to communicate its vision for sustainable communities, and together with a core group of stakeholders, to co-ordinate a formal Green Building strategy with specific goals and objectives. The programme was launched on 27 and 28 August 2017 with introductory workshops for consultants, and suppliers or contractors to Garden Cities respectively.

The Garden Cities Green Building engagement programme involves government, community and private sectors learning and working together to achieve more than any one sector could achieve on its own.

The approach is useful when dealing with complex problems such as Sustainability. Problems that provide the most difficulty are those where there is considerable uncertainty about them or they interconnect with many other problems, and for which there is no obvious solution.

Research conducted in 2012 emphasizes that the three key dynamics essential for collaboration are: principled engagement, shared motivation and a capacity for action.

Garden Cities first began investigating Green Building as a

formal practice in 2012. Around this time South Africa had hosted the 17th Conference of the Parties (COP17) of the United Nations Framework Convention on Climate Change (UNFCCC) in December 2011, and the 2010 FIFA World Cup. Both were international events with a prominent focus on reducing their environmental footprint that stimulated local awareness of greening strategies.

The Green Building Council of South Africa (GBCSA) had also been established a few years before, to green the local commercial property sector. The investigations led Garden Cities to request the development of a customised Green Building framework based on local and international best practice to guide the organisation. Although it was a technical document aimed at built- environment professionals, the framework laid the foundation for the development of a group Environmental Sustainability policy statement, and a much broader bottom-up greening focus from Garden Cities, directed first at residents and then later at its design and construction partners.

In line with company values it was important for Garden Cities to make

a difference on the ground with its homeowners as soon as possible.

The focus on community led to the development of a practical resource in 2013 - the Garden Cities Greening Guide for Homeowners. Made available to all residents, the homeowners' guide is an easy-to-read, illustrated booklet that highlights the importance and benefits of going green, and provides practical tips to lighten one's ecological footprint.

The guide also outlines the existing green building design features of Garden Cities homes such as ceiling eco-insulation, energy efficient window glazing, solar geysers, water-efficient plumbing fittings, and kitchen units specially designed with a two-bin waste recycling system. Various shorter supporting documents for Garden City homeowners have also been produced including brochures on steps for recycling household waste and options for water-wise gardens. This material can be found on the Garden Cities NPC website but is also included in hard-copy form with homeowner Agreements of Sale packs. The Garden Cities NPC Greening Guide for Homeowners was updated in 2017 to include

the most recent Green Building design additions such as grey water recycling systems and solar water heaters, which are standard in all new Garden Cities homes.

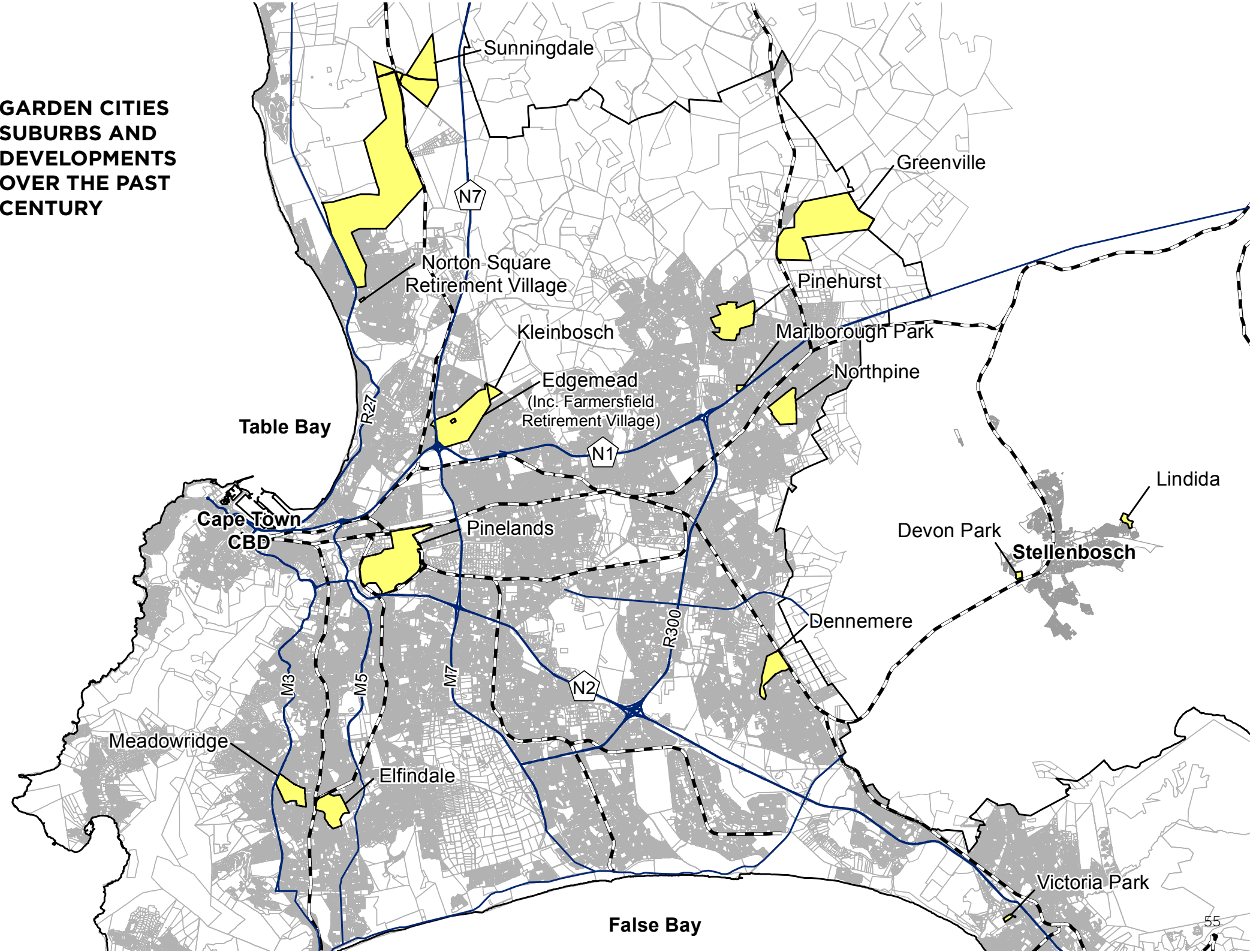
However, sustainable communities are not a new concept to Garden Cities. Social reform is a core value of the organisation, which has its roots in the founding influences of the Garden City movement initiated in 1898 by Ebenezer Howard.

Responding to the overcrowded and polluted cities of his time, Howard's vision for a garden city was based on reducing slums and urban sprawl. In many respects the worldwide Garden City movement can be seen as a pioneer of the Sustainable Development concept, the term has only gained widespread acceptance since it was defined recently by the United Nations⁵. The difference from 100 years ago, however, and the reason for Garden Cities NPC (RF) renewed focus on Sustainability today, is the extent to which social reform is now threatened.

Renier Smith and Andrew Bennett

5. *Brundtland Commission (1987). 'Report of the World Commission on Environment and Development - United Nations.'*

GARDEN CITIES SUBURBS AND DEVELOPMENTS OVER THE PAST CENTURY



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