

DRAKENSTEIN CENTRAL URBAN DEVELOPMENT AREA

Chapter 1: Draft
Concept Precinct Plan

Chapter 2: Draft
Investment Plan



Proposal by BEAL Africa (Pty) Ltd



Prepared for DRAKENSTEIN MUNICIPALITY

DRAKENSTEIN CENTRAL URBAN DEVELOPMENT AREA

Chapter 1: Draft
Concept Precinct plan



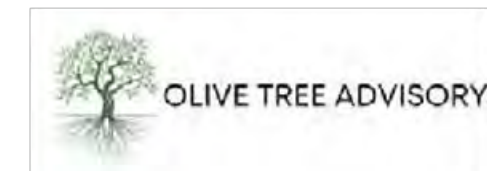
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Final Concept Precinct Plan - May 2021



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DRAKENSTEIN CONCEPT PRECINCT PLAN: BACKGROUND

In line with Treasury guidelines, the situational analyses translated into an urban network framework that is presented as **Figure 1**.

The urban network highlights several strategic topics that will influence the development of the Precinct Concept Plan in the next phase of the project. These topics include:

1. The road network and other network elements described in the situational analysis binds the other urban network elements and components together in a possible integration zone with Integrated planning and design of the network at different scales (neighbourhood, municipal, region) and across different sectors (transportation, infrastructure, land use, etc.) can ensure consistency and positive catalytic effects.
 2. To identify the right precincts in this phase of the project at land use and activity level, precincts should promote:
 - 3.1. Diversity of housing types based on income, tenure, and size.
 - 3.2. Strategies for social inclusion of vulnerable groups that tries to achieve equal representation and addresses broader barriers that cause exclusion.
 - 3.3. Enable the inclusive design of urban services.
 - 3.4. Enable maintenance strategies for urban services and public space as an integral part of promoting a safe physical environment.
 - 2.3. Enable the inclusive design of urban services.
 - 2.4. Enable maintenance strategies for urban services and public space as an integral part of promoting a safe physical environment.
 - 2.5. Promote community empowerment and management of public space and possible partnerships between local governments, civil society, and business representatives.
 - 2.6. Assist with the utilisation of brownfield sites through planned infills and promoting a compact urban form.
 - 2.7. Enable retrofitting brownfield sites, buildings, and infrastructure
 - 2.8. Promote strategies for a multi-centric urban structure that promotes economies of agglomeration and clustered and decentralised employment nodes.
 - 2.9. Provide opportunities to protect and preserve cultural and natural heritage to reap economic, social, and psychological benefits.
4. The integration and binding of the urban network should follow the presented desire lines. Integration is not a continuous blanket approach but rather a much more grained and modular strategy. The strategy consolidates existing economic areas and identifies catalytic and targeted investment in e.g., the industrial areas close to Mbekweni.

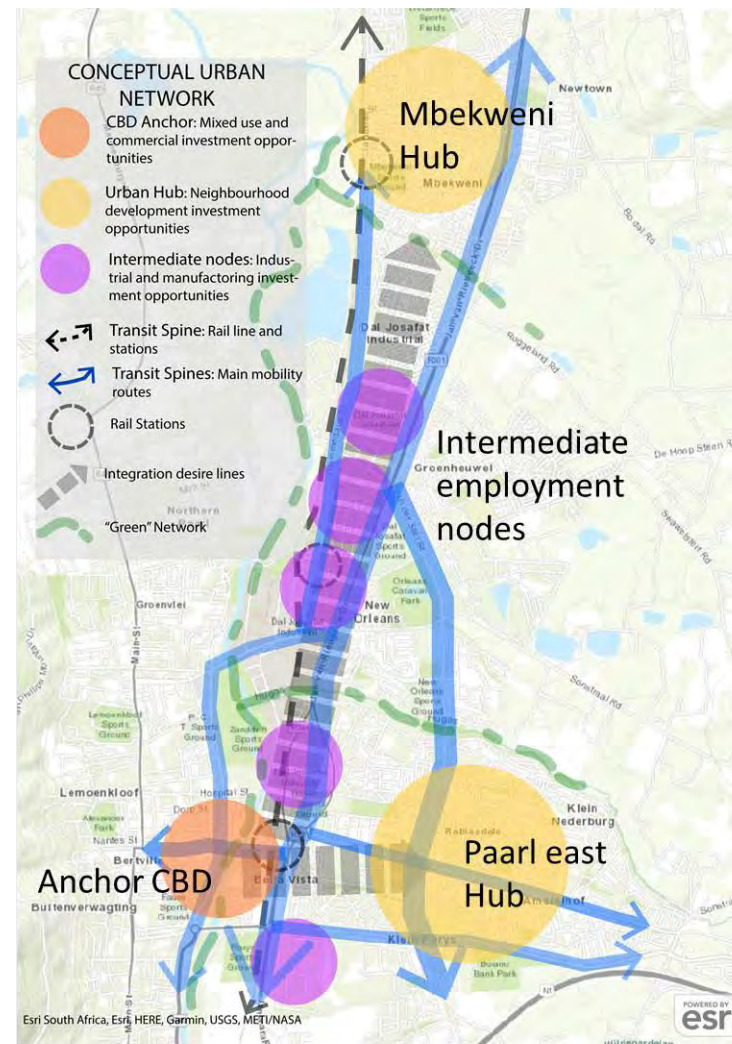


Figure 1: Urban Network

The purpose of the proposed Drakenstein Central Urban Development Area (DCUDA) investment framework is to guide investment decisions at a precinct level. It does not compete with the municipality's existing budget processes and prioritisation policy but rather augment it and is proposed in the context of existing policies and processes.

Figure 2 illustrates a possible investment and management framework that will guide the compilation of phase 4. This document and the situational analysis will form the base for the development of an investment framework.

Understanding the urban network opportunities and challenges within the context of infrastructure availability and conditions provide an important basis for good investment choices. Choices that should be discussed with a range of key "investors". Although the project's focus is on providing the Drakenstein municipality with clear and smart investment opportunities, it should also provide a roadmap for the other investors in Drakenstein.

In Phase 4 of the project, the roles of all stakeholders, types of investments and institutional arrangements (see figure 2) will be defined. The investment framework that will be developed in later phases of the project should also address the following challenges:

1. The realities of exclusion by design limit investment leverage potential and require significant coordinated resource mobilisation to effect sustainable improvements in people's quality of life.
2. The absence of township development, nodal development plans and limited municipal capacity to develop integrated projects.
3. Limited funding for capital works for public facilities and places that unlock the collateral value of the fixed investment and investment potential.
4. Low levels of private sector investment.
5. Limited municipal capacity to assemble and align multiple funding sources in a single large-scale multi-faceted property development project.
6. Focus on inner-city metropolitan areas and established business centres where private investment is easier to attract.

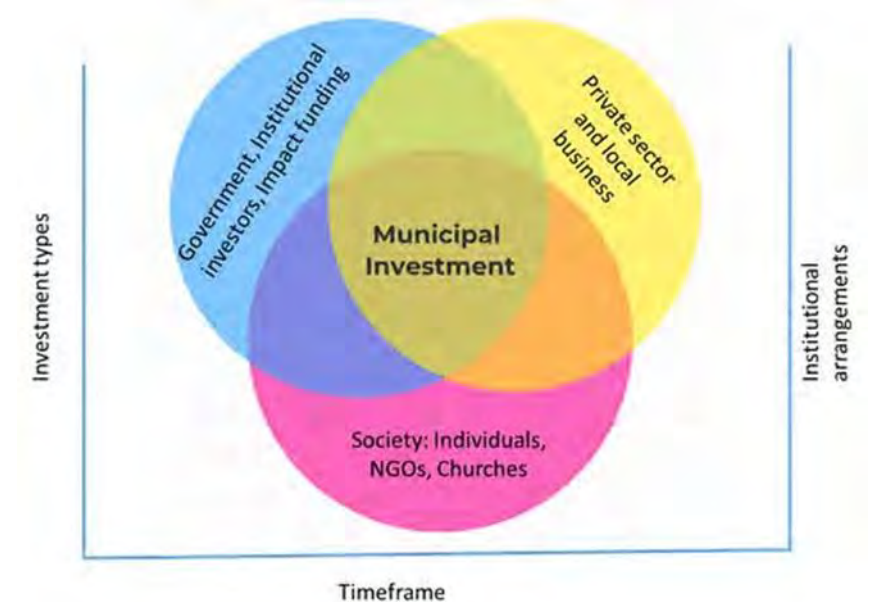


Figure 2: Role of stakeholders

DRAKENSTEIN CONCEPT PRECINCT PLAN: BACKGROUND

Except for the roles of all stakeholders, types of investments and institutional arrangements, the investment plan must also address capital investments. Capital investment is declining year on year, and the pace of job creation is too slow to absorb labour. In addition, high levels of youth unemployment exist. It is also of utmost importance that Drakenstein stimulates the macro-economic environment to attract private sector investment in Drakenstein.

This downscaling also exposed non-core assets like warehouses, vacated buildings, processing & energy plants, houses, hospitals, land, groundwater that needs innovative applications. Non-core assets which are not backed by sound, bankable business plans & cash flows are bound to become liabilities, ofteneven exponential community problems.

The sustainable development opportunities are to transform these non-core assets of businesses and municipalities into more sustainable enterprises (assets) to reduce the financial liability and community problem risks, as illustrated in **Figure 3**. This will enable shared value with an exponential positive legacy.

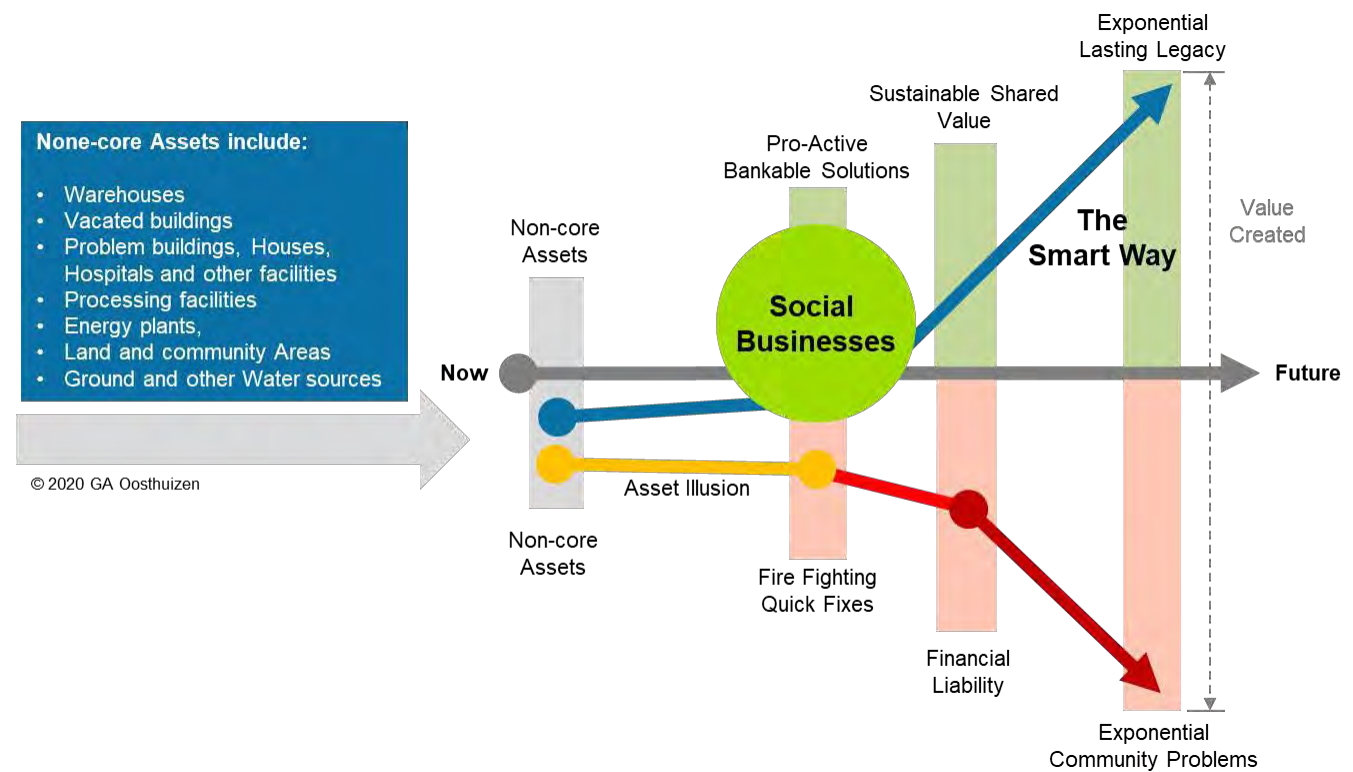


Figure 3: Shared value illustration

1. PRECINCT IDENTIFICATION

“Cities fail and succeed at the scale of human interactions.”
 – Project of Public Spaces

The objective of the Document

The objectives of this report are as follows:

1. Provide a spatial analysis of the urban structure, heritage and ecological resources, social infrastructure, and residential neighbourhoods, in support of a larger status quo infrastructure and socio-economic assessment report by Beal Engineering.
2. Propose a Transport Oriented Development conceptual framework for Drakenstein Municipality, predominantly focused on connecting peripheral/underserved neighbourhoods and townships with main nodes of opportunity.
3. Establish strategic spatial development framework principles and create precinct plans for the four study areas.
4. Identify strategic development opportunities for future engagements with key funders/ funding institutions, potential partners, and various stakeholders in support of the larger strategic investment plan proposed by Beal Engineering.

Vision and Objectives

The Drakenstein Municipality’s spatial vision as outlined in the Drakenstein Municipality Spatial Development Framework 2020-2025 is to establish “A City of Excellence”, based on four key principles:

1. Economic Dynamism
2. Quality of Life for All
3. A strong, well-governed brand
4. Financial sustainability

The objectives of this report are to support these four facets, with a specific focus on “Economic Dynamism” and the “Quality of Life of All”. The four precincts under review present various challenges relating to accessibility, economic opportunity, inclusive housing, service delivery and quality spaces. The proposed vision is aimed at Vibrant Urban Place-making and Creating Active Corridors of Opportunity, in line with the National Treasury’s Integration Zone Planning and Urban Hub Design Guidelines.

To this end, the Proposed Precinct Plans have focused on the Project for Public Spaces (PPS) strategy for creating great places that can act as economic and spatial catalysts. Great Places share four key characteristics. They are accessible and well-connected, they are comfortable and attractive, space encourages people to participate in a variety of activities, and they are sociable inclusive environments. Figure 4 (below) demonstrates the four key principles and expands on the supporting considerations.

Limitations:

This document serves to provide a conceptual urban design framework and key spatial design principles based on the status quo spatial analysis. The precinct plans serve as the basis for detailed site development plans to be developed further per budget allocations and more site-specific technical investigations.



Figure 4: Project for Public Spaces (2020) 'What Makes a Great Place?' (Reference: <https://www.pps.org/article/grplacefeat>)

Study Area and Locality

The study areas are predominantly focused on the historic Paarl core around Lady Grey Street and Paarl East. The locations of precincts (as indicated in the diagram) are:

1. Precinct 1: Paarl CBD.
2. Precinct 2: Klein Drakenstein and Chicago.
3. Precinct 3: Paarl Industria (including Groenheuwel, Sonstraal and New Orleans suburbs).
4. Precinct 4: Mbekweni (including Vlakkeland).

LEGEND

Precinct 1 - Paarl CBD

- Precinct Extent
- Catalytic Zone

Precinct 2 - Klein Drakenstein & Chicago

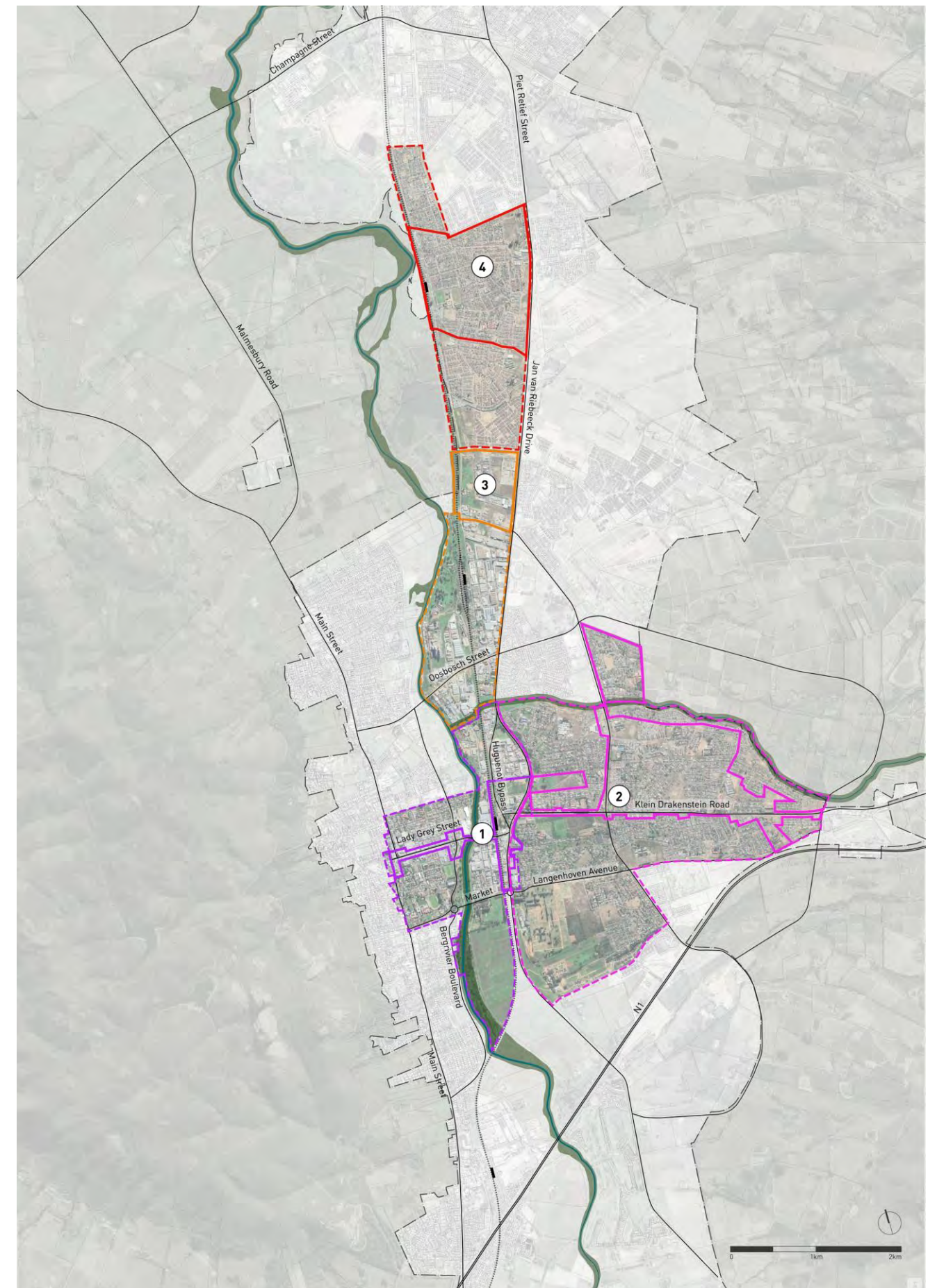
- Precinct Extent
- Catalytic Zones

Precinct 3 - Paarl Industria

- Precinct Extent
- Catalytic Zone

Precinct 4 - Mbekweni

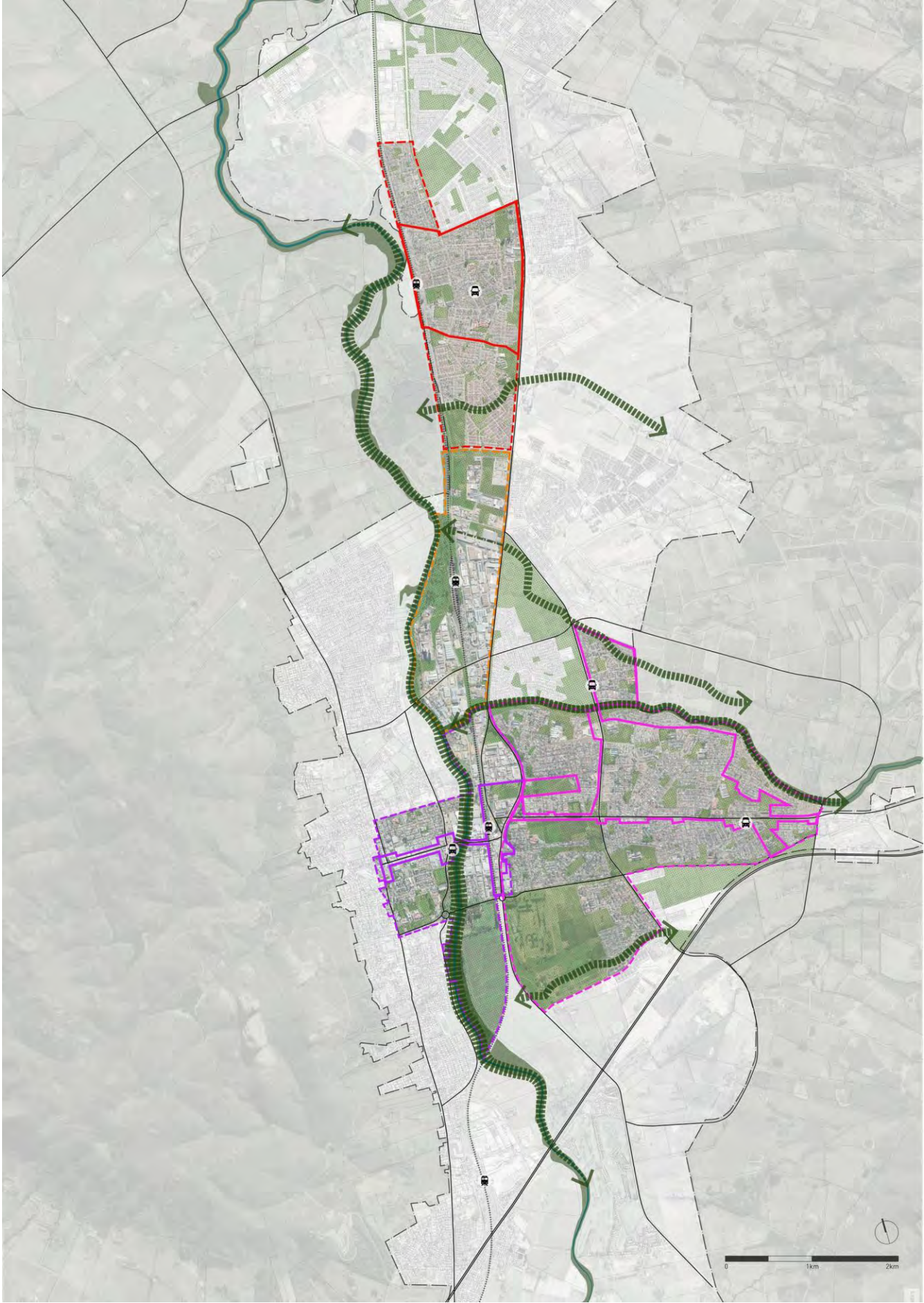
- Precinct Extent
- Catalytic Zone



Map 1: Study area and location of precincts

2. GREEN CORRIDORS







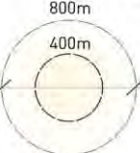
- LEGEND**
- Public/ 'Green' Open Space
 - Vacant Land
 - River Corridor
 - Ecological Corridors/ 'Green' Links



Map 2: Ecology Framework and Green Corridors

3. ACCESS NETWORK

LEGEND

-  Train station
-  Taxi rank
-  Transit Spine
-  Transit Feeder Routes
-  Prominent Pedestrian/ NMT Routes
-  Ecological Corridors/ 'Green' Links (Proposed Pedestrian Routes)
-  Walking Circle - 800m diameter



Map 3: Access Network - Mobility and Green Corridors as potential NMT links

4. REGIONAL CAPITAL WEB

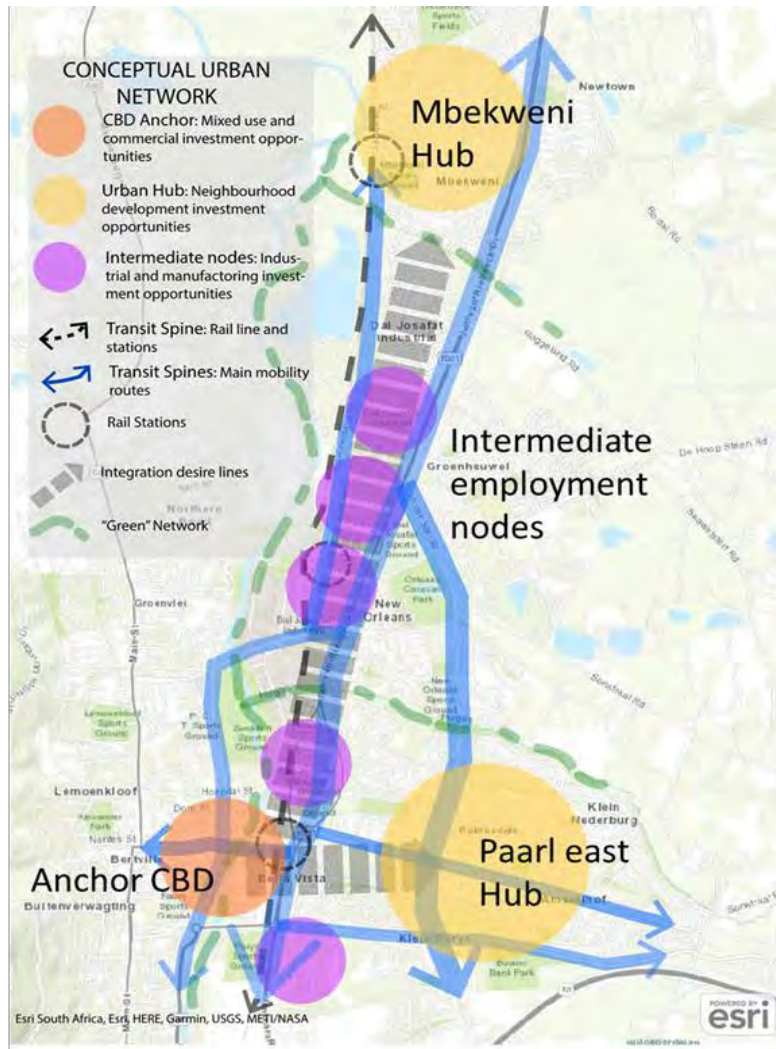
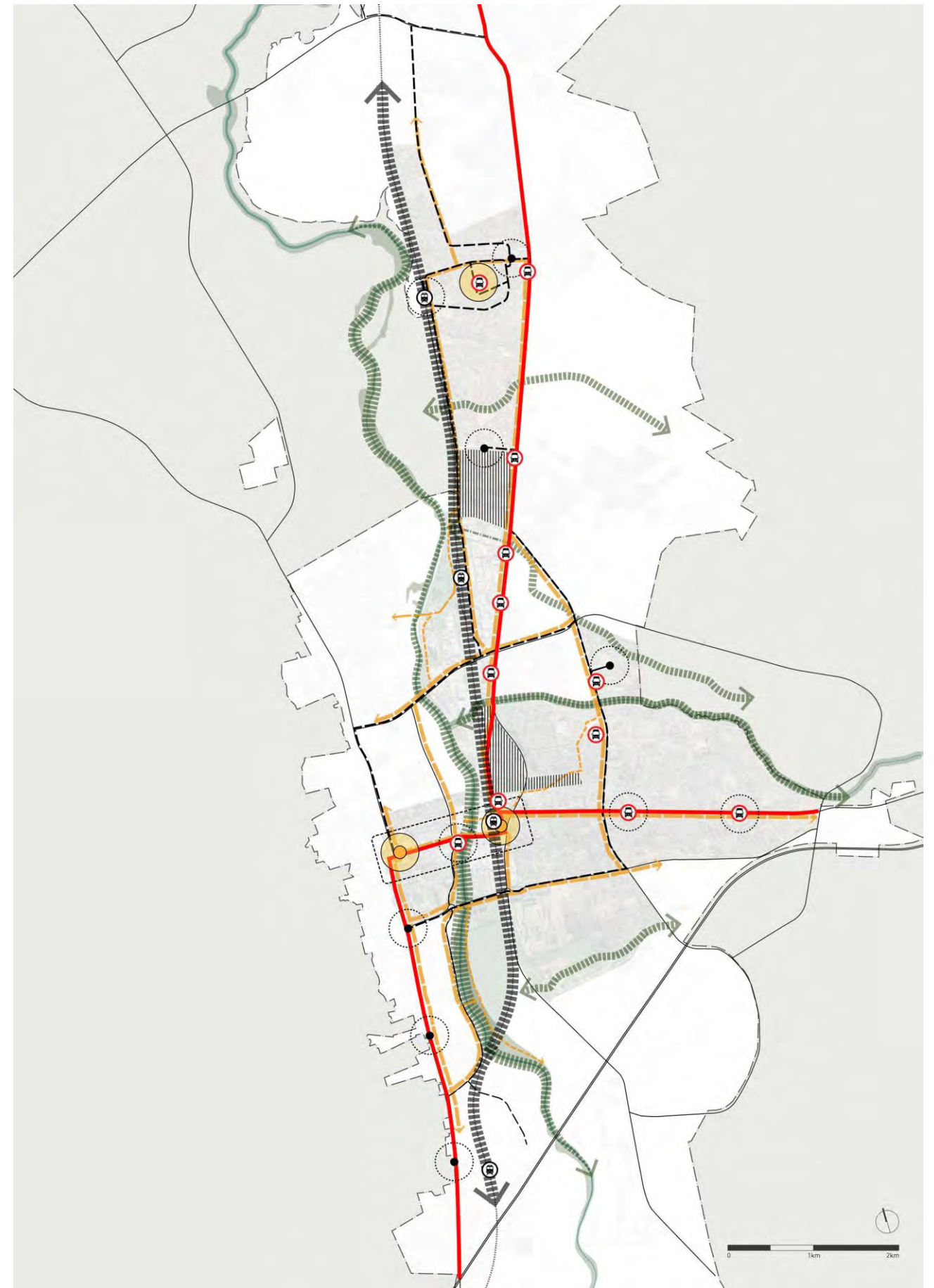


Figure 5: Conceptual Urban Network and Integration Zones



Map 4: Regional Capital Web

5. PRECINCT 1 PAARL CBD

Status Quo

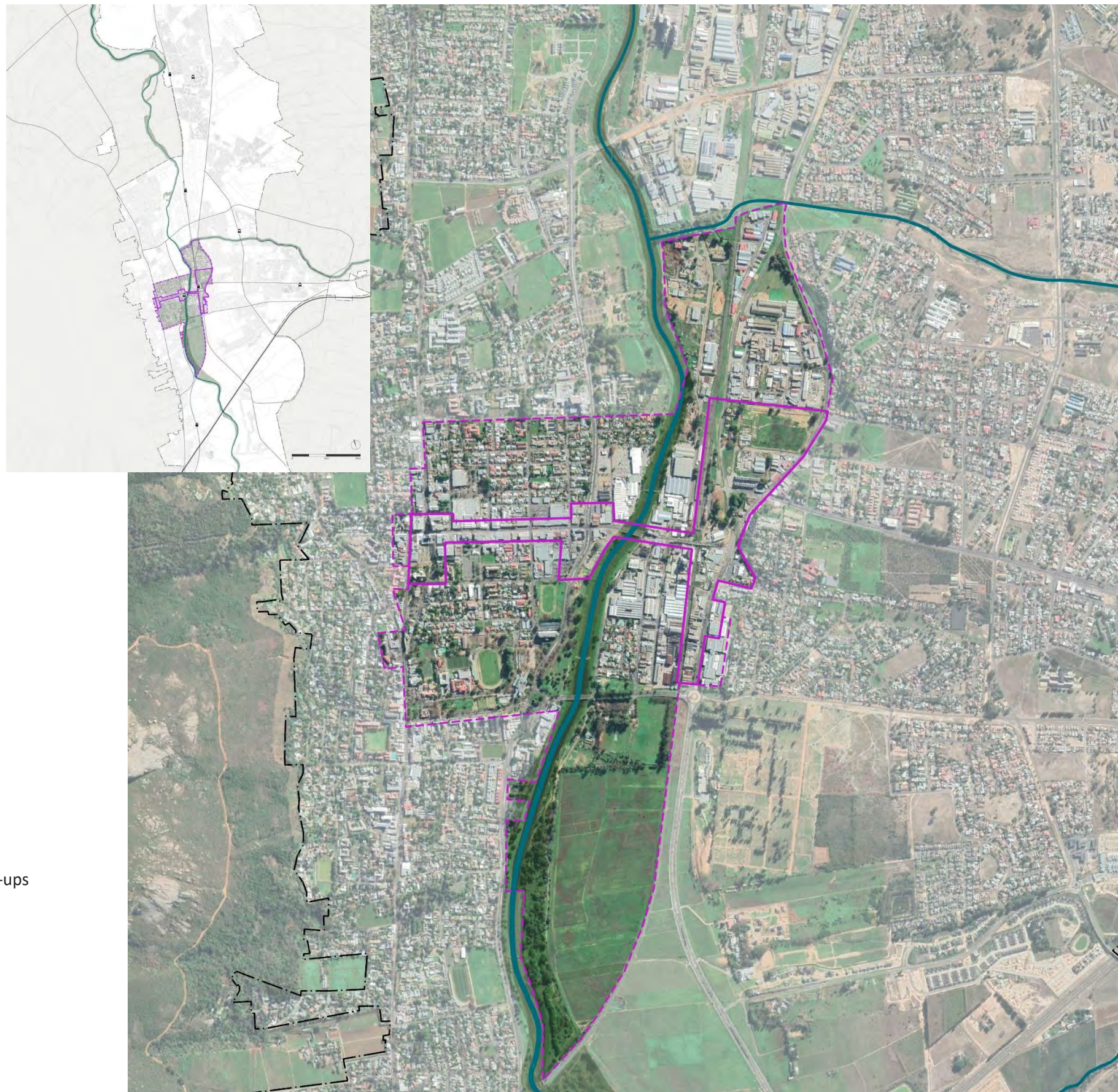
Central Paarl (along Main Road) and specifically Lady Grey Street is historically the commercial core and retail high street of Paarl. Expansive residential estates and developing a new commercial hub around the Paarl Mall in Southern Paarl have encouraged most of the anchor retail outlets and businesses to relocate. This has shifted the economic core and centre of opportunities further from historically disadvantaged communities and areas with lower socio-economic profiles. The shift has also left many buildings on Lady Grey underutilised or empty and have contributed to several spatial, economic, and urban security challenges (Paarl CBD Local Spatial Development Framework - approved 30 September 2019).

This precinct extends across the Bergriver and bridges into the Huguenot Station Precinct. This precinct includes Paarl's main train station, a central taxi terminus, a long-distance bus company, several SMME's and light industrial sites.

Challenges

The main challenges as identified in the Paarl CBD Local Spatial Development Framework is summarised below:

1. Economic exclusion
2. Property ownership – ownership is dominated by a limited group
3. Lack of appropriate and affordable premises for SMME's/ start-ups
4. Municipal land and buildings – need a clear process of disposition/renting opportunities
5. Public investment bias towards Lady Grey – Huguenot Station Precinct and Klein Drakenstein historically underserved
6. Business rights – zoning scheme regulations for Paarl East are very restrictive
7. Disinvestment of major national retailers
8. Informal trading – negative public perception and lack of support for traders
9. Utility infrastructure – public perception of municipal maintenance in Paarl East is neglected
10. Crime and grime – security and safety remain key concerns for local businesses and residents
11. Public transport and taxi termini – public transport between CBD and Paarl East/ Mbekweni is haphazard, inefficient, and costly in terms of both time and money
12. Business advice and financial support – a critical need for support for SMME's and start-ups



Map 5: Aerial - Precinct 1

Challenges (continued)

The main spatial challenges identified by this analysis is that Lady Grey is vehicle dominated space with progressively less architectural definition and lower quality pedestrian infrastructure toward the eastern end and bridge to the Huguenot Station Precinct. The Rembrandt Mall draws activity off the main corridor and reduces passive surveillance at the main cross-over junction between Paarl East and Lady Grey. The lack of residential development in the precinct reduces movement and activity after hours, contributing to security challenges.

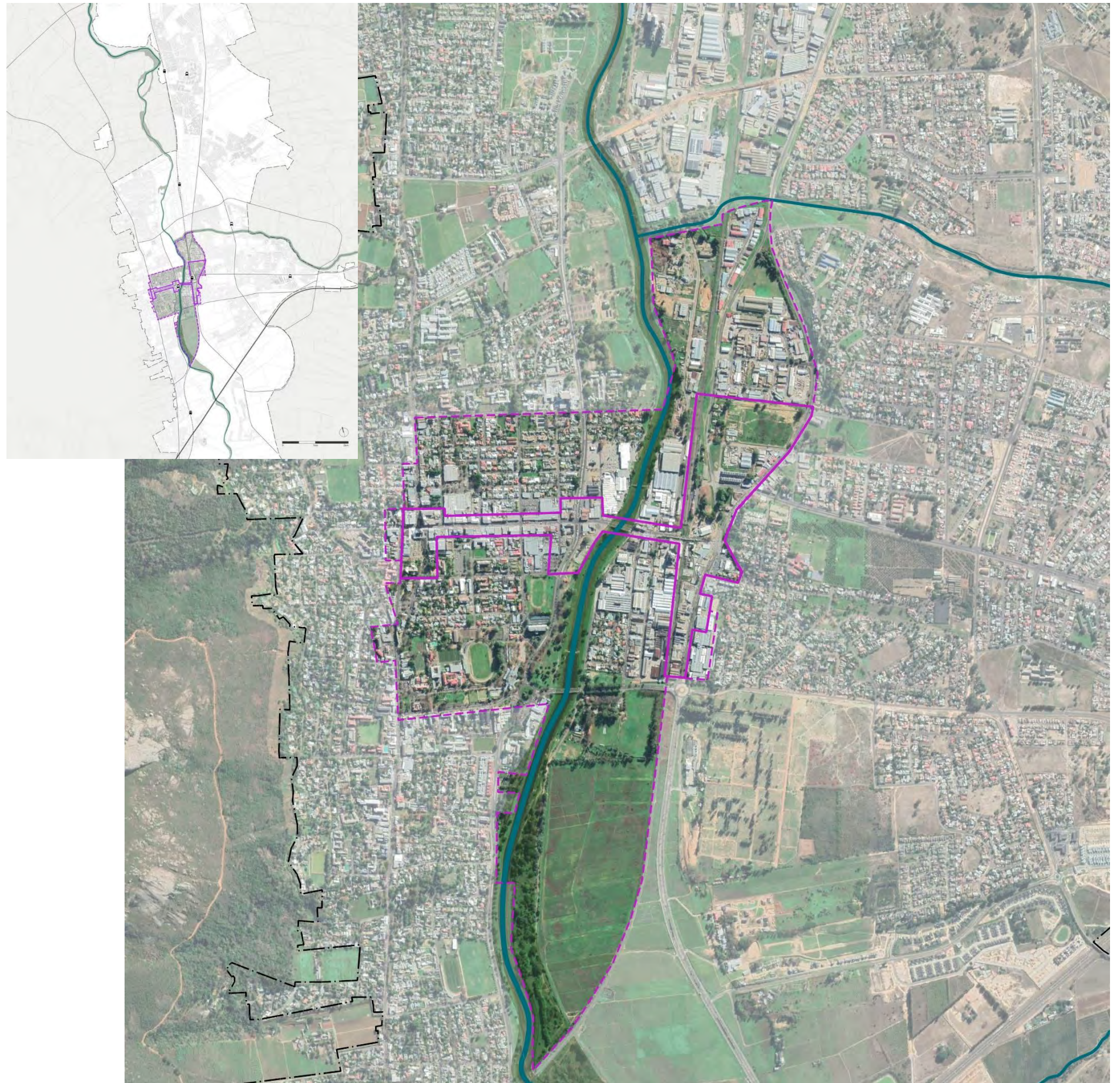
Huguenot train station is unused since the rail services have been suspended with the advent of COVID pandemic. The urban fabric of the precinct is fragmented by the Huguenot Bypass and Jan Van Riebeeck Drive. Closed-off building edges, parking forecourts, solid elevations of light industrial buildings, fenced service/ storage yards, and open/ undefined plots contribute to the poor pedestrian experience and lack of spatial identity.

Opportunities

Lady Grey presents unique opportunities as a well-established urban street with existing infrastructure and several historic building of significant architectural merit. In support of strategic economic and development right incentives for local businesses and public-private partnerships, the character of Lady Grey should be transformed into the pedestrian priority High Street. The street should offer wide sidewalks with sufficient shade and sheltered building edges that encourage people to promenade and local business and cafes to spill out onto the street. Activity and sociability of the precinct should be improved with high-quality public spaces and diversified land-uses (including more residential to revitalise evening/ weekend life).

The Huguenot Station Precinct is located on the nexus between several transport routes (railway, Jan Van Riebeeck Drive and Klein Drakenstein Road) and the Berg River corridor, making it an ideal intermodal transport node with access to a key recreational amenity. The precinct has several fine grain buildings (including the station building) of fair architectural quality that can be revitalised and expanded to create a vibrant TOD Urban Node.

The precinct also has multiple strategically located sites for quality public spaces and catalytic mixed-use developments. The buildings along Jan Van Riebeeck Drive can be connected to the station forecourt with a pedestrian priority zone and landscaped courtyard development. The urban grain along this stretch of road is well-suited to be transformed into a vibrant high-street with on-street commercial activities and residential/ office second floor. The precinct already accommodates existing SMME's, local trade/ crafts businesses and light industrial plants. With sufficient support and strategic investment, the area can be developed into an innovation and incubation hub for SMME's, entrepreneurs and local markets.



Map 6: Aerial location - Precinct 1 (Paarl CBD)

Lady Grey Street
(East) Berg Rivier
Bridge Junctions



Lady Grey Street
(Progression West
to East)



Main Road and Lady
Grey Street (West)



PHOTO STUDY - EXISTING

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR

6. PRECINCT 2 KLEIN DRAKENSTEIN and CHICAGO

Status Quo

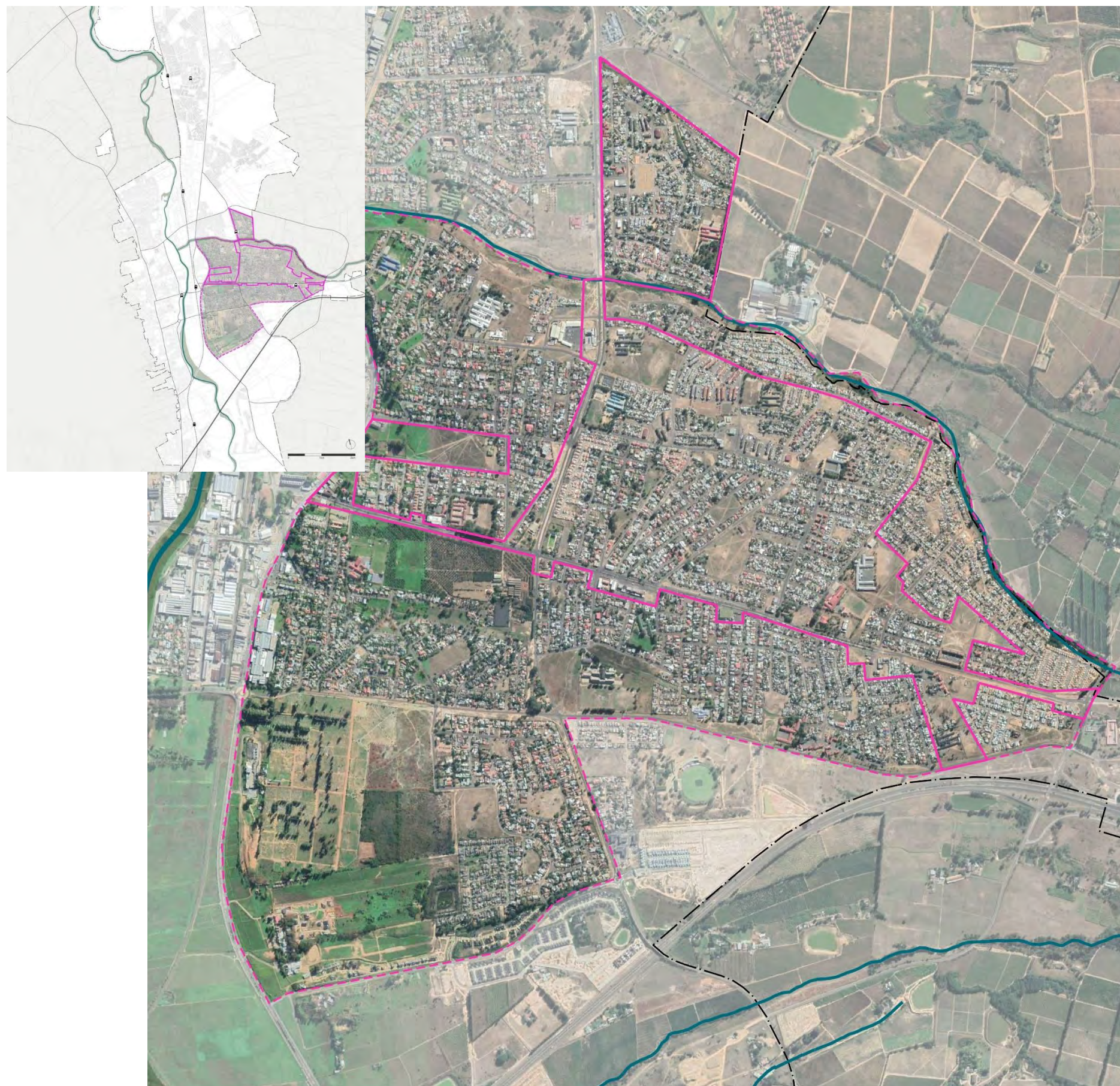
Klein Drakenstein is an expansive suburban area in Paarl East, between the Berg River and the foothills of the Klein Drakenstein mountains. Klein Drakenstein Road is the main commercial and vehicular artery that runs from the Huguenot Station Precinct east towards Sonstraal Road and agricultural landscape against the lower slopes of the mountains. The length of Klein Drakenstein dissipates the concentration of local business and infrastructure investments, whilst the width creates a fragmented and vehicle dominated urban corridor. The area is characterized by low-density housing (mostly single residential or municipal walk-ups) with poorly defined public spaces and limited pedestrian priority zones. The area has a growing number of backyard dwellers and informal settlements, placing strain on the existing infrastructure.

Challenges

Accessibility and mobility, lack of economic opportunity and investment in local business, the need for affordable housing and increased infrastructure, access to efficient public and social services and drug and crime-related incidents are the main socio-economic challenges in Klein Drakenstein. The main form of public transport is taxis, and people remain dependent on vehicular transport despite the lower socio-economic demographic, impeding access to centres of opportunity and service. The spread-out nature of the area and prevalence of crime related challenges dissuade pedestrian movement.

Opportunities

Klein Drakenstein Road provides easy access to the Huguenot Station precinct and its proposed opportunities as TOD urban hub. The road itself several existing retail nodes that can be densified and diversified to create sub-precinct hubs to serve the local communities. The width of the road allows for a generous pedestrian zone and NMT route. Proposed higher density/medium-rise development and tree avenues along Klein Drakenstein Road will contribute towards creating a more defined and comfortable urban activity corridor. The area has several large open spaces that provide the opportunity for quality community spaces and sports facilities and create a safe mid-block circulation network.



Map 7: Aerial location - Precinct 2 (Klein Drakenstein and Chicago)

Jan van Riebeeck Drive



Huguenot Station Precinct



Mixed use node at Lady Grey,
Jan van Riebeeck & Klein
Drakenstein Road Junction



PHOTO STUDY - EXISTING

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR

Landmark Buildings



Commercial and Retail



Commercial and Retail



PHOTO STUDY - EXISTING
PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR

Housing Typologies



Klein Drakenstein Road and Sonstraal Road Junction



Street Edges and Boundaries



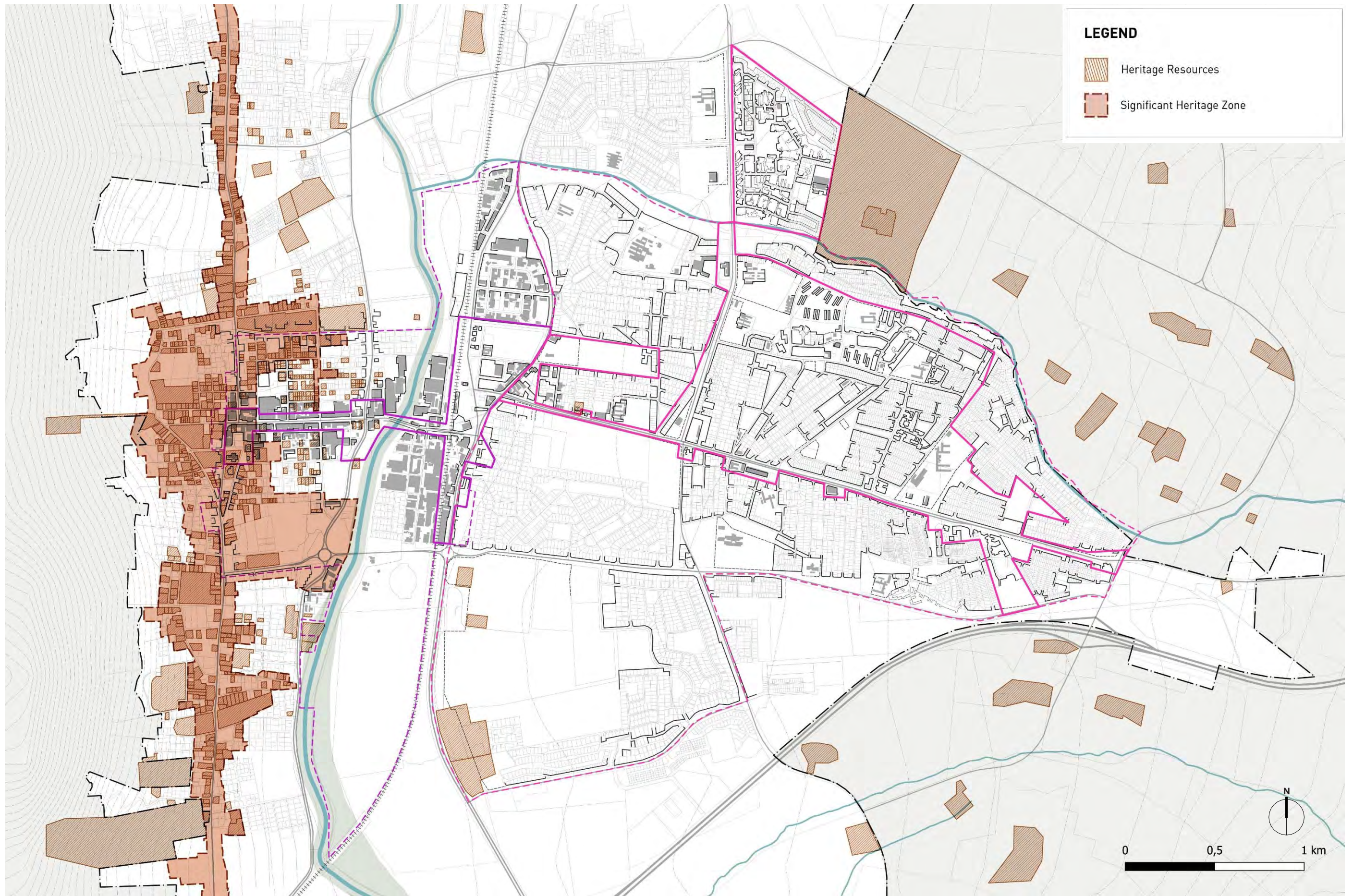
PHOTO STUDY - EXISTING

PRECINCT 2 - PAARL DRAKENSTEIN CORRIDOR



Map 8: Precinct 1 and 2 - Urban Structure and Built Form

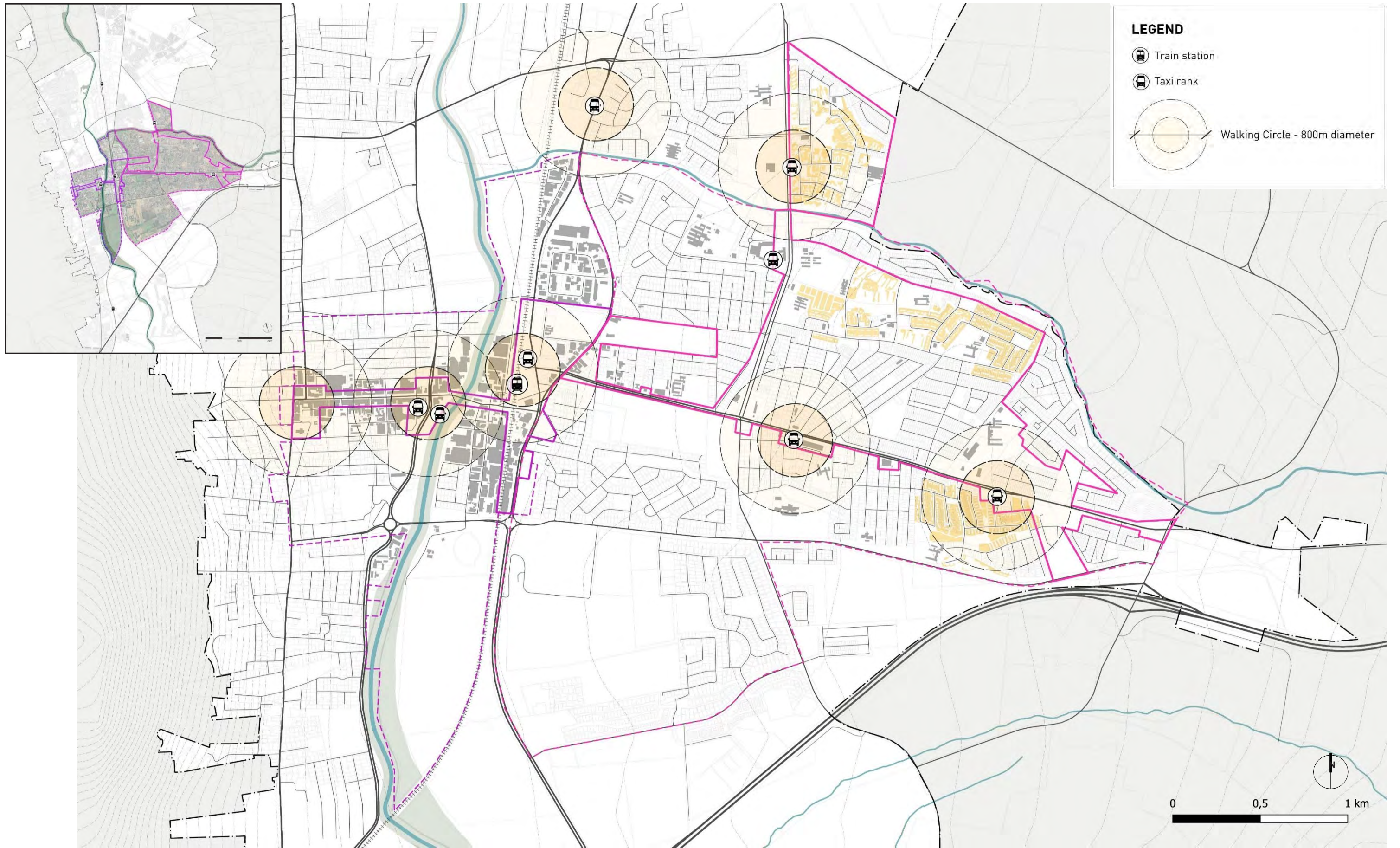
URBAN STRUCTURE AND BUILT FORM
 PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



Map 9: Precinct 1 and 2 - Heritage

HERITAGE

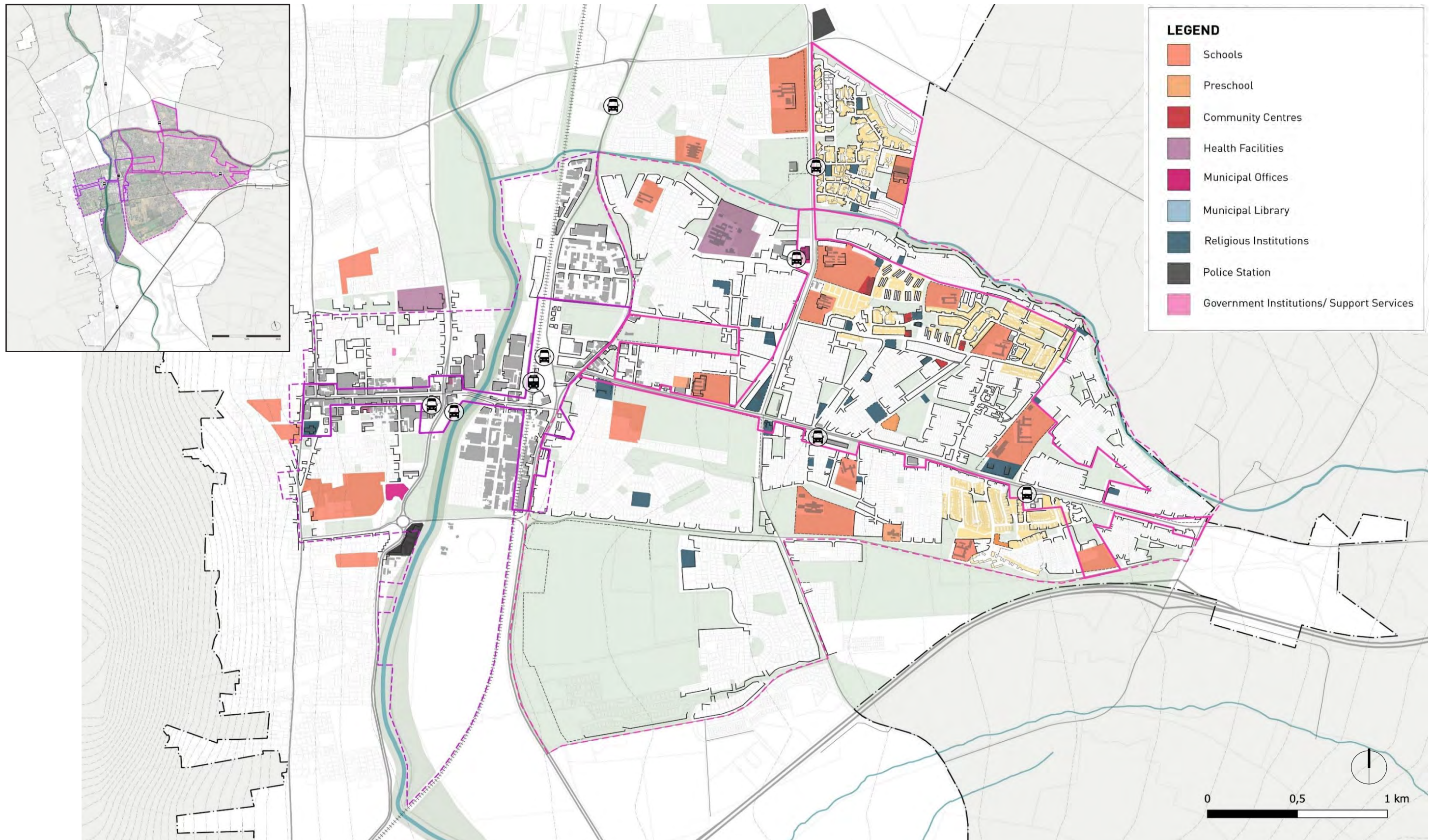
PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



Map 10: Precinct 1 and 2 - Mobility

MOBILITY

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



Map 11: Precinct 1 and 2 - Social Infrastructure and Landmarks

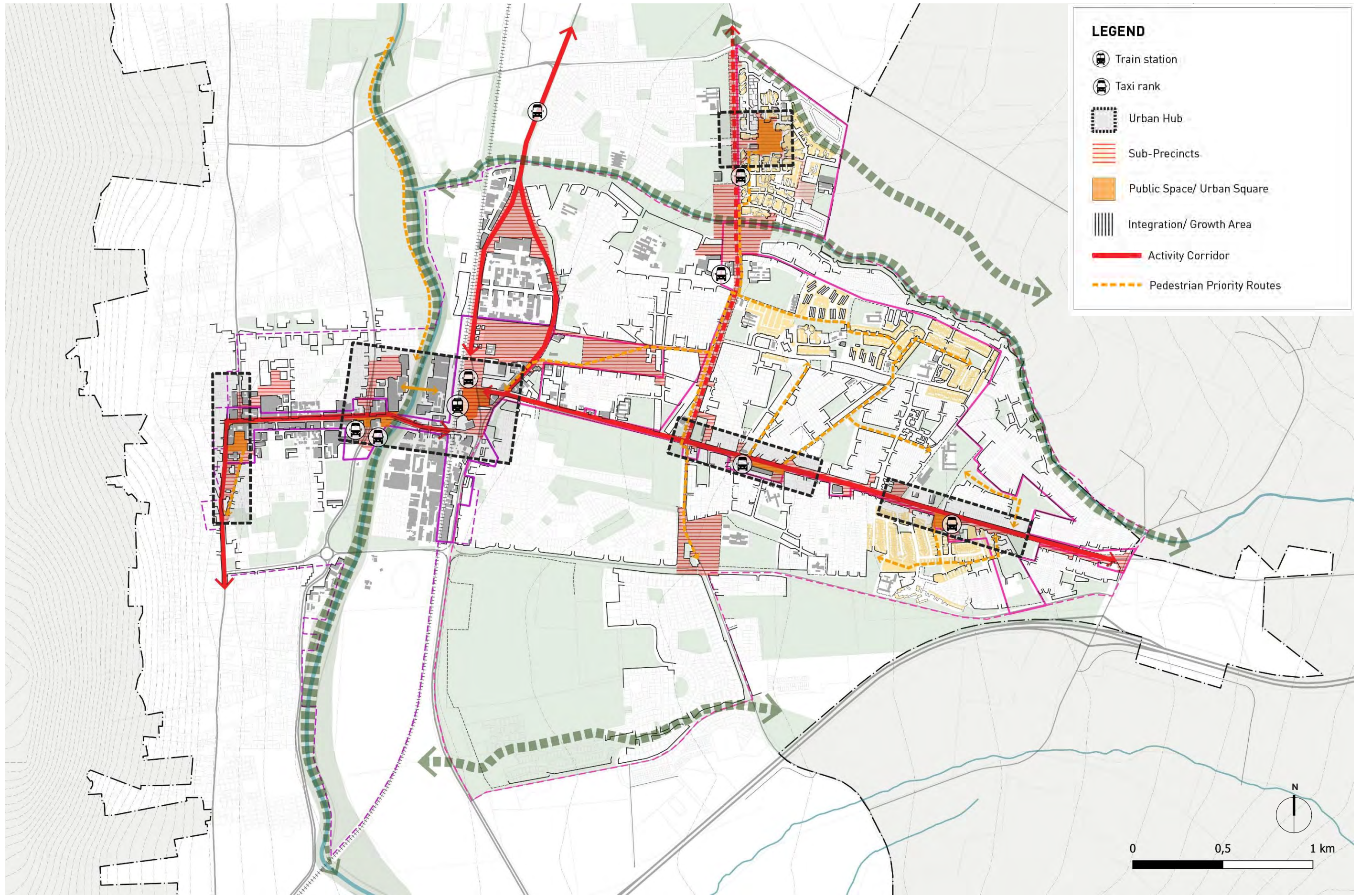
SOCIAL INFRASTRUCTURE AND LANDMARKS
 PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



Map 12: Precinct 1 and 2 - Ecological Framework

NATURAL SYSTEMS

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR










Map 13: Precinct 1 and 2 - Proposed Urban hub and secondary nodes

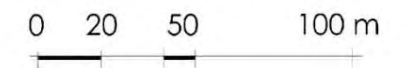
PROPOSED URBAN HUB DEVELOPMENT FRAMEWORK

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



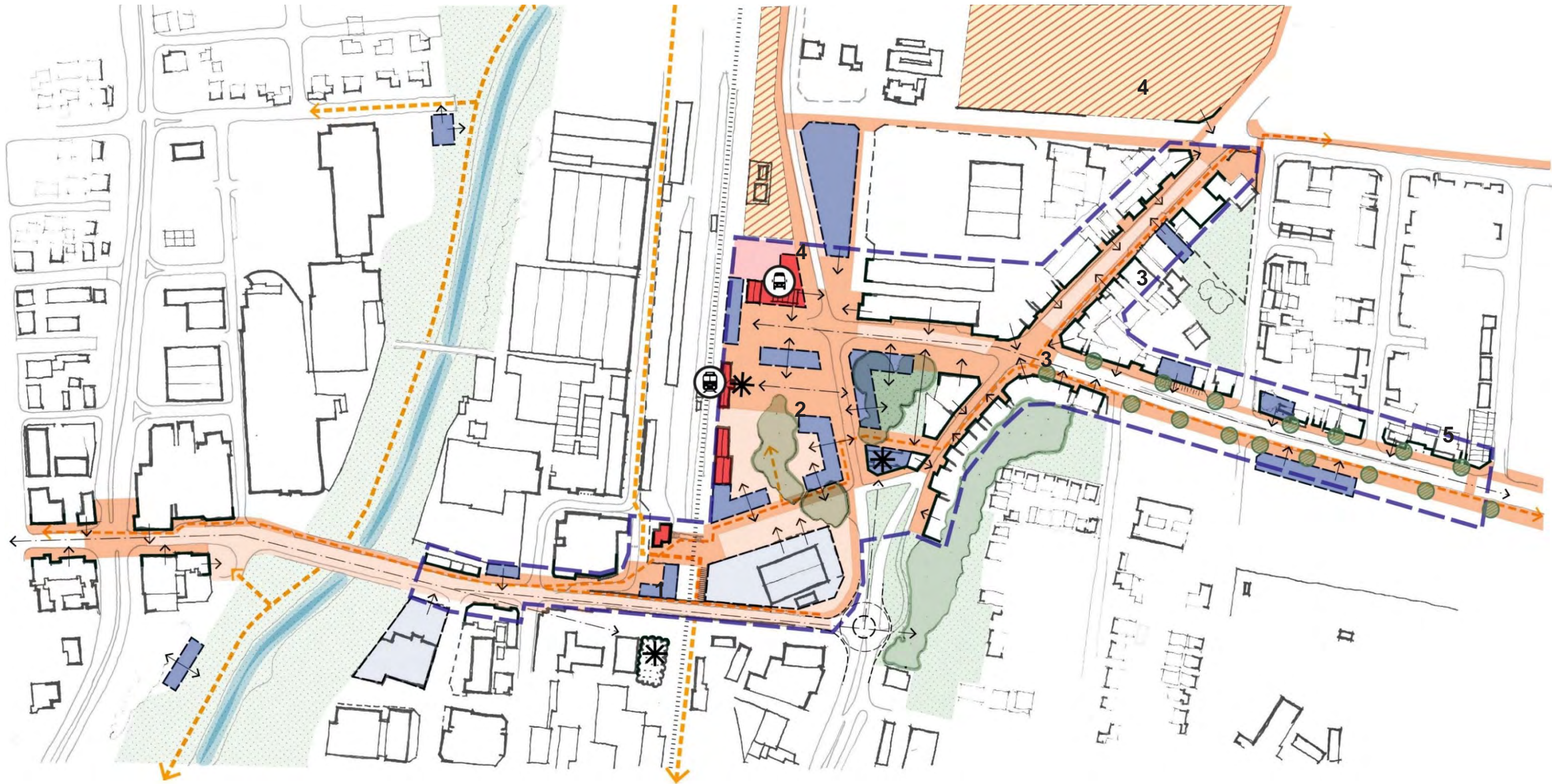
LEGEND

-  Train station
-  Taxi rank
-  TOD Precinct
-  High Street Development
-  Sub-Precincts - Mixed Use Development
-  Public Space
-  Pedestrian Priority Routes



Map 14: Precinct 1 and 2 - Station Development Framework

HUGUENOT STATION REDEVELOPMENT - CREATE VIBRANT LOCAL ARTISAN/ CRAFT PRECINCT AND MARKET/ HIGH STREET



LEGEND

- Train station
- Taxi rank
- TOD Precinct - Heart and Active Corridors
- TOD facilities and Infrastructure
- TOD precinct - Concentrated Commercial/ Mixed Use Development
- Strategic Infill Site - Mixed Use/ Residential
- Proposed Redevelopment or Development Rights Concessions to support Precinct Functions
- Urban Green
- Proposed Urban Trees
- Urban Edges
- Pedestrian Priority Routes - Primary Network
- Pedestrian Priority Routes - Secondary Network
- NMT Routes
- Prominent Focal Element/ Landmark
- Urban Axis
- Activate Building Edges

KEY PROPOSALS:

1. Urban Gateway - Establish and celebrate local identity through landmark art as Precinct Gateway. Use local public art throughout the precinct to create a unique sense of place and stimulate the use of public space.

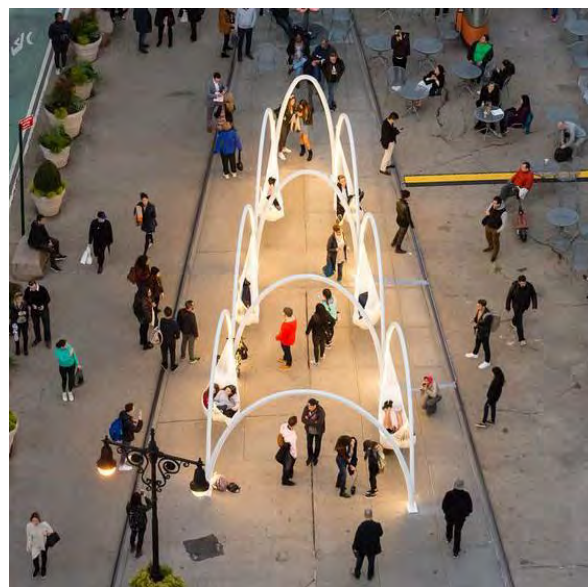
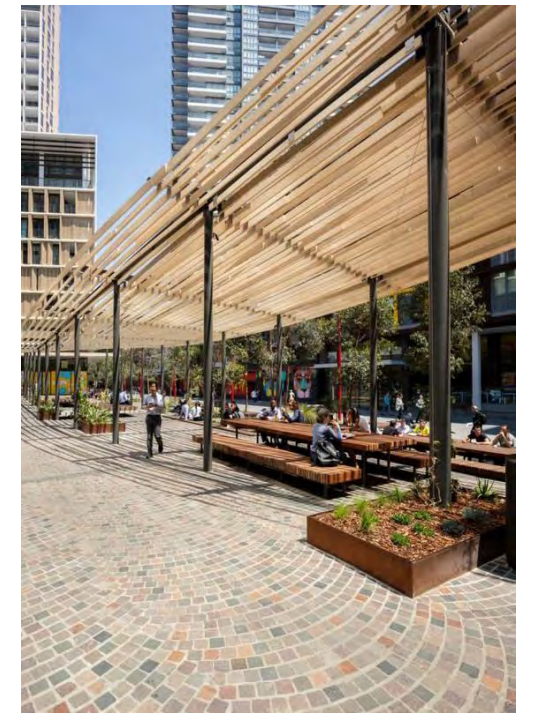
2. Intermodal Exchange, Station Forecourt and Artisan Market/ Local SMME Hub

3. High Street Development - Create pedestrian priority streets with active edges and encourage mixed-use (include residential on upper level). Support local and SMME businesses and entrepreneurs, provide shared infrastructure for local tradesmen/ artisans.

4. Strategic Infill Sites - Density and diversify the precinct with mixed-use and residential developments, strategically close to public transport and centres of opportunity.

5. Active Corridors and Neighbourhood Market Streets



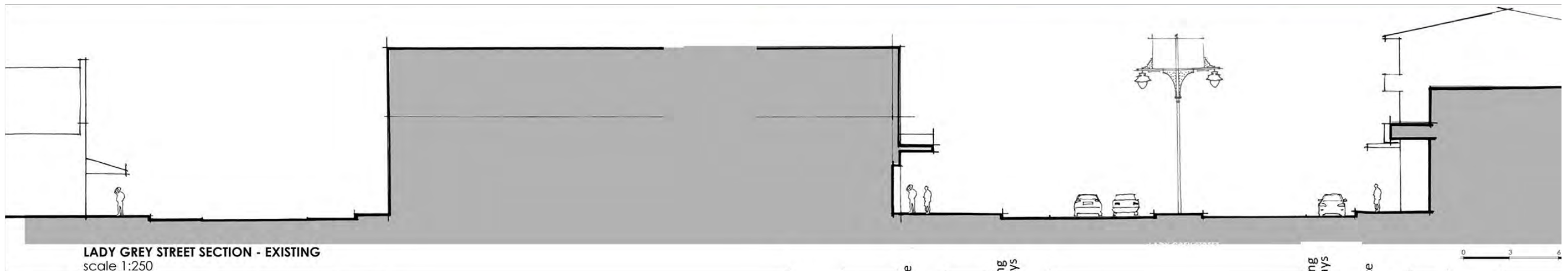
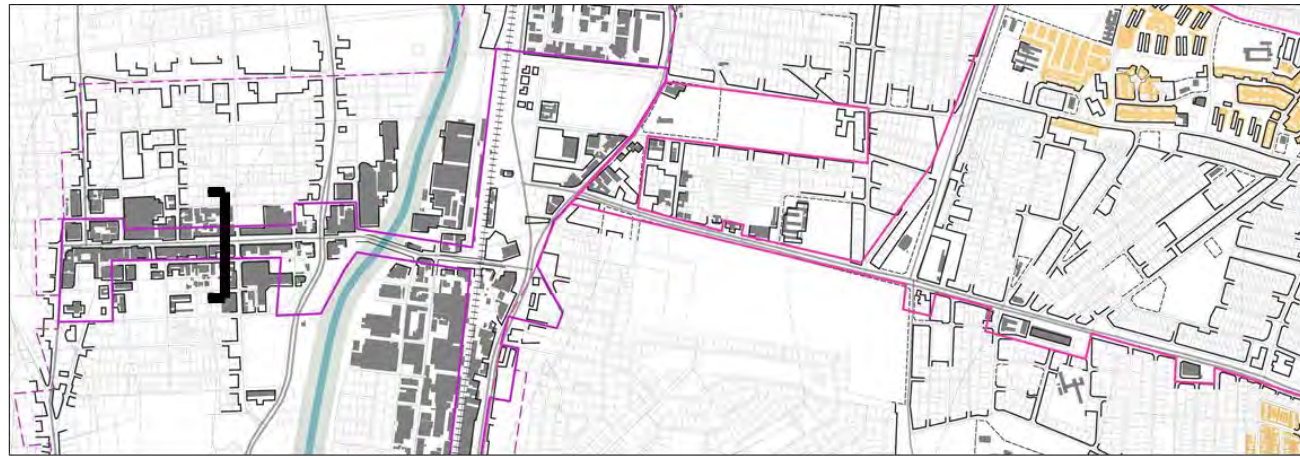


TOD STATION REDEVELOPMENT AND FORECOURT

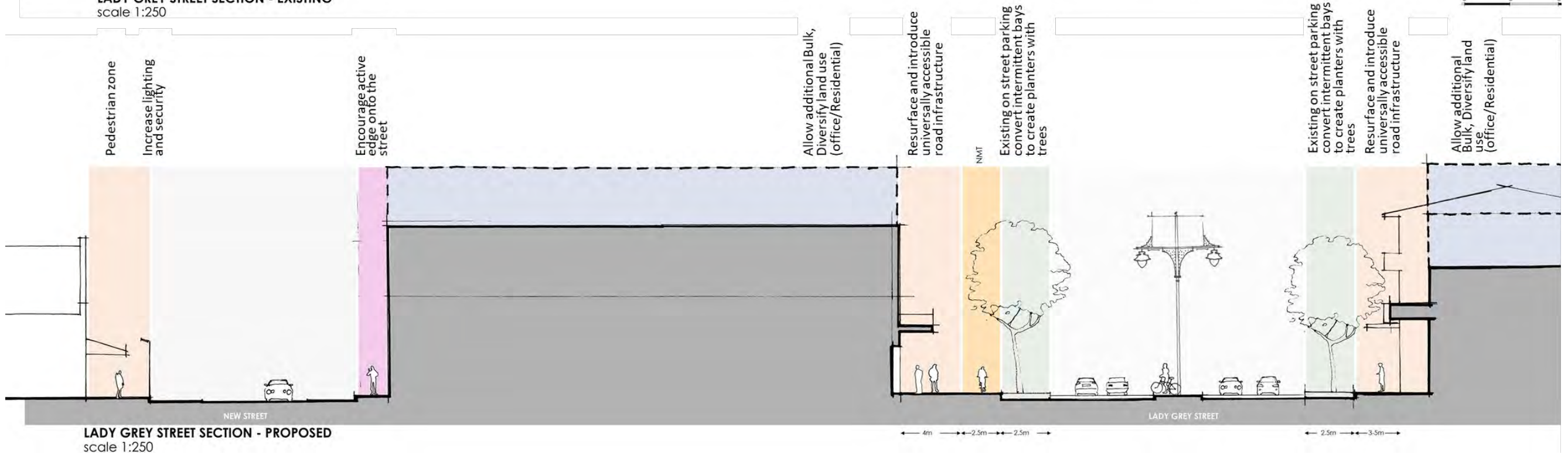


TOD NODE PUBLIC STREET DESIGN, ART, AND MARKET SPACES

PRECEDENT STUDY

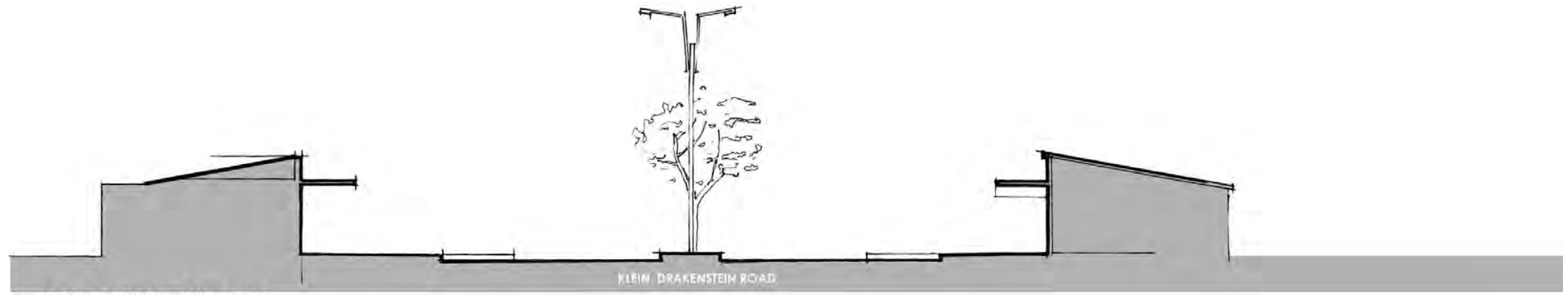
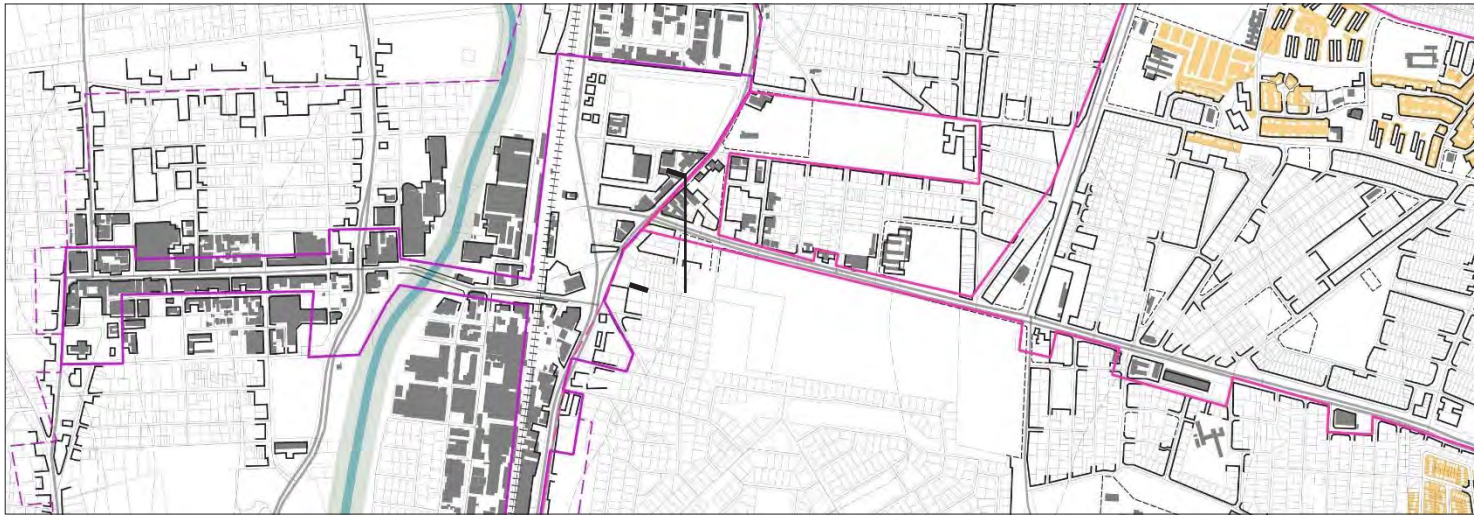


LADY GREY STREET SECTION - EXISTING
scale 1:250

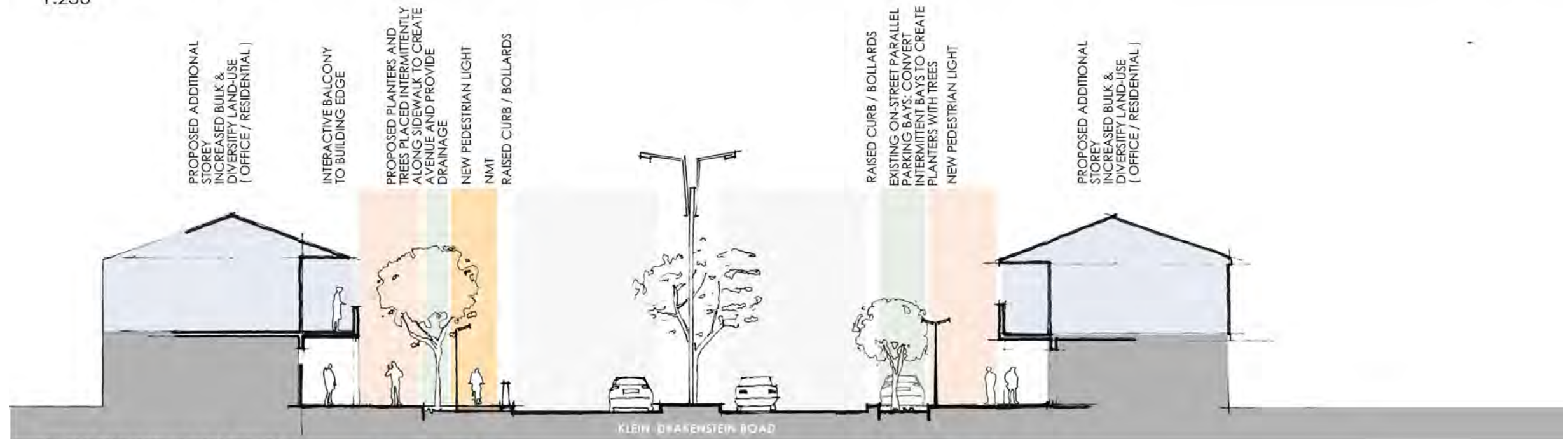


LADY GREY STREET SECTION - PROPOSED
scale 1:250

SECTIONS - DESIGN PRINCIPLES



SECTION 001 - EXISTING
1:250



SECTION 001 - PROPOSED
1:250

PROPOSED ADDITIONAL STOREY INCREASED BULK & DIVERSITY LAND-USE (OFFICE / RESIDENTIAL)

INTERACTIVE BALCONY TO BUILDING EDGE

PROPOSED PLANTERS AND TREES PLACED INTERMITTENTLY ALONG SIDEWALK TO CREATE AVENUE AND PROVIDE DRAINAGE

NEW PEDESTRIAN LIGHT NMT RAISED CURB / BOLLARDS

RAISED CURB / BOLLARDS EXISTING ON-STREET PARALLEL PARKING BAYS. CONVERT INTERMITTENT BAYS TO CREATE PLANTERS WITH TREES NEW PEDESTRIAN LIGHT

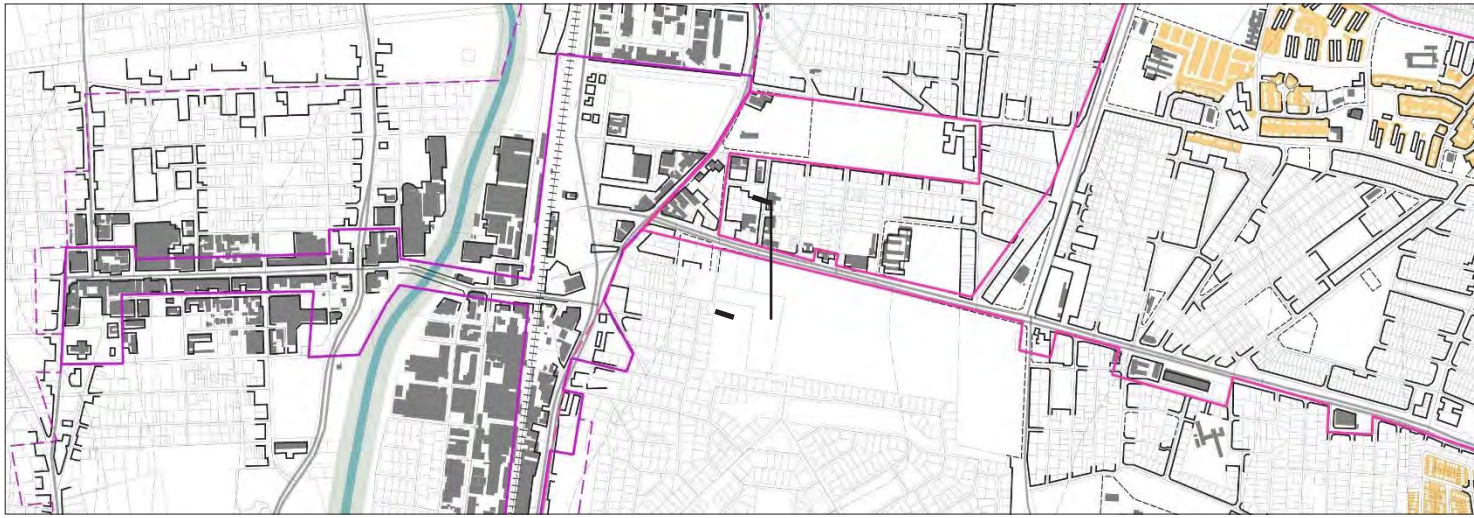
PROPOSED ADDITIONAL STOREY INCREASED BULK & DIVERSITY LAND-USE (OFFICE / RESIDENTIAL)

← 2.5m → + 1.5m → ← 2.5m →

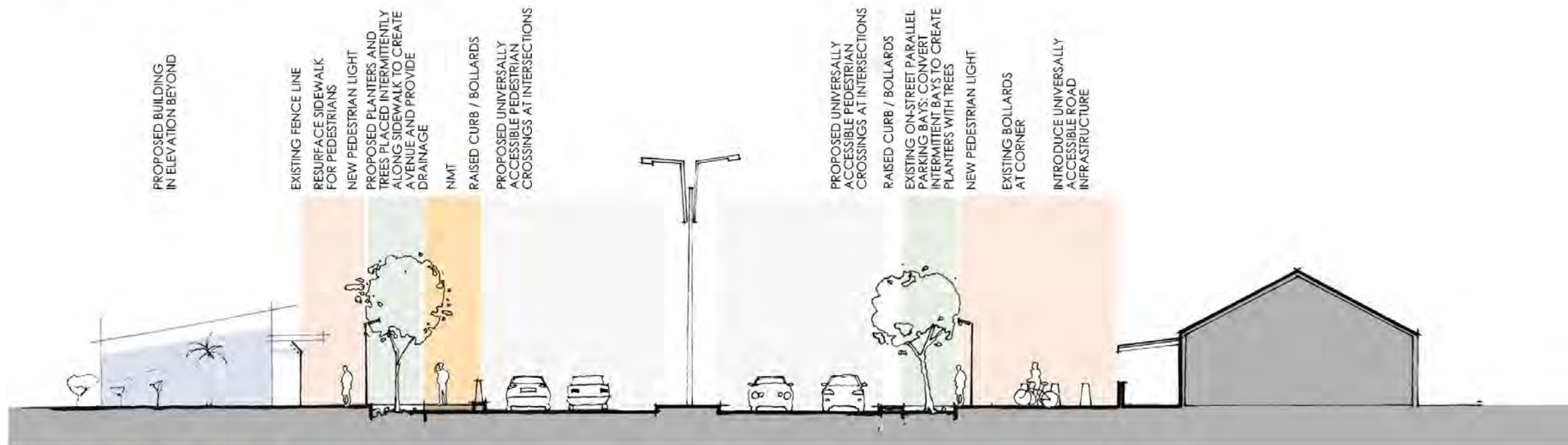
← 2.5m → + 3m →

SECTIONS - DESIGN PRINCIPLES

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



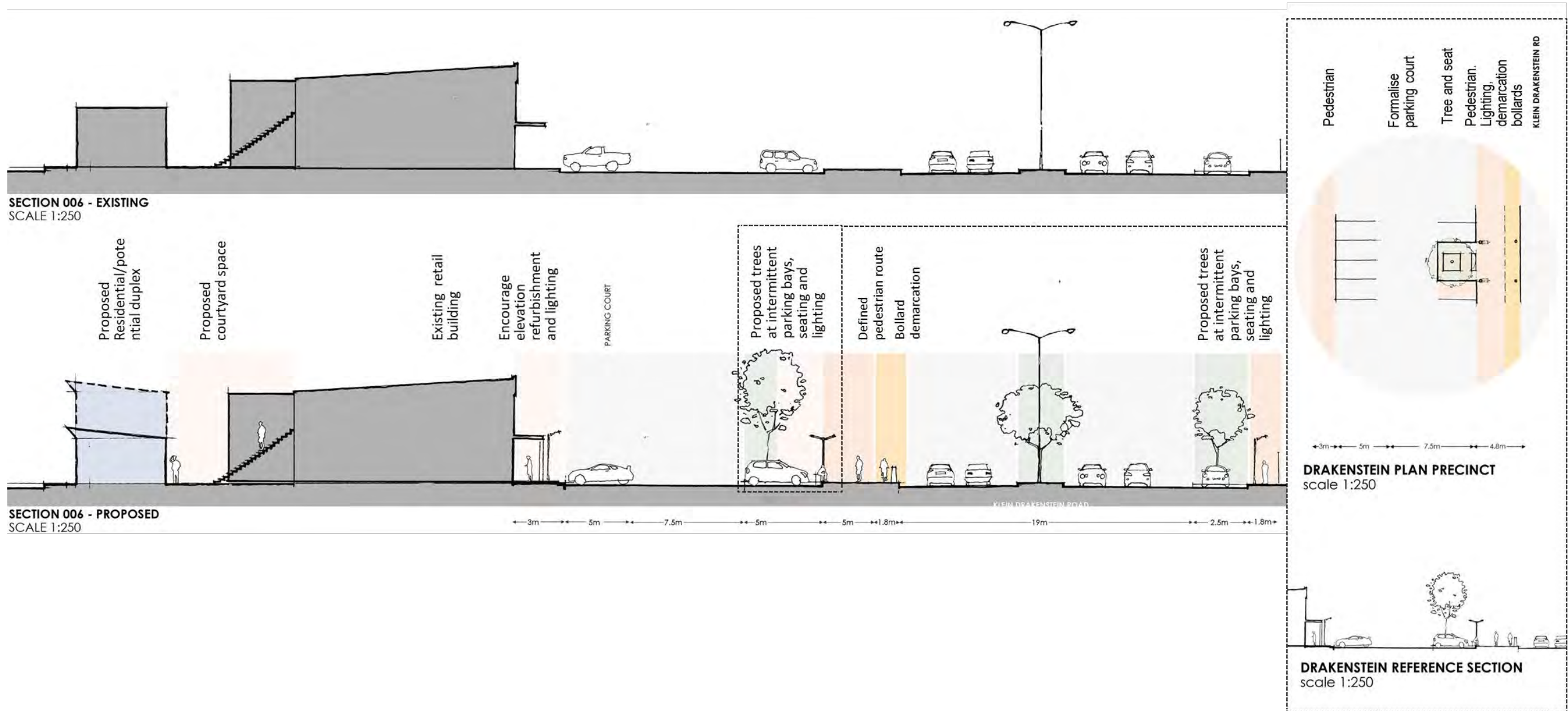
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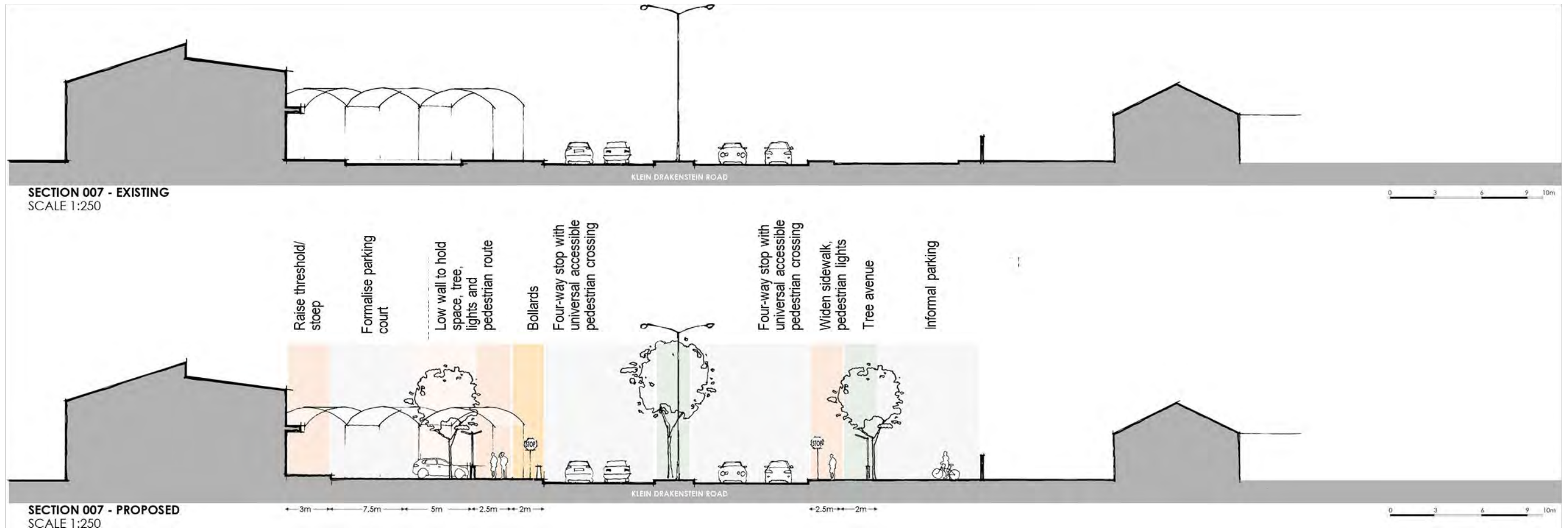
SECTIONS - DESIGN PRINCIPLES

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



SECTIONS - DESIGN PRINCIPLES

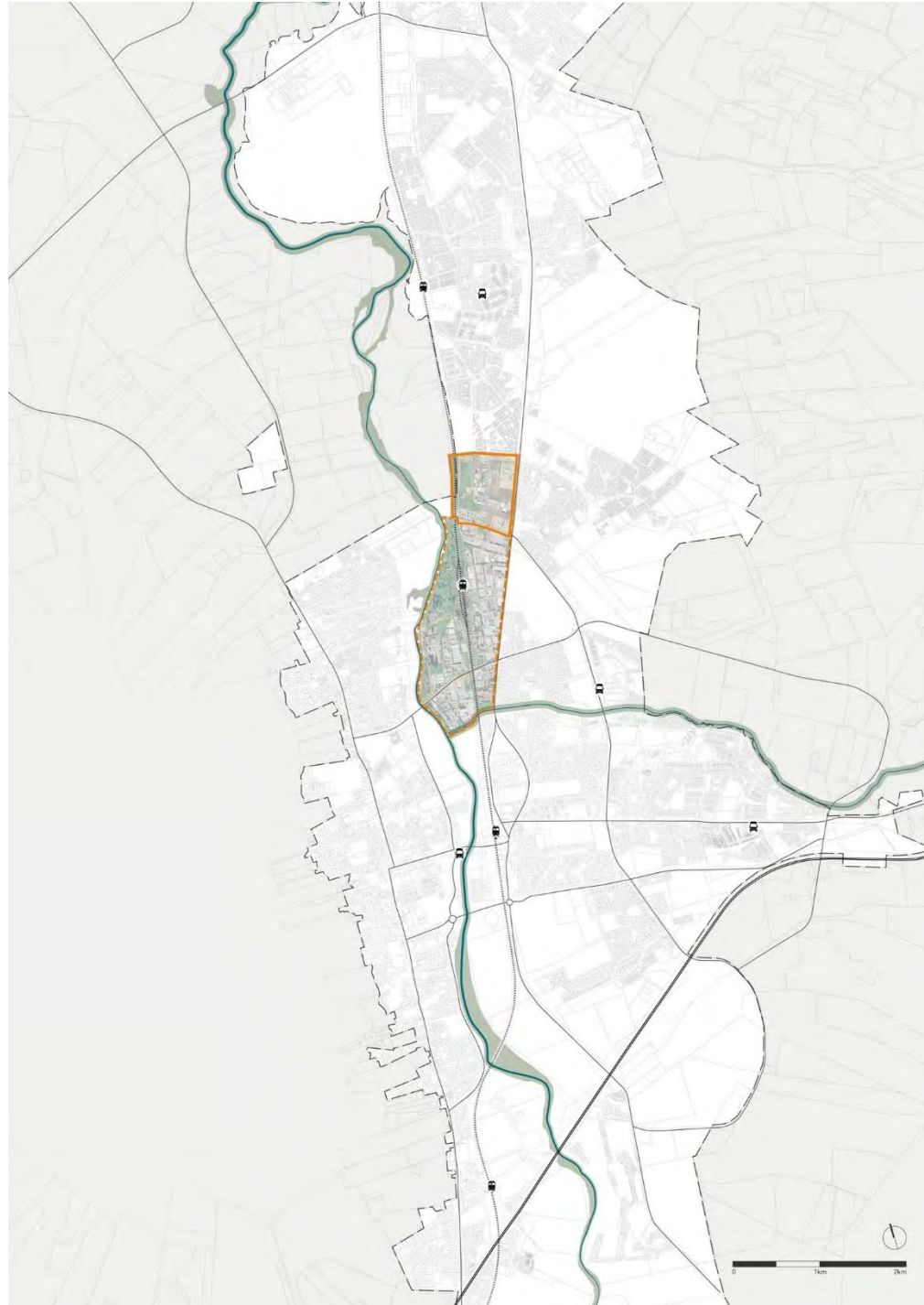
PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR



SECTIONS - DESIGN PRINCIPLES

PRECINCT 1 AND 2 - PAARL CBD AND DRAKENSTEIN CORRIDOR

7. PRECINCT 3 Manufacturing Revitalisation Park



Map 16: Aerial and location - Precinct 3

Jan Van Riebeeck Drive



Paarl Industria and Mbekweni South Entrance

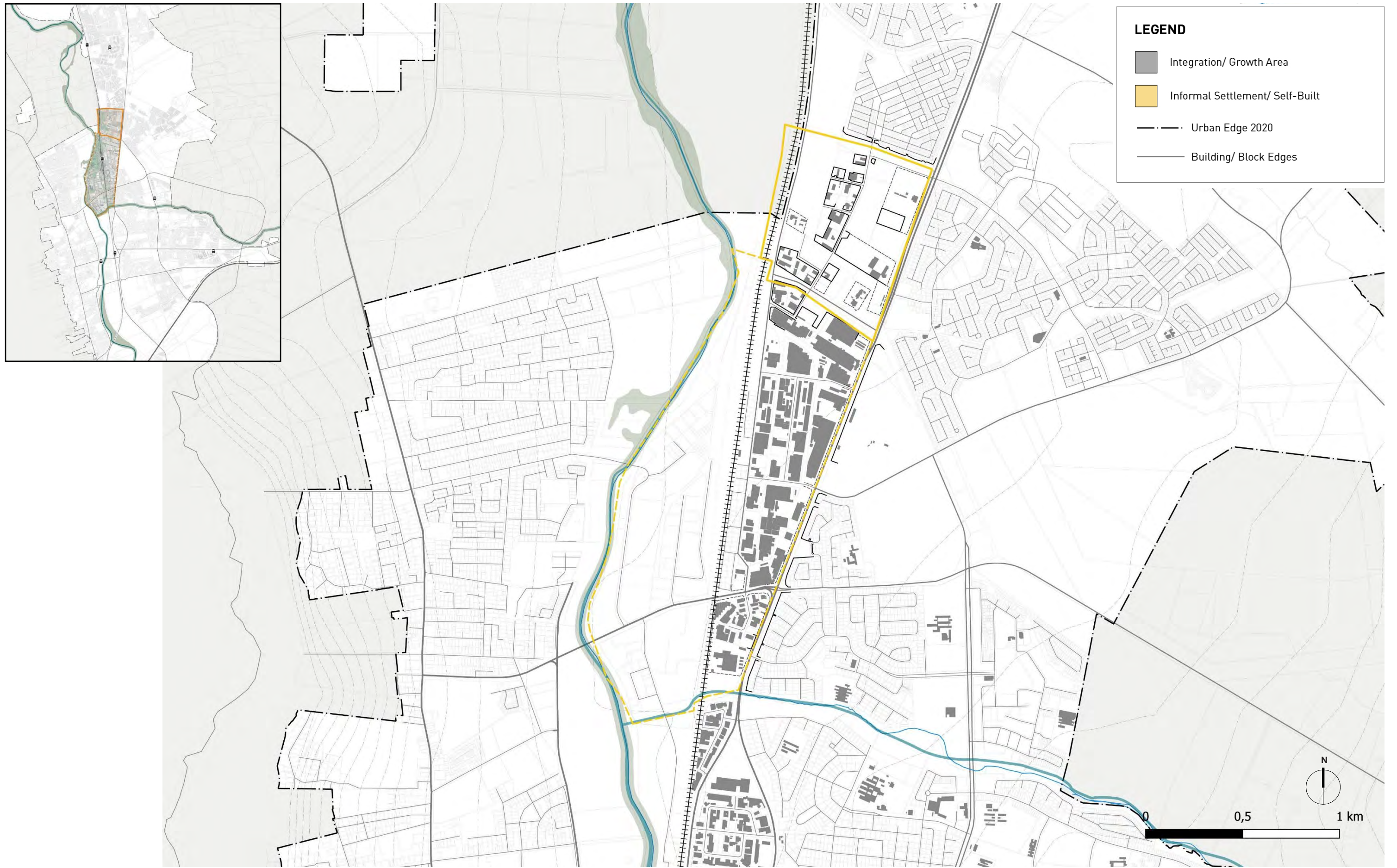


Industrial Buildings and Vacant/Undevelopable Land



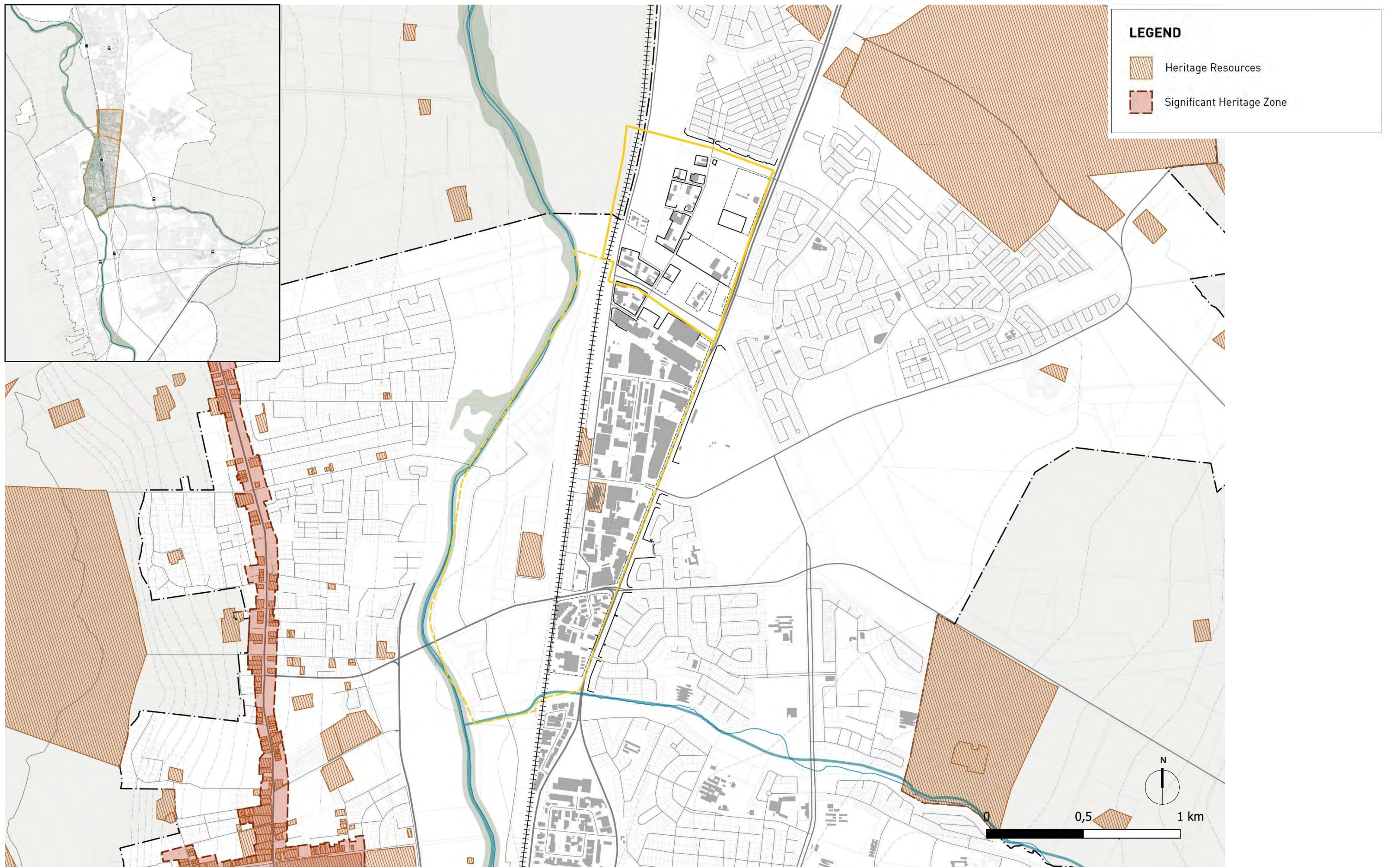
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PRECINCT 3 - PAARL INDUSTRIA



Map 17: Precinct 3 - Structure and Built form

URBAN STRUCTURE AND BUILT FORM



Map 18: Precinct 3 - Significant Heritage resources

HERITAGE



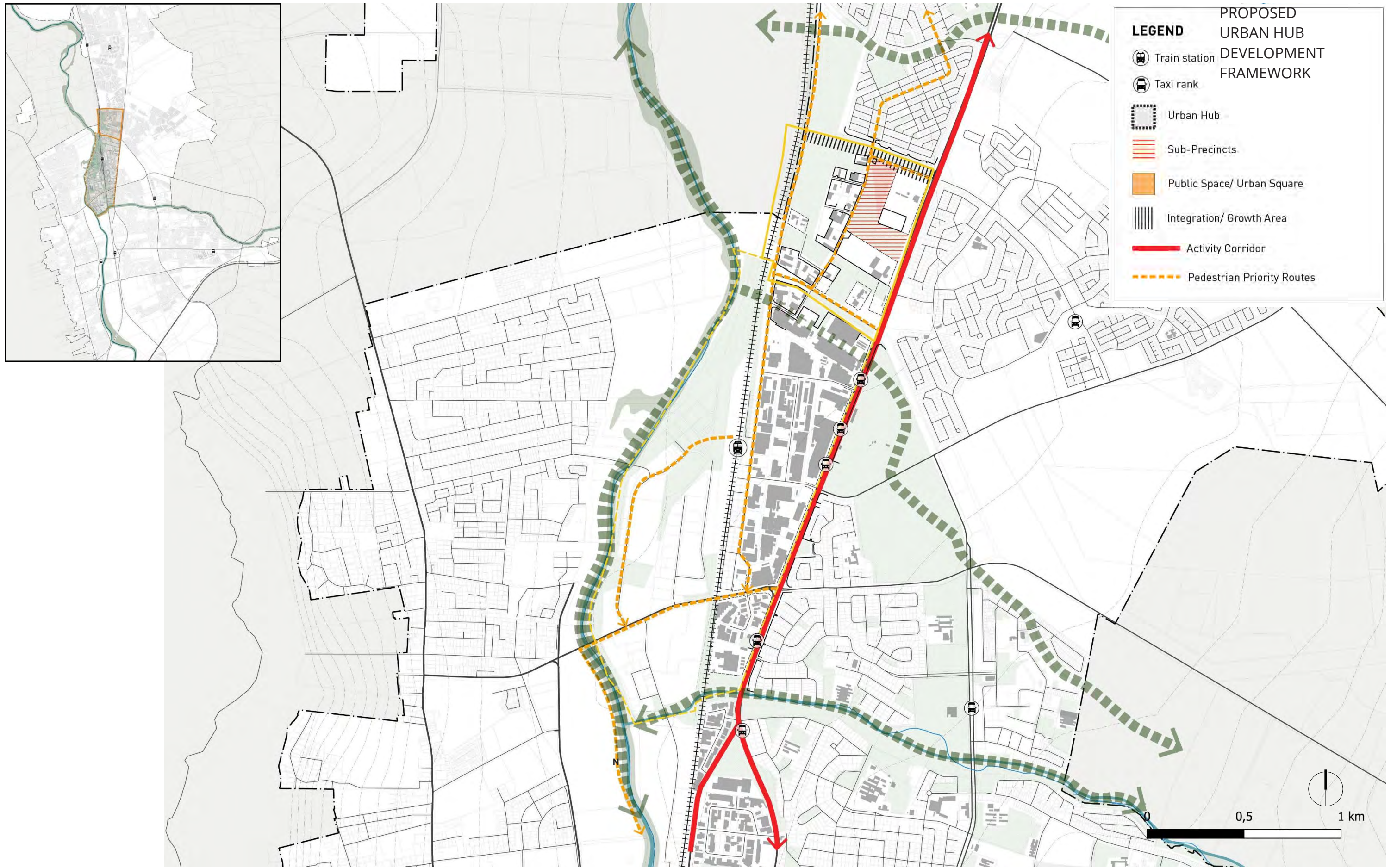
Map 19: Precinct 3 - Mobility

MOBILITY



Map 20: Precinct 3 - Ecological framework

NATURAL SYSTEMS



Map 21: Precinct 3 - Proposed Intermediate Industrial node

PROPOSED INTERMEDIATE INDUSTRIAL NODE

Precinct 3_Manufacturing Revitalisation Park

The Manufacturing Revitalisation Park will not be set up to compete with industry but rather to assist and stimulate. In addition to its industrial spaces, its unique differentiators are access to a suite of facilities and services in one location, which is not readily available elsewhere. The facilities and services that have been identified for possible inclusion to enable its unique strategies include:

1. **Business Centre** - The Business Centre will drive Strategic Initiatives for a global stamp of approval to ensure new international markets and access to its outlets. The Business Centre will specifically support early-stage technology start-ups that need to design, prototype, and commercialise any form of technology with revitalisation projects.
2. **Institute** – This skills development and training institution will be managed by experienced professionals and boast several high-tech types of equipment for prototyping and conformity related activities in niche areas for certification, inspection, testing, and accreditation in manufacturing industries. The centre’s facilities will also host various events and offer professional training and skills development to student interns.
3. **Rapid Prototyping Facilities** – The idea of creating something from nothing has always captured the imagination. This facility’s process chain development capabilities will range from reverse engineering, digital design software, rapid prototyping to metrology and quality control technologies, which was traditionally unavailable to local inventors. It will allow companies and individuals to develop prototypes and manufacture small runs thereof for quick turnover.
4. **Research & Testing Laboratories** – These research testing activities will provide an extensive array of testing, calibration, inspection, and evaluation capabilities across various technologies. This facility will ensure certification of the products produced in the park and accreditation of the park and industrial partners as operating entities.
5. **Export Office** - The supportive strategies such as support for the development of a world-class certification standard, trade and investment promotion, property development incentives, and small business support will unlock the ability of businesses to access this market and stimulate their growth successfully. This approach will in turn drive the demand for leasable industrial space.

Opportunity Description

This Manufacturing Revitalisation Park will drive **Localisation Initiatives** with skills development, rapid prototyping and localisation conformity related activities as distinct differentiators when compared to other industrial properties. As illustrated in **figure 6**, the park’s unique strategies to ensure success include:

1. **Technology Strategy** - Advanced technologies that apply to local industry for rapid product development - and conformity related activities will be identified and sourced globally. The emerging technologies will be mastered in-house and/or through partnerships with local industry and other academic institutions with strategic revitalisation projects.
2. **Skills Development & Knowledge Transfer Strategy** - The trained specialists will make it possible to transfer the mastered technologies through a training-the-trainer approach. The intern programme will provide engineering students or Work Integrated Learning (WIL) diploma students with work experience and skills to get them ready.

3. **Localisation Conformity Strategy** - This activated space could become an attraction and lure other certification-related activities such as localisation conformity assessment-related training, research and niche areas for certification, inspection, testing, and accreditation in manufacturing industries.

The anticipated positioning, structure and contractual arrangements will enable the Manufacturing Revitalisation Park to drive Strategic Initiatives to support innovation projects and provide direction for Global Competitiveness, as illustrated in **figure 6**.

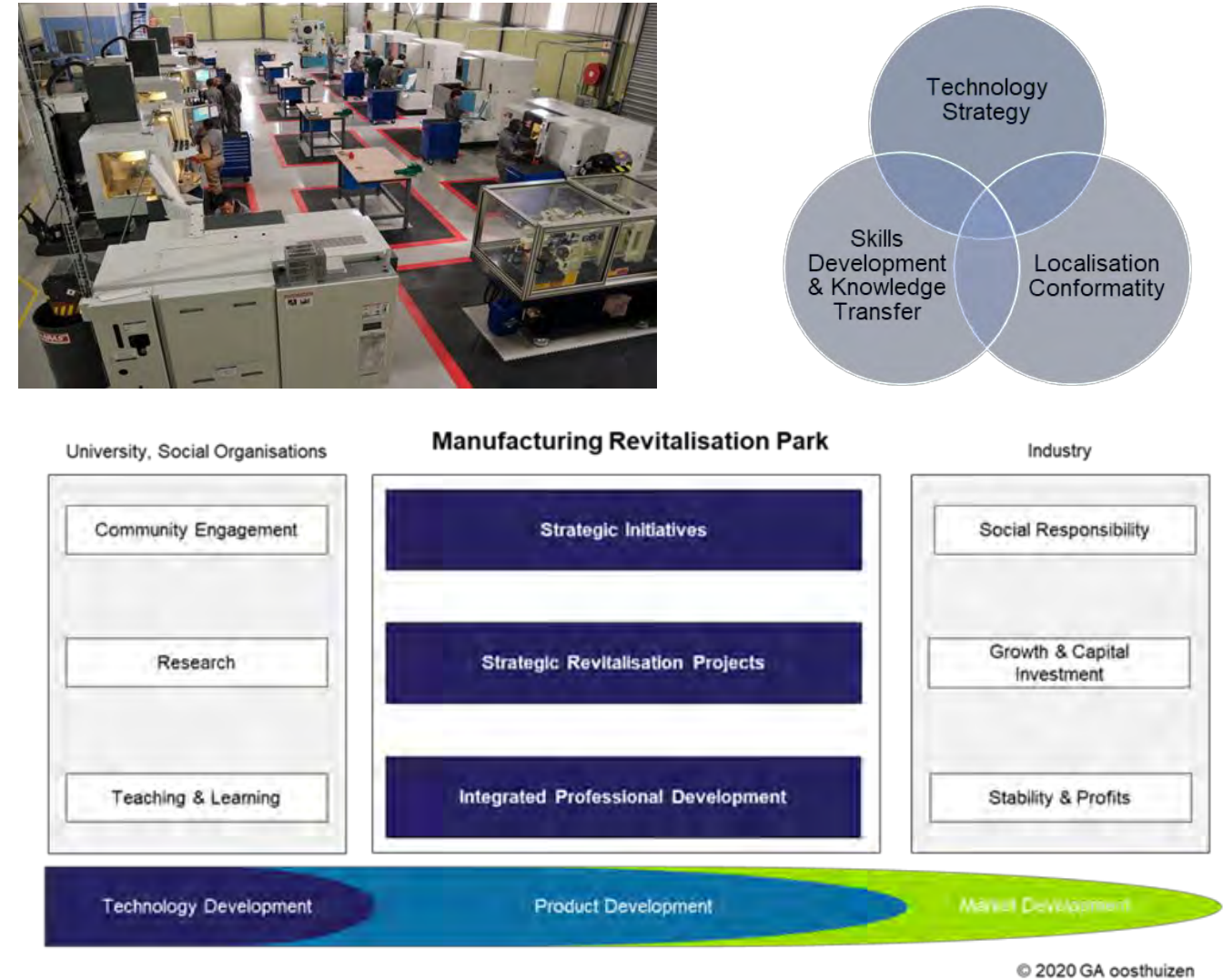


Figure 6: Unique strategies of the Manufacturing Revitalisation Park to drive localisation incentives

8. PRECINCT 4 MBEKWENI

Status Quo

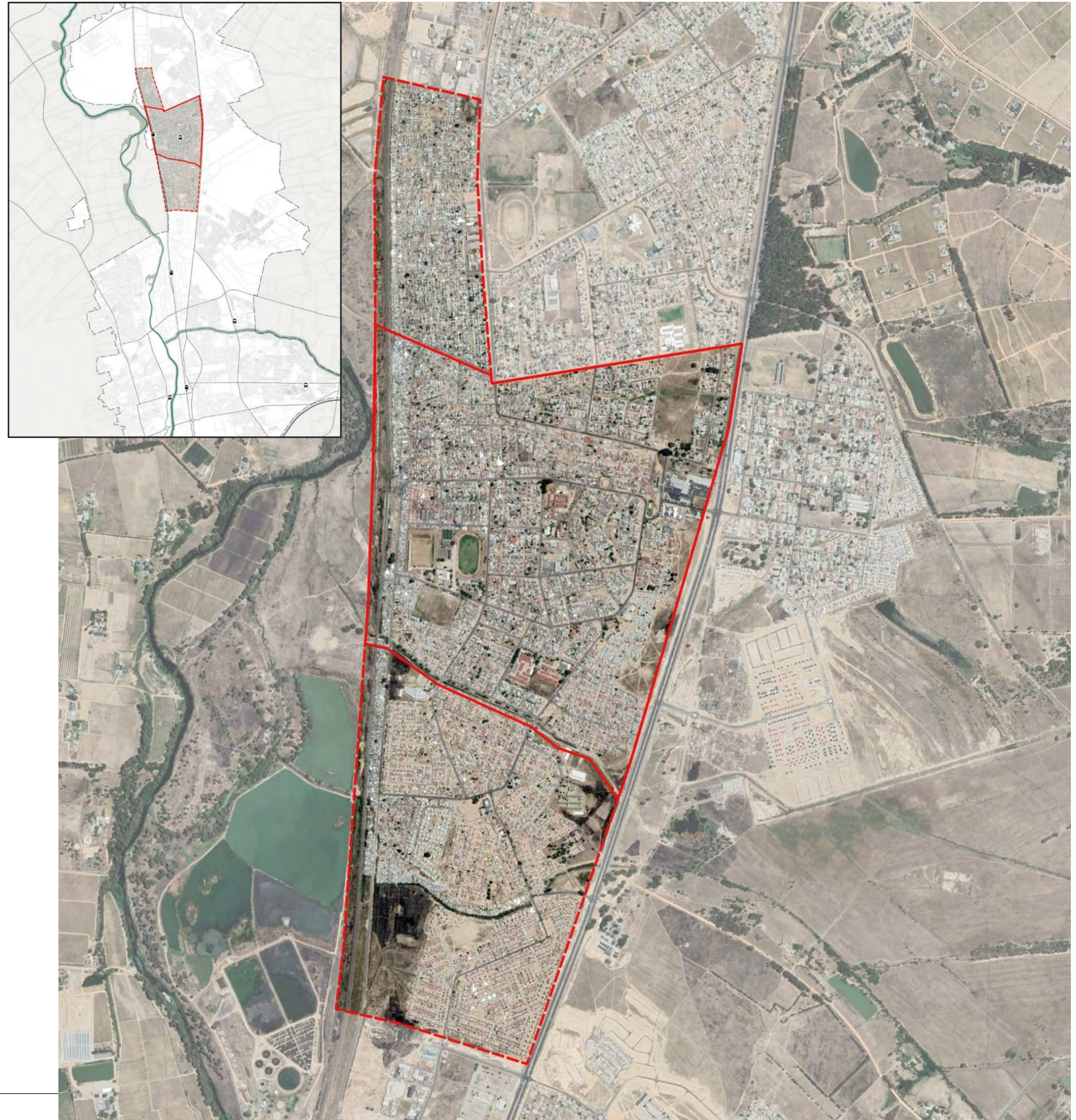
Mbekweni is a township located between Paarl and Wellington, 7km north of Paarl CBD. The township is edged on the North and South with industrial blocks, Jan Van Riebeeck Drive on the east and the railway and Berg River on the West. As such, the township has limited opportunity for expansion. The area consists predominantly of single residential units and infill informal dwellings. There is limited open space, with most unfenced sites being populated with self-built structures. Due to its peripheral location, the main connection to the CBD is via taxi or on foot. There is a bus service that runs along Jan Van Riebeeck Drive, and the rail service has been indefinitely suspended.

Challenges

Mbekweni's urban gateway lacks a 'sense of arrival' and a clear connection/corridor to the Mbekweni CBD. The primary access from Jan van Riebeeck Drive is flanked by a service station and private retail centre that is isolated from the public realm by an expansive parking lot. Private car ownership is restricted by the socio-economic demographic of the residents, despite their lack of access to the main centres of opportunity. As such, there is a disproportionate emphasis on roads versus pedestrian priority infrastructure. More emphasis should be placed on safe streets and alternative modes of transport, and small business development. The high prevalence of informal dwellings, especially along the western edge of the township, requires insitu infrastructure and innovative service delivery solutions.

Opportunities

The taxi rank and public facilities hub provides the ideal opportunity to create a consolidated and vibrant urban hub in the heart of Mbekweni. The existing buildings can be refurbished and expanded to create more defined urban courts with opportunities for social services hubs, small business cooperatives and local markets. The CBD has an excellent connection to the station precinct via Ntshamba Street. The road is already flanked by several small-scale traders. Strategic investment in quality public place infrastructure, sanitation, trees, and security along this route can transform the road into an active community high street. School and religious buildings' gardens in the area can provide opportunities for the local community garden and food security initiatives. The self-built structures and additions to the residential fabric contribute to vibrant local streetscapes and active public-private thresholds. This form of development should be encouraged and supported with universally accessible road infrastructure.



Map 22: Aerial and location - Precinct 4 (Mbekweni)

Mbekweni Urban Gateway



Taxi Rank and Mbekweni Civic Centre



Ntshamba Corridor between Station and Civic Centre

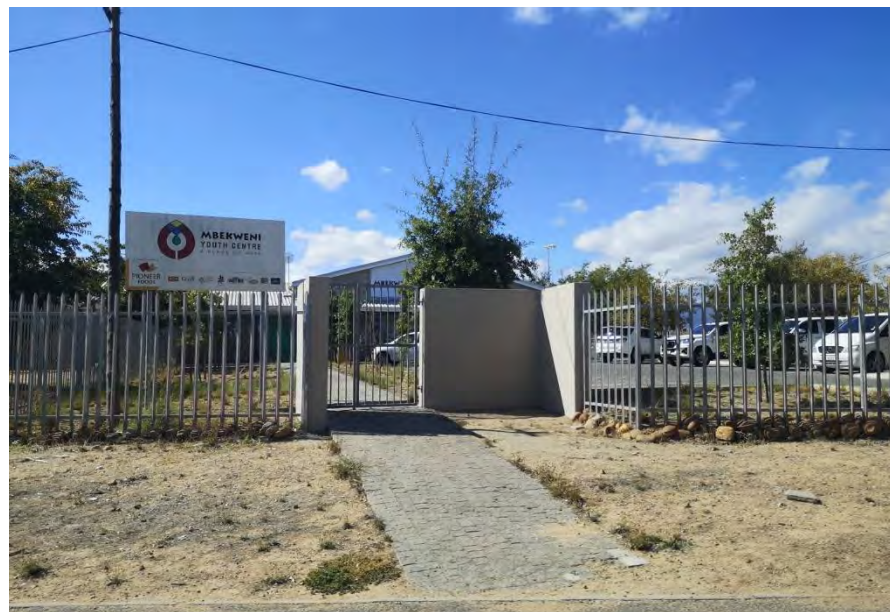


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Retail/ Local Economy



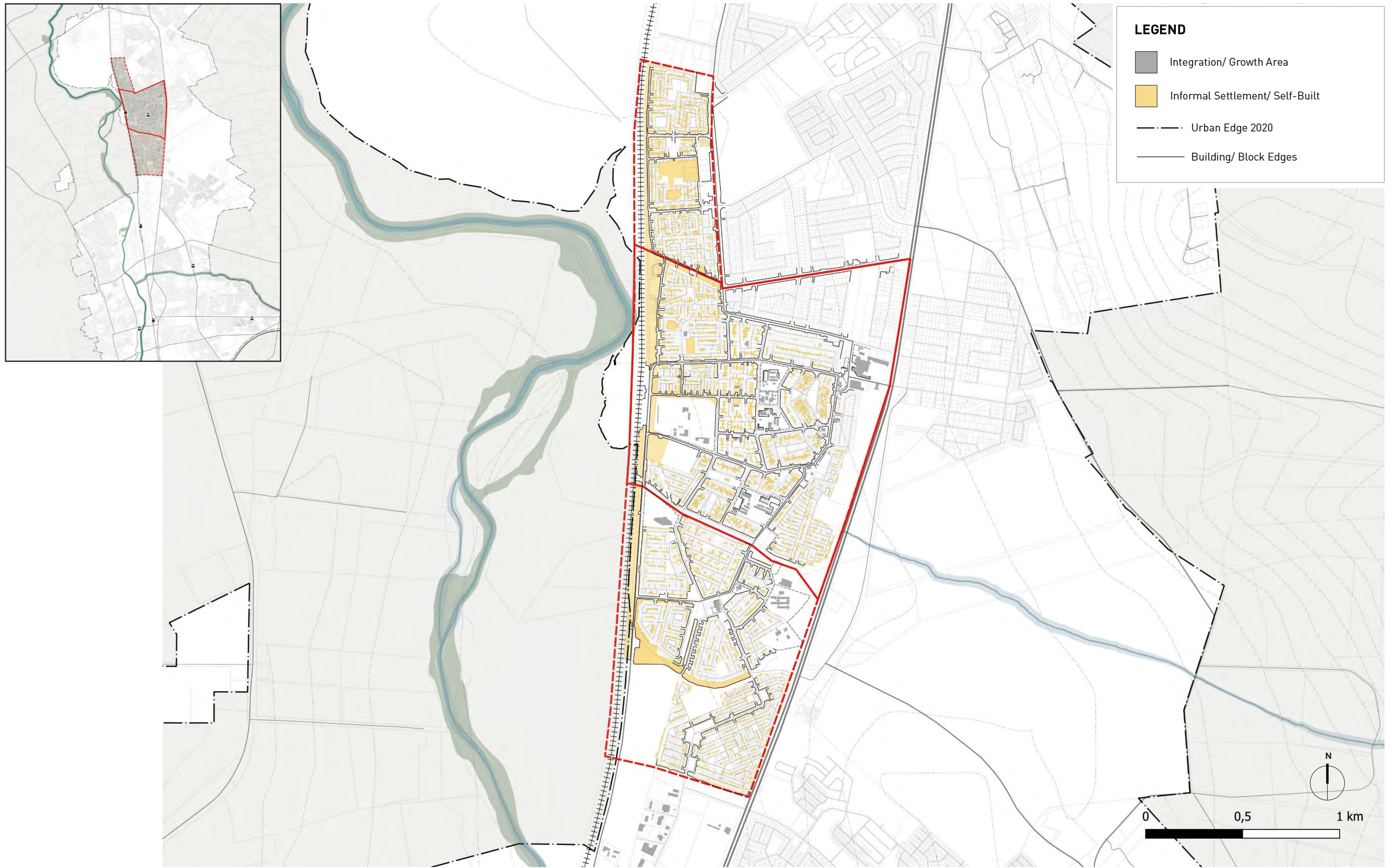
Informal/ Incremental Housing



Canal/ Riverbed and Open Space



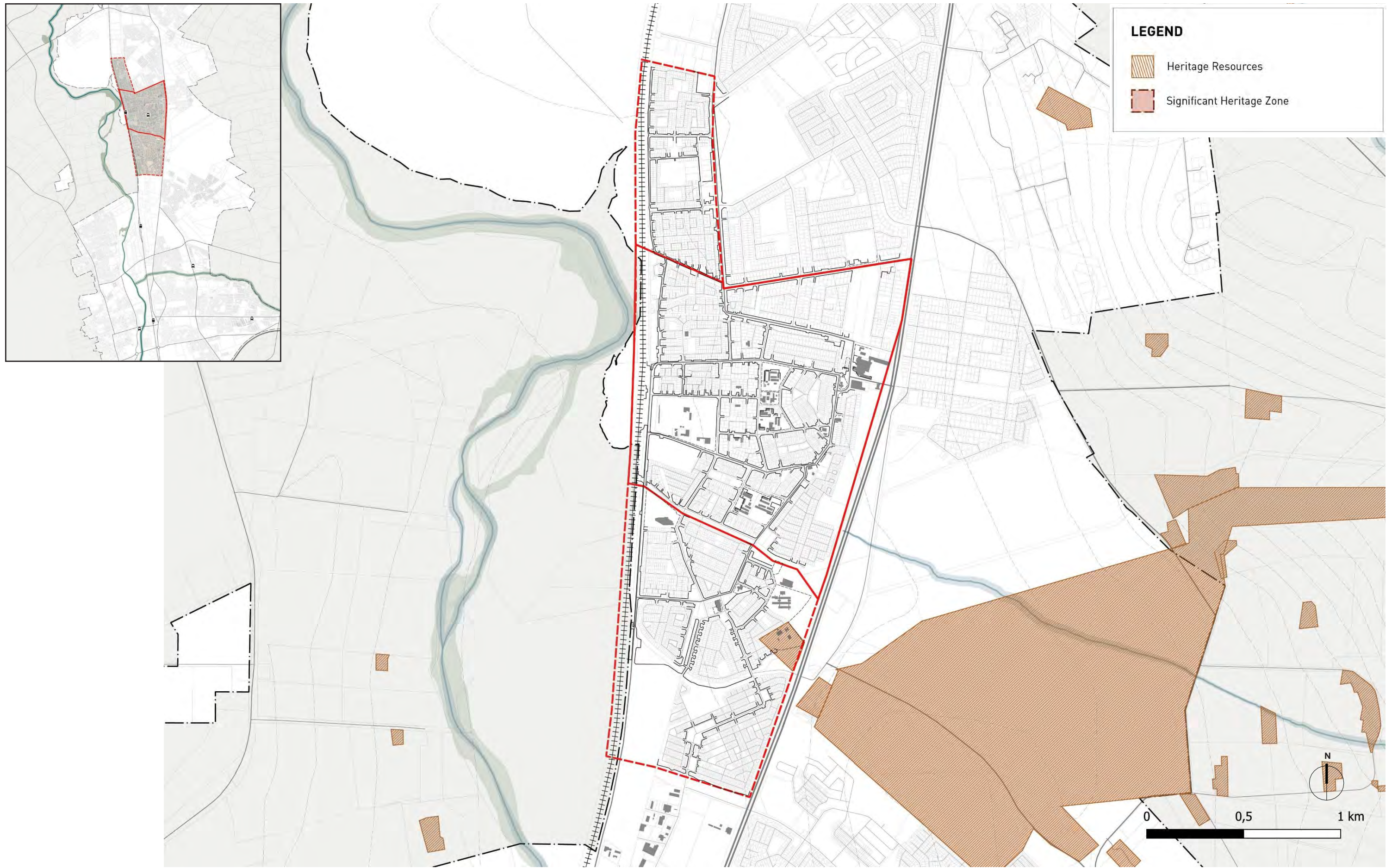
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Map 23: Precinct 4 - Structure, Built Form and Building Edges

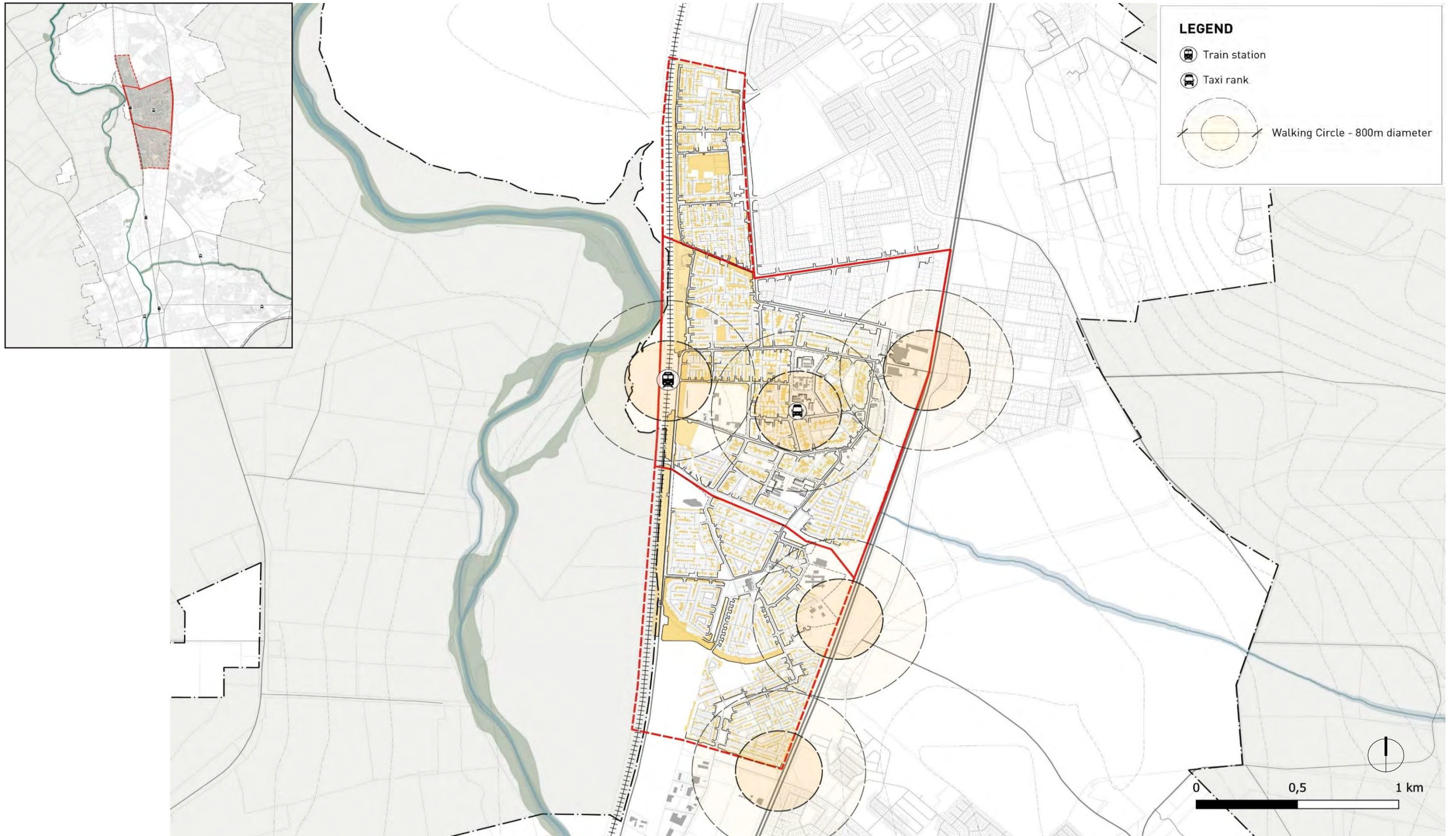
URBAN STRUCTURE AND BUILT FORM

PRECINCT 4 - MBEKWENI



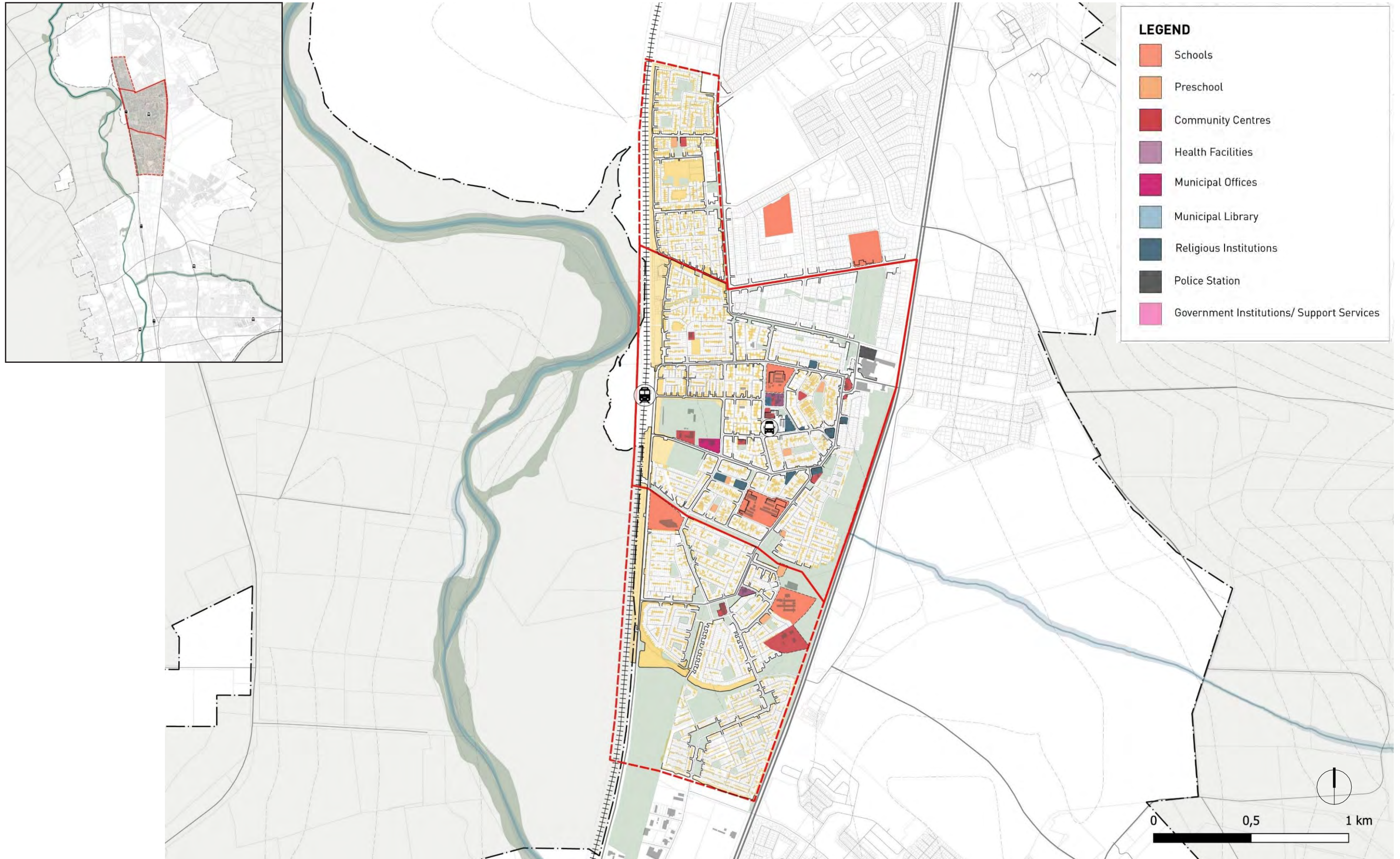
Map 24: Precinct 4 - Significant Heritage Resources

HERITAGE



Map 25: Precinct 4 - Mobility

MOBILITY



Map 26: Precinct 4 - Social Infrastructure and Landmarks

SOCIAL INFRASTRUCTURE AND LANDMARKS

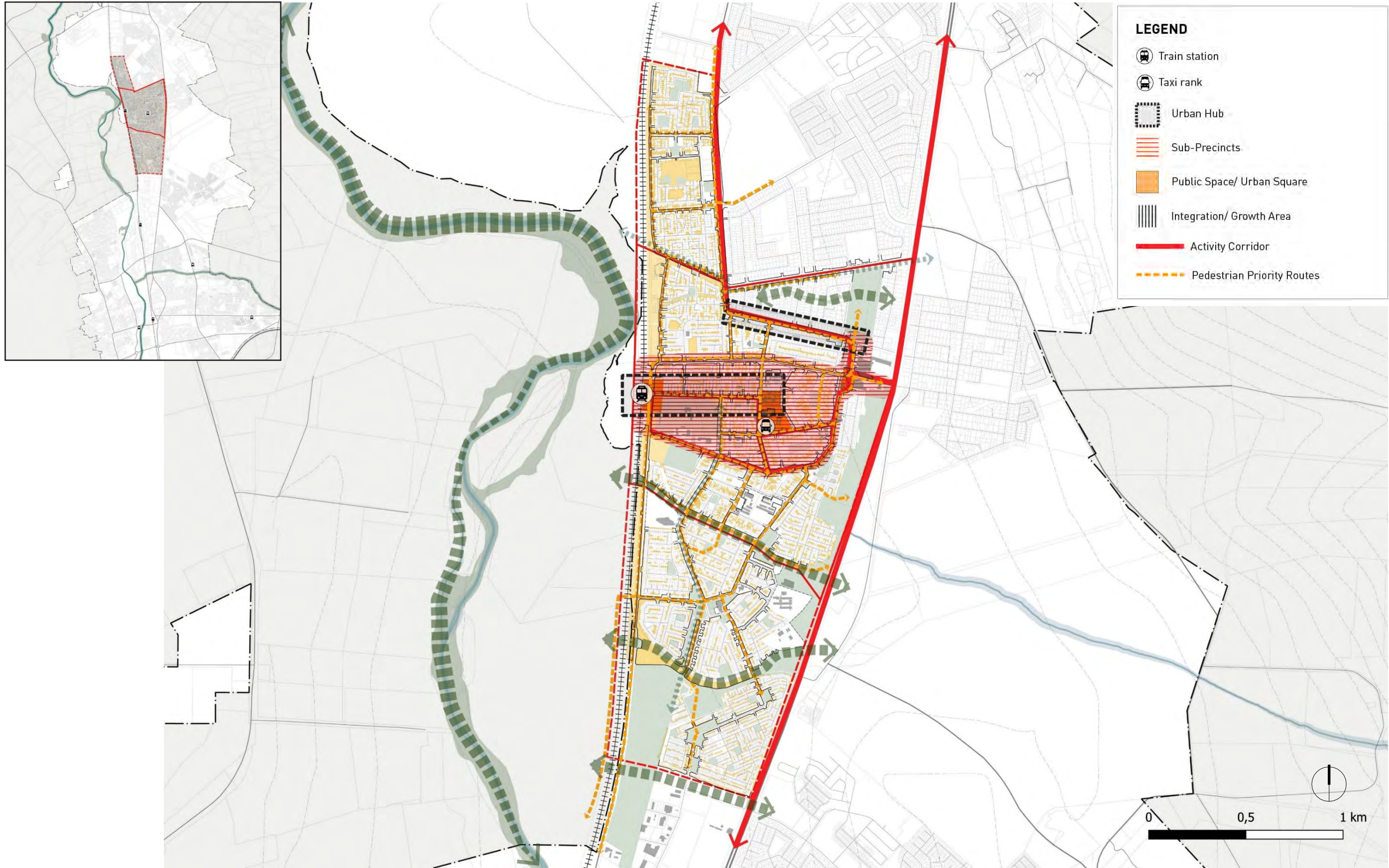
PRECINCT 4 - MBEKWENI



Map 27: Precinct 4 - Ecological Framework and Resources

NATURAL SYSTEMS

PRECINCT 4 - MBEKWENI



Map 28: Precinct 4 - Proposed Hub Framework

PROPOSED URBAN HUB DEVELOPMENT FRAMEWORKS

PRECINCT 4 - MBEKWENI

MBEKWENI URBAN 'HEART' - CREATE VIBRANT LOCAL PUBLIC TRANSPORT PRECINCT AND PEDESTRIANISED TOWNSHIP CBD



Map 28. Precinct 4 Proposal - Mbekweni CBD and Station/ Transport Oriented Development Precinct Plan

LEGEND



Map 29: Precinct 4 - Mbekweni Urban Hub Development Framework

KEY PROPOSALS:

1. Urban Gateway - Create a landmark building/focal point and visual connection down the main urban street to Mbekweni CBD.
2. Mbekweni CBD/ 'Heart' - Consolidate and densify Taxi Rank and Public Facilities Precinct with new urban courts, market space and commercial opportunities.
3. Market Street/Community Corridor - Create pedestrian priority street with wide formalized sidewalks and narrowed street sections for traffic calming. Support and encourage existing informal trading by creating a shared street and public space upgrade. Insitu infrastructure upgrades and safety initiatives with increased pedestrian level lighting. Strategic 'security towers'/two-three storey units are proposed to allow for increased security overview and way finding.
4. Station Precinct and Strategic Infill Sites - Revitalise station infrastructure and densify the precinct with supporting community facilities and mixed-use developments. Strategic housing opportunity with immediate access to public transport and proposed NMT route (to Paarl CBD).
5. Urban Agriculture initiatives at schools and religious institutions.



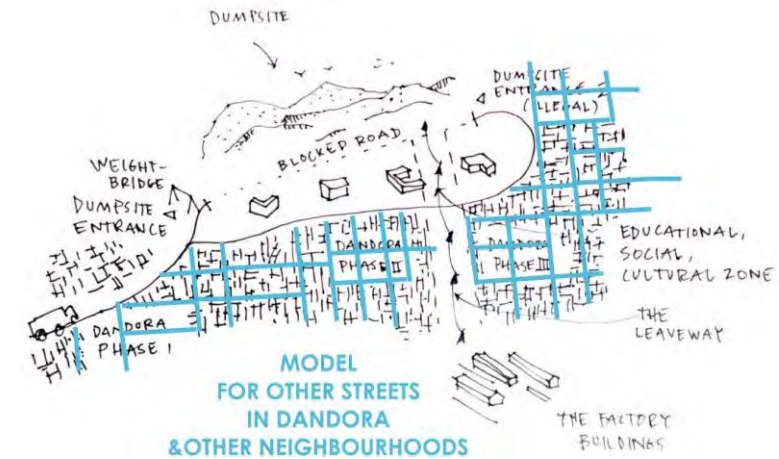
MBEKWENI TOWN CENTRE AND TOD PRECINCT



BEFORE

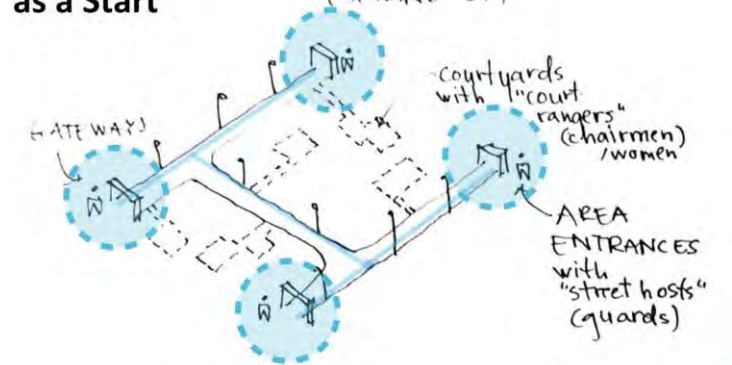


AFTER



Entrances as a Start

PHASE II - STEP UP TO THE STREETS (SCALING UP)

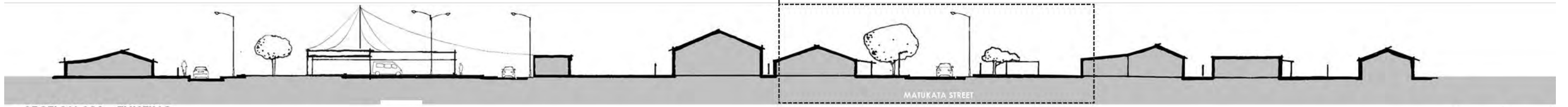
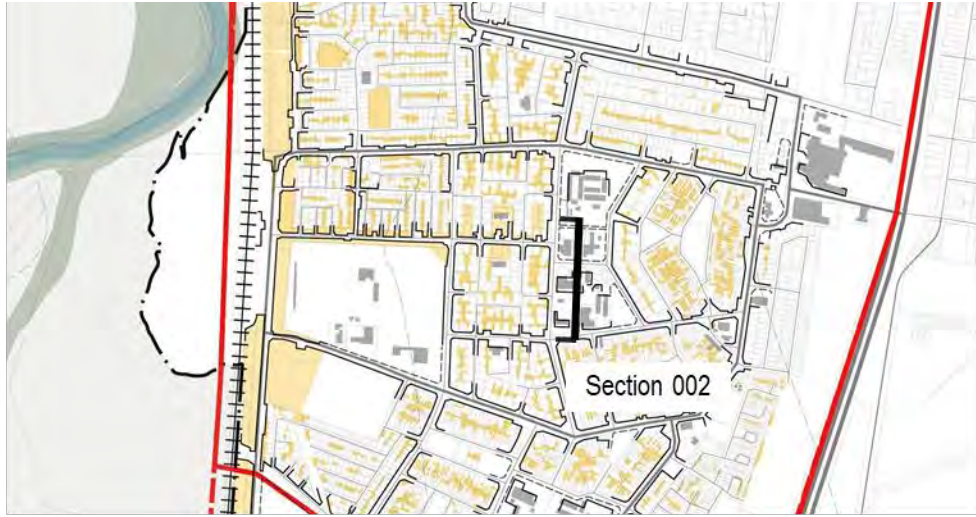


— Drainage
 ↑ street lighting + cleaning maintenance planting



URBAN STREET TRANSFORMATION

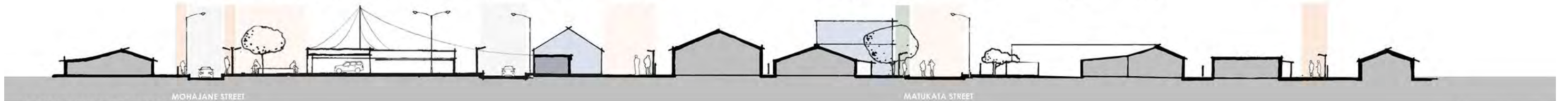
PRECEDENT STUDY



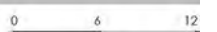
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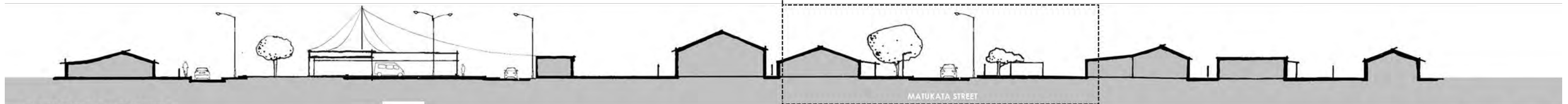
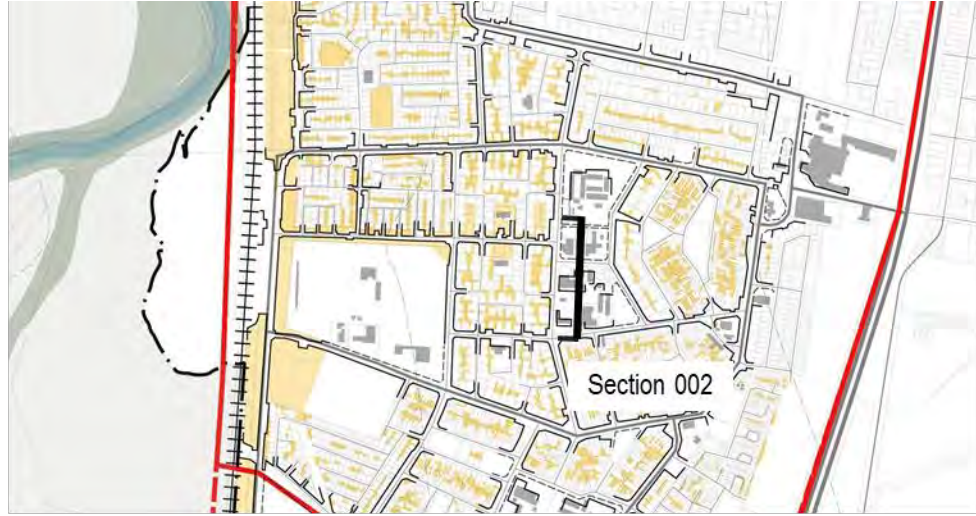


- Mohajane street
- Pedestrian light
- Tree
- New low wall, formalise taxi rank & informal trading
- Upgrade existing trading facility
- Pedestrian light
- Taxi access
- Proposed upgrade and expansion of existing facilities
- Pedestrian court & spine and lighting
- Proposed double storey corner building
- Pedestrian light
- Shared street/pedestrian priority
- Existing tree
- Existing municipal building
- Existing community hall
- Secondary pedestrian route
- Pedestrian light



SECTION 002 - PROPOSED
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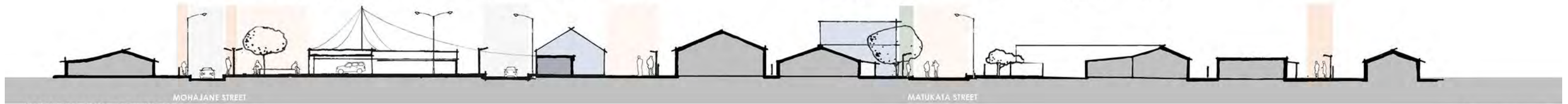




SECTION 002 - EXISTING
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- Mohajane street
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SECTION 002 - PROPOSED
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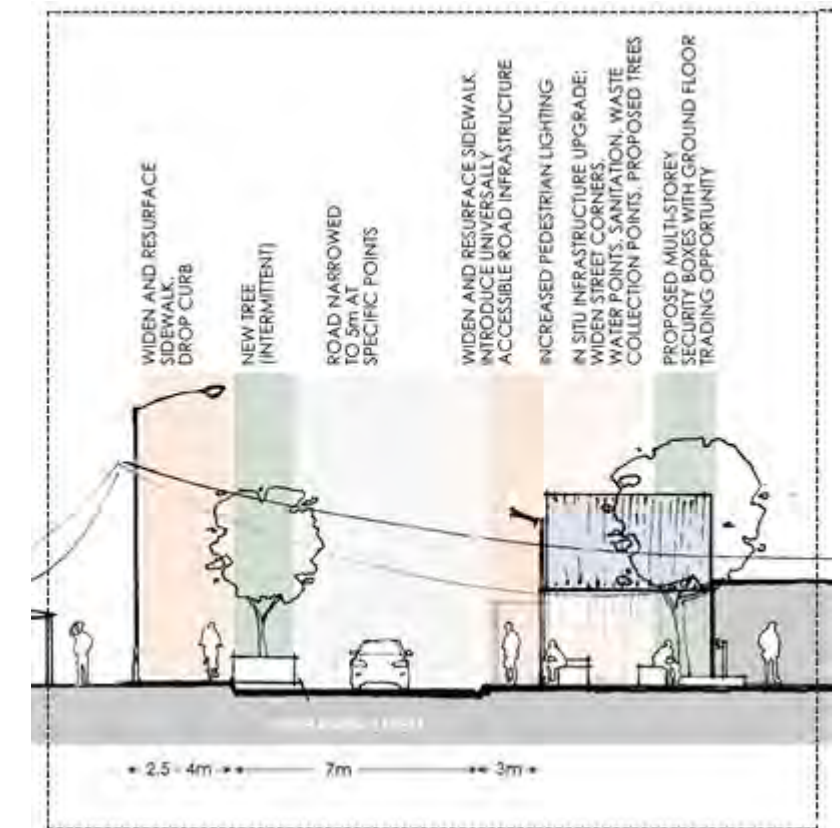
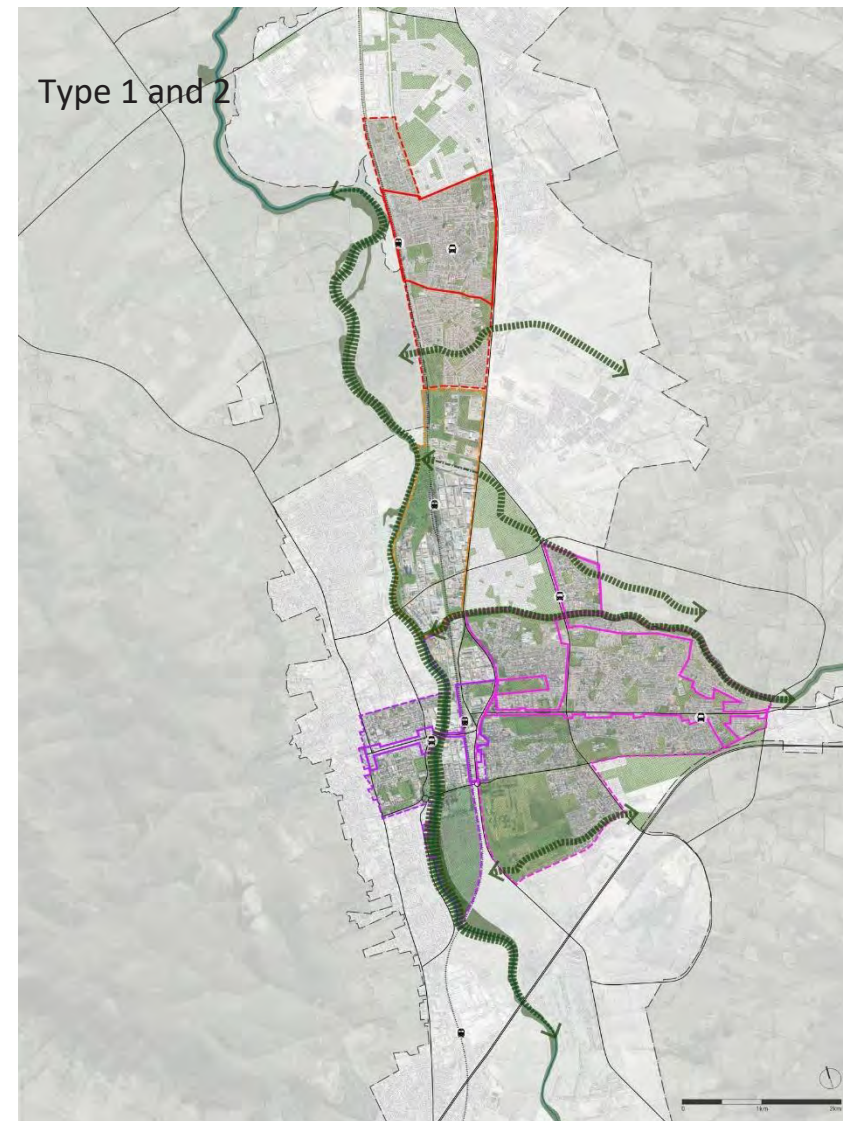


Programmes and projects

The next phase of the project will deal with the different investment interventions required. These include the following types:

1. Capital interventions at an integration zone level to ensure that bulk services (water, sewer, electricity, and stormwater) have the capacity and are in an excellent state to serve the different precincts that were identified in the situational analysis report.
2. Capital investments in regional wide transport infrastructure (mobility roads and public transport services and facilities) and services to ensure that the various precincts are connected and that opportunities in the precincts can be accessed. Some of these were also identified in the situational analysis report.
3. Capital and operational investment to support and implement design proposals at a precinct level as identified in this document.
4. Capital and commercial investment opportunities will also be identified, including, e.g., the station development proposals as part of the Precinct 1 recommendations.
5. Capital, operational, and commercial investment opportunities to support and promote new industrial and manufacturing opportunities as defined in the Precinct 3 proposals.
6. Impact, philanthropic and citizen-led interventions, and actions.

The next phase of the project will also propose a blended investment approach that will spell out the different "investors" role, including, e.g., the municipality and other government entities, private commercial investors, for impact and philanthropic investors and community and civic led interventions.



Type 3



Type 1 and 2 projects will, for example, be defined as follows in Phase 4.

DRAKENSTEIN CENTRAL URBAN DEVELOPMENT AREA

Chapter 2: Draft
Investment Plan



Proposal by BEAL Africa (Pty) Ltd



Prepared for DRAKENSTEIN MUNICIPALITY

DRAKENSTEIN CENTRAL URBAN DEVELOPMENT AREA

Draft Investment Plan

August 2021

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1. Introduction

The Drakenstein Central Urban Development Area (DCUDA) Investment Plan is an investment decision-making framework that provides direction for improved linkages between spatial planning, infrastructure and services provision, and the budgeting and financing process of the Municipality.

The investment plan Chapter responds to the Concept Precinct Plan development proposals made for each of the precincts in the previous Chapter.

This section deals with proposed investment interventions, a financial strategy, branding proposals and institutional arrangements. The proposed investment interventions include, for example:

1. Capital interventions at an integration zone level to ensure that **bulk services (water, sewer, electricity, and stormwater)** have the capacity and are in an excellent state to serve the different precincts that were identified in the situational analysis report (**Type 1 projects**).
2. Capital investments in **regional wide transport infrastructure** (mobility roads and public transport services and facilities) and services to ensure that the various precincts are connected and that opportunities in the precincts can be accessed. Some of these were also identified in the situational analysis report (**Type 2 projects**).
3. Capital and operational investment to support and implement design proposals at a **precinct level** as identified in this document (**Type 3 projects**).
4. Capital and **commercial investment** opportunities will also be discussed, including, e.g., the station development proposals as part of the Precinct 1 recommendations (**Type 4 projects**).

5. Impact, philanthropic and **citizen-led interventions**, and actions (**type 5 projects**)
6. Capital, operational, and commercial investment opportunities to support and promote new **industrial and manufacturing opportunities** (**type 6 projects**).

A wide range of role players and stakeholders are involved in spatial planning, land development, investment, and budgeting processes. These stakeholders are engaged in various stages and aspects of such procedures and play different, although sometimes converging, roles. In general, they fall within the following categories:

- National government departments and public entities
- Provincial government departments and public entities
- Municipalities and municipal public entities
- Parliamentary and intergovernmental support organisations
- Business, investors, and property owners
- Communities and households

Figure 1 summarises the precinct roles and functions, and types of investments. The following sections in the document will provide more detail on the types of investments proposed.

A. Urban Network Role and Function of Precincts

1. Mbekweni Urban Hub

The taxi rank and public facilities hub provides the ideal opportunity to create a consolidated and vibrant urban hub in the heart of Mbekweni.

2. Intermediate Employment Node

This Manufacturing Revitalisation Park will drive Localisation Initiatives with skills development, rapid prototyping and localisation conformity related activities as distinct differentiations when compared to other industrial properties.

3. Klein Drakenstein and Chicago Hub

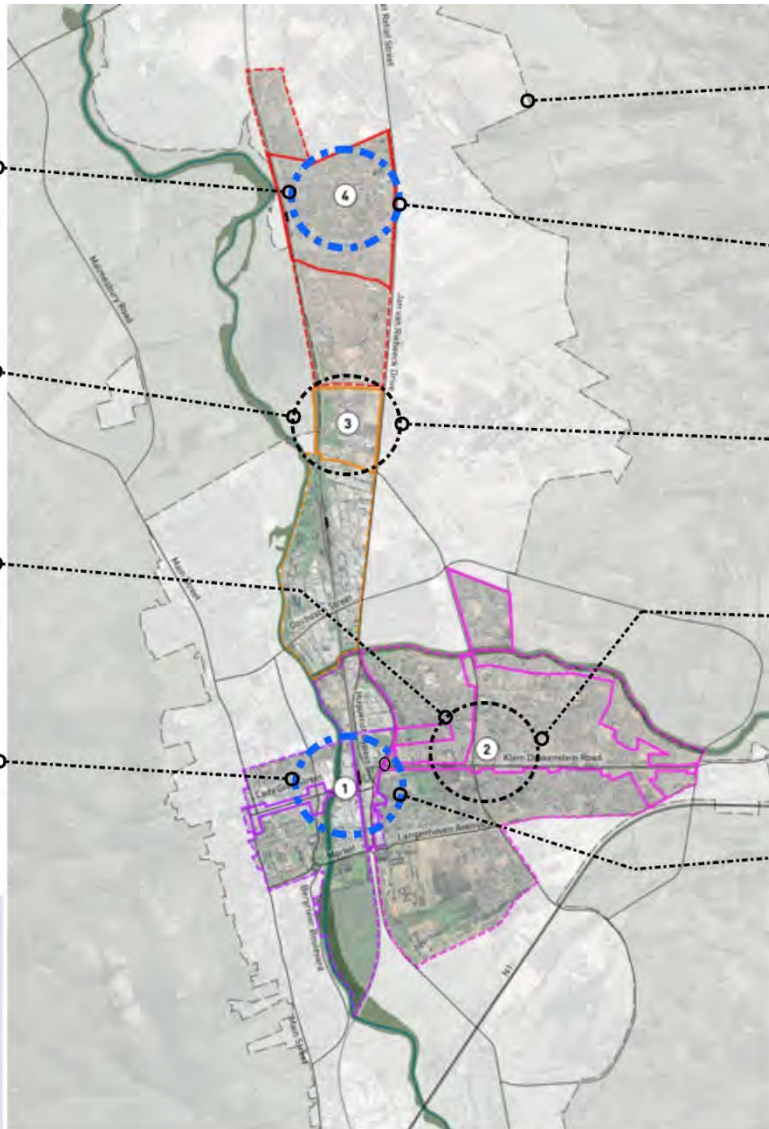
Klein Drakenstein Road provides easy access to the Huguemat Station precinct and its proposed opportunities as TOD urban hub. The road itself has several existing retail nodes that can be densified and diversified to create sub-precinct hubs to serve the local communities.

4. Lady Grey Anchor CBD

Lady Grey presents unique opportunities as a well-established urban street with existing infrastructure and several historic buildings of significant architectural merit. In support of strategic economic and development right incentives for local businesses and public-private partnerships.

INVESTMENT TYPES

- T1: District wide infrastructure
- T2: District wide transport and mobility
- T3: Precinct level infrastructure
- T4: Property development
- T5: Community infrastructure and interventions
- T6: Incubator investments and interventions



B. Precinct Investment Interventions

1. T 1 & 2: Bulk and Network Investment
Funded predominantly by municipality and government and relate to bulk infrastructure provision and district network and mobility and transport infrastructure as per the IDP.

2. Mbekweni Urban Hub

T3: Precinct infrastructure and services funded predominantly by municipality and government, supported via PPPs.

T4: Property development interventions funded government, private financing houses and local business.
T5: Community infrastructure and interventions funded by municipality, corporate, local businesses and civic organisations

3. Intermediate Employment Node

T4: Property development interventions funded by government, private financing houses and local business.

T6: Manufacturing and incubator services provided by municipality, government departments and agencies and a SPV e.g. The Institute for Technology and Society.

4. Klein Drakenstein and Chicago Hub

T3: Precinct infrastructure and services funded predominantly by municipality and government, supported via PPPs.

T4: Property development interventions funded government, private financing houses and local business.

T5: Community infrastructure and interventions funded by municipality, corporate, local businesses and civic organisations

5. Lady Grey Anchor CBD Type

T3: Precinct infrastructure and services funded predominantly by municipality and government, supported via PPPs.

T4: Property development interventions funded government, private financing houses and local business.

T5: Community infrastructure and interventions funded by municipality, corporate, local businesses and civic organisations

Figure 1: Precinct roles, functions, and investment options

2. Precinct Areas and Investments

2.1. Introduction

The sections that follow deal with the different investment interventions. These include the following types:

1. **Capital investment** at an integration zone level to ensure that bulk services (water, sewer, electricity, and stormwater) have the capacity and are in an excellent state to serve the different precincts that were identified in the situational analysis report.
2. **Capital investments** in regional-wide transport infrastructure (mobility roads and public transport services and facilities) and services to ensure that the various precincts are connected and that opportunities in the precincts can be accessed. Some of these were also identified in the situational analysis report.
3. **Capital and operational investment** to support and implement design proposals at a precinct level as identified in this document.
4. **Capital and commercial investment** opportunities will also be identified, including, e.g., the station development proposals as part of the Precinct 1 recommendations.
5. **Impact, philanthropic and citizen-led interventions**, and actions.
6. **Capital, operational, and commercial investment** opportunities to support and promote new industrial and manufacturing opportunities as defined in the Precinct 3 proposals.



Figure 2: Types of project investments

2.2. Precinct 1 – Lady Grey Anchor CBD

2.2.1. Type 1 and 2 projects

Type 1 and 2 projects include capital interventions at an integration zone level to ensure that bulk services (water, sewer, electricity, and stormwater) have the capacity and are in an excellent state to serve the different Precincts identified in the situational analysis report.

Table 1 provides cost estimates for water and sewer requirements for proposals in Precinct 1.


The Municipality will have to explore electricity, mobility, and transport cost estimates when the services needed are planned as part of Phase two of the project.

Table 1: Capital cost estimates for Precinct 1

Precinct 1 - Paarl CBD						
Item	Description	Exclusions	Inclusions (To be Confirmed by Council)	Elaborate Cost Breakdown Received/Available	Quantity	Cost Estimate
Bulk	Supply Water	Reservoir, Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Flow Diversions Pressure Reducing Valves	Yes	4035 m	R 24 364 887.05
	Sewerage	Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Yes	1634 m	R 15 589 000.00
	Electricity	Purchasing of land	OHL Double OHL Sub-Stations	Yes	0km	R -
Area Supply/Reticulation	Water	Pipe Systems larger than Ø300mm Reservoir Water Treatment Plants Pump Stations Flow Diversions Pressure Reducing Valves	Pipe Systems smaller than Ø300mm	Yes	1540 m	R 1 963 500.00
	Sewerage	Water Treatment Plants Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Pipe Systems smaller than Ø300mm	Yes	130 m	R 1 033 000.00
	Electricity	Purchasing of land OHL Double OHL Sub-Stations	Non Available	No	Null	R -

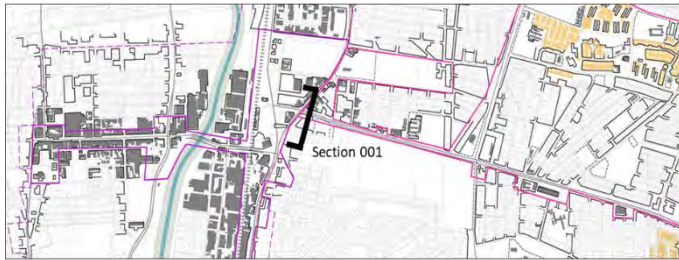
2.2.2. Type 3 projects

Table 2: Precinct 1 Type 3 projects

			
PROPOSAL/ DESIGN TYPOLOGY	DESCRIPTION OF TYPOLOGY/ DESIGN ELEMENTS	REFERENCE	INVESTMENT PARTNERS
STREET INFRASTRUCTURE 1. Lady Grey Street - High Street Upgrade (partially pedestrianised)	1. Upgrade, fixing and maintenance of sidewalk paving 2. Universal accessibility - tactile surface indicators NMT/ bicycle lane with curb/ demarcation 3. Universally accessible pedestrian crossings 4. Traffic calming elements, bollards, etc. Conversion of select parking bays to sidewalk extension/ planter	Precinct 1 - Lady Grey Street Section	1. National Treasury 2. Drakenstein Municipality

PUBLIC SPACE		<ol style="list-style-type: none"> 1. Upgrade paving/ hard landscaping Street furniture - seating, waste bins, etc 2. Wayfinding/ signage 3. Additional pedestrian lighting ∅ Security/ surveillance systems Wifi hotspot 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Local Businesses Property Owners 3. Investors
URBAN GREEN		<ol style="list-style-type: none"> 1. Planter and drought-tolerant landscaping (incl. drainage) 2. Urban street trees 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Investors
MUNICIPAL POLICY/ PRIVATE DEVELOPMENT	<ol style="list-style-type: none"> 1. Activate Building Edges and Upgrade Public Threshold 2. Special Rates Areas - Strategic Economic Development 3. Special Rates Areas - Conservation of Historic Buildings 4. Incentive Overlay Zone and City Improvement District 	<ol style="list-style-type: none"> 1. Municipal Policy 2. Aesthetic Guidelines 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Local Business Forum 3. Property Owners 4. City Improvement District Group 5. Local Heritage Conservation Groups 6. Rate Payers Associations 7. Business Support Groups

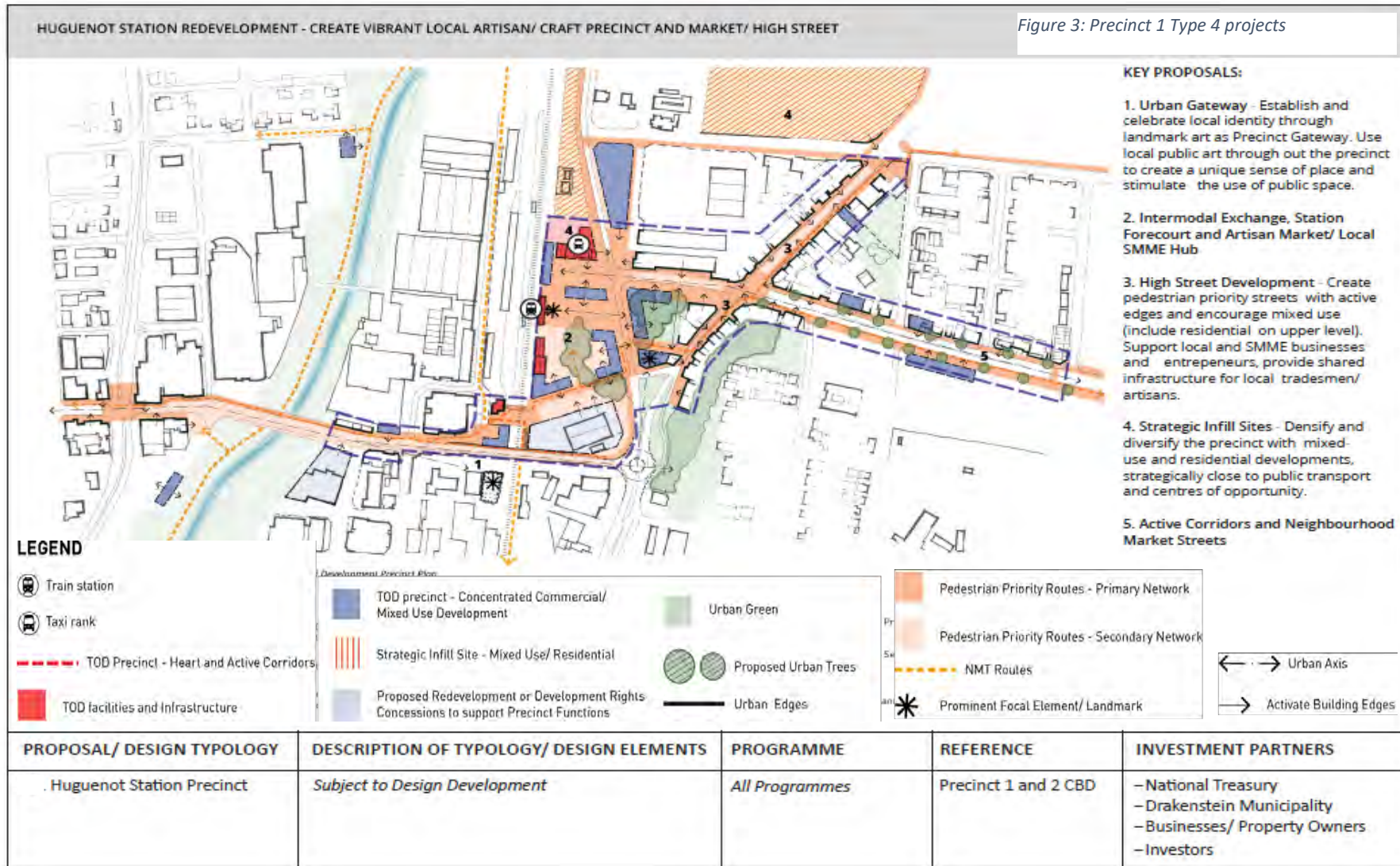
Table 2 cont.



PROPOSAL/ DESIGN TYPOLOGY	DESCRIPTION OF TYPOLOGY/ DESIGN ELEMENTS	PROGRAMME (see type 5 projects)	REFERENCE	INVESTMENT PARTNERS
STREET INFRASTRUCTURE	<ol style="list-style-type: none"> Klein Drakenstein Road - Transform to Multimodal Corridor 	<ol style="list-style-type: none"> Land and Property 	Precinct 2 - Klein Drakenstein Road (Costa Nervu Farm) <i>Section 002</i>	<ol style="list-style-type: none"> National Treasury Drakenstein Municipality

PUBLIC SPACE		<ol style="list-style-type: none"> 1. Upgrade paving/ hard landscaping 2. Wayfinding/ signage 3. Additional pedestrian lighting 3. Security/ surveillance systems 	<ol style="list-style-type: none"> 1. Community Safety Collaboration in Action 2. Fix Your Space 		<ol style="list-style-type: none"> 1. National Treasury 2. Drakenstein Municipality 2. Local Businesses Property Owners NGOs/ Interest Groups
URBAN GREEN		<ol style="list-style-type: none"> 4. Planter and drought-tolerant landscaping (incl. drainage) 5. Urban street trees 	<ol style="list-style-type: none"> 3. Land and Property 4. Fix Your Space 		<ol style="list-style-type: none"> 3. Drakenstein Municipality 4. Investors NGOs/ Interest Groups
MUNICIPAL POLICY/ PRIVATE DEVELOPMENT	<ol style="list-style-type: none"> 1. Activate Building Edges and Upgrade Public Threshold 2. Special Rates Areas - Strategic Economic Development 	<ol style="list-style-type: none"> 1. Increased visual/ passive surveillance - visually permeable fencing/ boundary walls 2. <i>Municipal Policy</i> 	<ol style="list-style-type: none"> 1. Land and Property 2. Building Business People Development Collaboration in Action 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Local Business Forum Property Owners Rate Payers Associations 3. Business Support Groups 4. NGOs/ Interest Groups

2.2.3. Type 4 projects



2.2.4. Type 5 projects

EARLY CHILDHOOD DEVELOPMENT (ECD)	
	<ul style="list-style-type: none"> Assisting ECD centres with registration Creche safety Food security Staff training Volunteering opportunities Facilitating capacity-building ECD support network mapping sessions to identify role players, highlight duplication and fill the gaps
STRONG SCHOOLS	
	<ul style="list-style-type: none"> Infrastructure and maintenance Curriculum support Parent involvement School safety Food security Access to mentorship Sport and recreation Development of teachers Sourcing of donors and funding
SPORT, ART AND CULTURE	
	<ul style="list-style-type: none"> Establishing sport clubs and informal leagues Support campaigns and events Training of coaches Equipment – sourcing funding / sponsors Repurposing of urban vacant spaces for safe recreational and sporting activities Introduction of sport and recreation programmes to communities as identified through networking sessions
PEOPLE DEVELOPMENT	
	<ul style="list-style-type: none"> Youth development Life skills training Financial training Showcasing career and training opportunities Physical, emotional, spiritual and mental health Supporting people with disabilities Access to mentorship

S – short term 0\$ – Can be done with limited resources
M – Medium term 1\$ – Can be done with local resources and some external
L – long term 2\$ – Need big local effort with mostly external funding



Precinct 1 – Lady Grey Anchor CBD

1. Property owners, local businesses and national retail corporations in the anchor CBD to support ECD centres as a service to day time employees and residents.
2. Follow the basic process in the table icon to develop ECD centres.
3. Work with, or establish a CBD ECD forum.
4. Investment done via existing civic organisations or platforms.

1. Explore CBD education options in under-utilised buildings and using existing open space for recreation facilities.
2. Follow the basic process in the table icon on the left to develop education facilities.
3. Work with or establish education forums.
4. Investment done via existing civic organisations, platforms or the proposed transaction mechanism (Institute for Technology and Society)

1. Explore CBD recreation options e.g. urban trails, art exhibitions, cultural festivals etc. by repurposing buildings, parking areas and open spaces.
2. Follow the basic process in the table icon on the left to develop recreation facilities.
3. Create a CBD sports, arts and culture club by using the SHARE App.
4. Investment done via existing civic organisations, platforms or the proposed transaction mechanism (Institute for Technology and Society)

1. Explore ways to deal with CBD homeless persons, food security and physical and mental health.
2. Follow the basic process in the table icon on the left to develop people care & development facilities/programmes
3. Connect all service providers by using the SHARE App.
4. Investment done via existing civic organisations or platforms .

Figure 4: Precinct 1 Type 5 projects

COMMUNITY SAFETY	
<p>1\$</p>  <p>M</p>	<ul style="list-style-type: none"> • Mobilise relevant stakeholders (Community Policing Forums, police, neighbourhood watch groups, ward councillors etc.) • Identify crime hot spots through surveys and select appropriate locations • Public project noticeboards • Develop response and data management plan • Control room activation • Safety light and alarm installation and distribution
FIX YOUR SPACE	
<p>0\$</p>  <p>S</p>	<ul style="list-style-type: none"> • Creating spaces that promote health, happiness and well-being • Implementing place-making methodology to give communities a sense of place, celebrate local culture and create recognisable beacons • Projects that improve the aesthetics of an area • Builds community pride, cohesion, ownership and can reduce crime • Quick and affordable e.g. painting, cleaning • Creating opportunities for investment by / contributions from local businesses (clean, safe spaces change the investment sentiment)
LAND AND PROPERTY	
<p>2\$</p>  <p>S-M-L</p>	<ul style="list-style-type: none"> • Identifying residential and commercial development opportunities • Developing under-utilised open land • Investigating micro-solutions for informal settlement areas • Supporting and promoting land development for small-scale farming / agripreneurship purposes • Addressing food security through urban farming initiatives • Repurposing of old / vacant buildings for e.g. commercial activities or community hubs
BUILDING BUSINESS	
<p>1\$</p>  <p>S</p>	<ul style="list-style-type: none"> • Identifying community entrepreneurs and enterprises • Enterprise development and entrepreneurial support • Creating access to market opportunities • Establishing business forums • Access to training and mentorship • Access to financing • Starter packs for emerging businesses that include e.g. web design, marketing material, personal branding and product photography



Precinct 1 – Lady Grey Anchor CBD

1. Property owners and local businesses in the anchor CBD to support safety and crime prevention initiatives.
 2. Follow the basic process in the table icon on the left to develop a safety strategy.
 3. Work with or establish a CBD safety forum.
 4. Investment done via existing civic organisations or platforms or SPV e.g. the Institute for Technology and Society
-
1. Work with local businesses, property owners and the municipality and explore Fix your Space initiatives to improve the aesthetics of the CBD.
 2. Follow the basic process in the table icon on the left to develop a Fix your Space strategy.
 3. Work with or establish maintenance and regeneration forums.
 4. Investment done via existing civic organisations, platforms or the proposed transaction mechanism (Institute for Technology and Society)
-
1. Explore small-scale property and improvement initiatives e.g. urban gardening, pop up events etc.
 2. Follow the basic process in the table icon on the left to create a land and property strategy.
 3. Develop a menu of property developments and appropriate financing mechanisms.
 4. Investment done via existing civic organisations, platforms or the proposed transaction mechanism (Institute for Technology and Society)
-
1. Work with local enterprises and business networks.
 2. Follow the basic process in the table icon on the left to develop business networks.
 3. Connect all enterprises on the SHARE App and create a business collective.
 4. Enterprise investment and support by the municipality, government, SEDA, EDS grants etc.

S – short term 0\$ – Can be done with limited resources
M – Medium term 1\$ – Can be done with local resources and some external
L – long term 2\$ – Need big local effort with mostly external funding

Figure 4 cont.

2.3. Precinct 2 - Klein Drakenstein and Chicago Hub

2.3.1. Type 1 and 2 projects

Table 3: Precinct 2 Capital cost estimates

Type 1 and 2 projects include capital interventions at an integration zone level to ensure that bulk services (water, sewer, electricity, and stormwater) have the capacity and are in an excellent state to serve the different precincts identified in the situational analysis report.

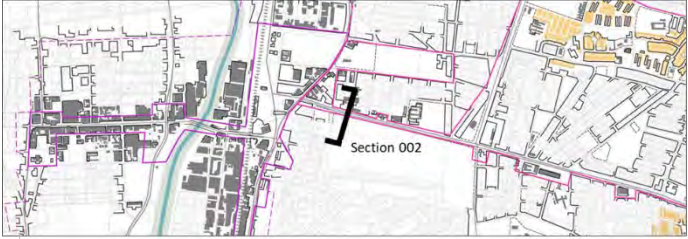

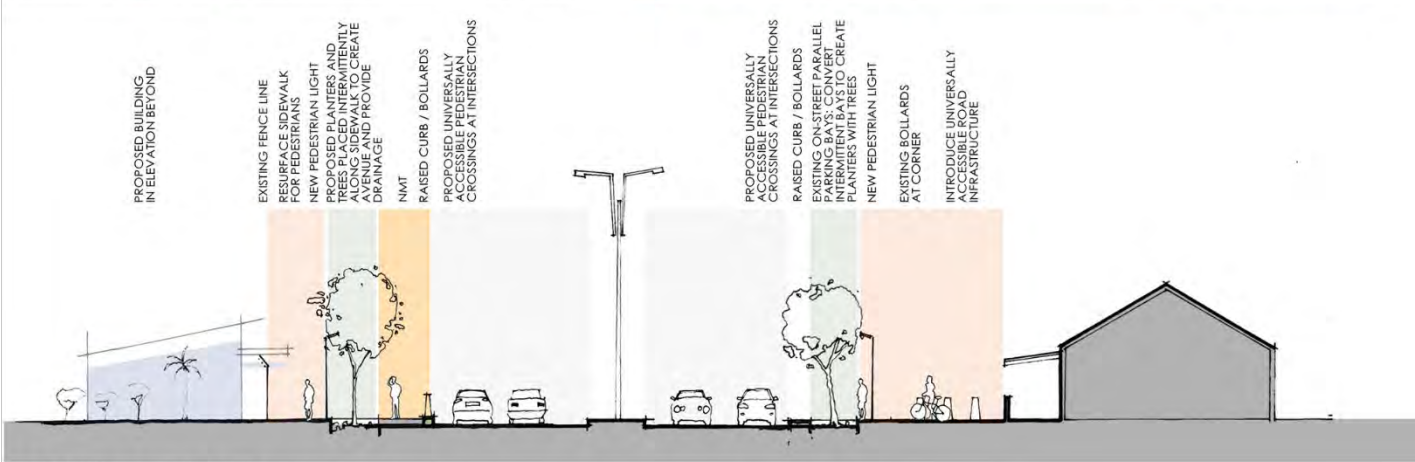
Table 3 indicates that Precinct 2 requires investment in water and electricity to support the area's development.

The Municipality will have to explore electricity, mobility, and transport cost estimates when the services needed are planned as part of Phase two of the project.

Precinct 2 - Klein Drakenstein						
Item	Description	Exclusions	Inclusions (To be Confirmed by Council)	Elaborate Cost Breakdown Received/Available	Quantity	Cost Estimate
Bulk	Supply Water	Reservior, Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Flow Diversions Pressure Reducing Valves	Yes	16995 m	R 136 399 784.00
	Sewerage	Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Yes	1637 m	R 7 206 000.00
	Electricity	Purchasing of land	OHL Double OHL Sub-Stations	Yes	3km	R 27 000 000.00
Area Supply/Reticulation	Water	Pipe Systems larger than Ø300mm Reservior Water Treatment Plants Pump Stations Flow Diversions Pressure Reducing Valves	Pipe Systems smaller than Ø300mm	Yes	2040 m	R 3 293 780.00
	Sewerage	Water Treatment Plants Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Pipe Systems smaller than Ø300mm	Yes	1601 m	R 5 517 000.00
	Electricity	Purchasing of land OHL Double OHL Sub-Stations	Non Available	No	Null	R -



2.3.2. Type 3 projects

Table 4: Precinct 2 Type 3 projects

 				
 <p>SECTION 002 - PROPOSED 1:250</p> <p>← 2.5m → 2m → 2.5m → ← 2.5m → 3.5m →</p>				
PROPOSAL/ DESIGN TYPOLOGY	DESCRIPTION OF TYPOLOGY/ DESIGN ELEMENTS	PROGRAMME	REFERENCE	INVESTMENT PARTNERS
STREET INFRASTRUCTURE <ol style="list-style-type: none"> Klein Drakenstein Road - Transform to Multimodal Corridor 	<ol style="list-style-type: none"> Upgrade and maintenance of sidewalk paving NMT/ bicycle lane with curb/ demarcation Universally accessible pedestrian crossings/ intersections Conversion of select parking bays to sidewalk extension/ planter 	<ol style="list-style-type: none"> Land and Property 	<ol style="list-style-type: none"> Precinct 2 - Klein Drakenstein Road (Ivanhoe Park Centre) <i>Section 006</i> 	<ol style="list-style-type: none"> National Treasury Draknstein Municipality

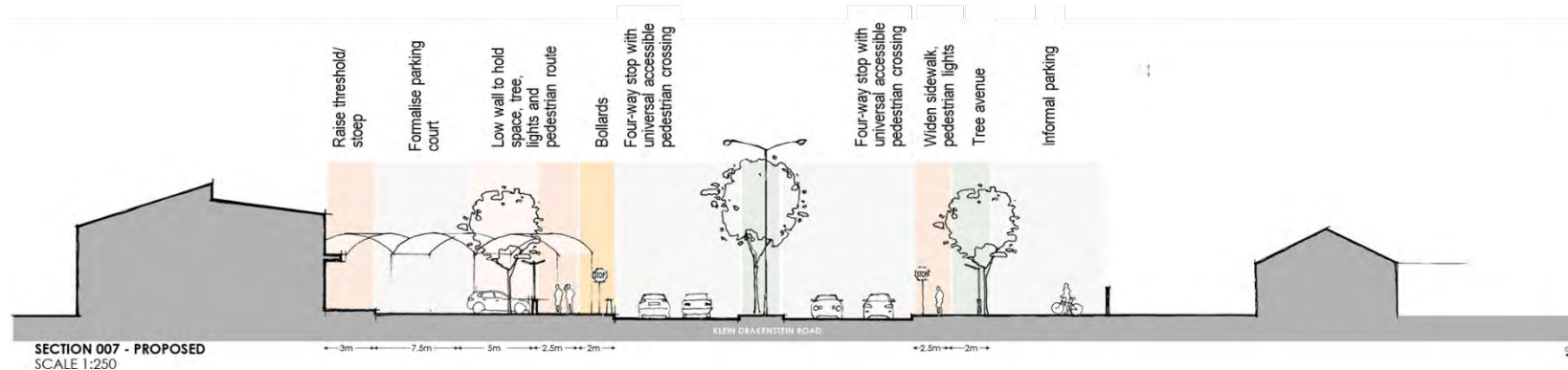
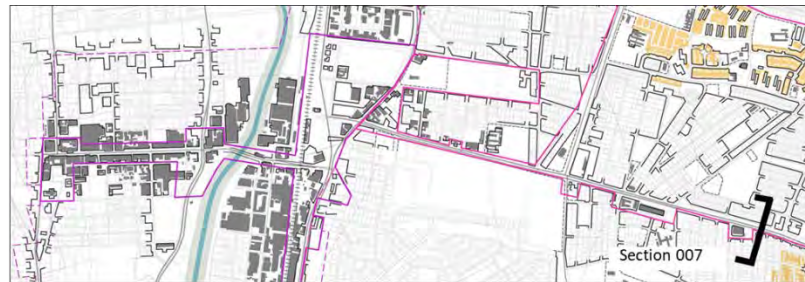
PUBLIC SPACE		<ol style="list-style-type: none"> 1. Upgrade paving/ hard landscaping 2. Wayfinding/ signage Additional pedestrian lighting 3. Security/ surveillance systems 	<ol style="list-style-type: none"> 1. Land and Property 2. Community Safety Collaboration in Action 3. Fix Your Space 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Local Businesses 3. Property Owners 4. NGOs/ Interest Groups
URBAN GREEN		<ol style="list-style-type: none"> 1. Planter and drought-tolerant landscaping (incl. drainage) 2. Urban street trees 	<ol style="list-style-type: none"> 1. Land and Property 2. Fix Your Space 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Investors
MUNICIPAL POLICY/ PRIVATE DEVELOPMENT		<ol style="list-style-type: none"> 1. Increased visual/ passive surveillance - visually permeable fencing/ boundary walls 	<ol style="list-style-type: none"> 1. Land and Property 		<ol style="list-style-type: none"> 1. Drakenstein Municipality
	<ol style="list-style-type: none"> 1. Special Rates Areas - Strategic Economic Development 	<ol style="list-style-type: none"> 1. <i>Municipal Policy</i> 	<ol style="list-style-type: none"> 1. Land and Property 2. Building Business 3. People Development 4. Collaboration in Action 		<ol style="list-style-type: none"> 2. Local Business Forum 3. Property Owners 4. Investors 5. Rate Payers Associations 6. Business Support Groups 7. NGOs/ Interest Groups

Table 4 cont.

 					
<p>SCALE 1:250</p> <p>Proposed Residential/potential duplex</p> <p>Proposed courtyard space</p> <p>Existing retail building</p> <p>Encourage elevation refurbishment and lighting</p> <p>PARKING COURT</p> <p>Proposed trees at intermittent parking bays, seating and lighting</p> <p>Defined pedestrian route</p> <p>Bollard demarcation</p> <p>Proposed trees at intermittent parking bays, seating and lighting</p> <p>SECTION 006 - PROPOSED SCALE 1:250</p> <p>←3m→ →5m→ →7.5m→ →5m→ →5m→ →1.8m→ →19m→ →2.5m→ →1.8m→</p>					
	<p>PROPOSAL/ DESIGN TYPOLOGY</p>	<p>DESCRIPTION OF TYPOLOGY/ DESIGN ELEMENTS</p>	<p>PROGRAMME</p>	<p>REFERENCE</p>	<p>INVESTMENT PARTNERS</p>
<p>STREET INFRASTRUCTURE</p>	<p>1. Transform Parking Lot into Urban/Retail Forecourt</p>	<p>1. Upgrade sidewalk paving in front of GF shops/ businesses</p> <p>2. Conversion of select parking bays to planters</p>	<p>1. Land and Property</p>	<p>1. Precinct 2 - Klein Drakenstein Road (Ivanhoe Park Centre) <i>Section 006</i></p>	<p>1. Local Businesses</p> <p>2. Property Owners</p> <p>3. Investors</p>

PUBLIC SPACE		<ol style="list-style-type: none"> 1. Street furniture - low walls, seating, waste bins, etc 2. Wayfinding/ signage Additional pedestrian lighting 3. Security/ surveillance systems 4. Wifi hotspot 	<ol style="list-style-type: none"> 1. Land and Property 2. Community Safety Collaboration in Action 3. Fix Your Space 		<ol style="list-style-type: none"> 1. Local Businesses 2. Property Owners 3. Investors
URBAN GREEN		<ol style="list-style-type: none"> 1. Planter and drought-tolerant landscaping (incl. drainage) 2. Urban street trees 	<ol style="list-style-type: none"> 1. Land and Property 2. Fix Your Space 		<ol style="list-style-type: none"> 1. Local Businesses 2. Property Owners 3. Investors
MUNICIPAL POLICY/ PRIVATE DEVELOPMENT	<ol style="list-style-type: none"> 1. Activate Building Edges and Upgrade Public Threshold 2. Density Overlay Zone 	<ol style="list-style-type: none"> 1. Private building intervention - exterior renovations and painting 2. Municipal Policy 	<ol style="list-style-type: none"> 1. Land and Property 2. Building Business People Development 3. Fix Your Space 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Local Business Forum Property Owners 3. Investors Rate Payers Associations 4. Business Support Groups 5. NGOs/ Interest Groups

Table 4 cont.



	PROPOSAL/ DESIGN TYPOLOGY	DESCRIPTION OF TYPOLOGY/ DESIGN ELEMENTS	PROGRAMME	REFERENCE	INVESTMENT PARTNERS
STREET INFRASTRUCTURE	<ol style="list-style-type: none"> Klein Drakenstein Road - Upgrade Taxi Rank and Create Urban Forecourt 	<ol style="list-style-type: none"> NMT/ bicycle lane and sidewalk upgrade Universally accessible pedestrian crossing/ intersection 	<ol style="list-style-type: none"> Land and Property 	<ol style="list-style-type: none"> Precinct 2 - Klein Drakenstein Road Taxi Rank (Amstelhof Corner Store) <i>Section 007</i> 	<ol style="list-style-type: none"> Drakenstein Municipality

PUBLIC SPACE		<ol style="list-style-type: none"> 1. Hard landscaped/ paved urban forecourt 2. Street furniture - low walls, seating, waste bins, etc 3. Additional pedestrian lighting 4. Wayfinding/ signage 5. Security/ surveillance systems 6. Wifi hotspot 7. Paint and maintain existing structures 8. Public art 9. Lockable water point 	<ol style="list-style-type: none"> 1. Land and Property 2. Community Safety 3. Fix Your Space 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Local Businesses 3. Investors
URBAN GREEN		<ol style="list-style-type: none"> 1. Urban street trees 	<ol style="list-style-type: none"> 1. Land and Property 2. Fix Your Space 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Investors
PRIVATE		<ol style="list-style-type: none"> 1. Increased visual/ passive surveillance - visually permeable fencing/ boundary walls 	<ol style="list-style-type: none"> 1. Land and Property 2. Building Business 3. Collaboration in Action 4. Fix Your Space 		<ol style="list-style-type: none"> 1. Local Businesses 2. Property Owners 3. Investors

2.3.3. Type 5 projects

EARLY CHILDHOOD DEVELOPMENT (ECD)	
	<ul style="list-style-type: none"> Assisting ECD centres with registration Creche safety Food security Staff training Volunteering opportunities Facilitating capacity-building ECD support network mapping sessions to identify role players, highlight duplication and fill the gaps
STRONG SCHOOLS	
	<ul style="list-style-type: none"> Infrastructure and maintenance Curriculum support Parent involvement School safety Food security Access to mentorship Sport and recreation Development of teachers Sourcing of donors and funding
SPORT, ART AND CULTURE	
	<ul style="list-style-type: none"> Establishing sport clubs and informal leagues Support campaigns and events Training of coaches Equipment – sourcing funding / sponsors Repurposing of urban vacant spaces for safe recreational and sporting activities Introduction of sport and recreation programmes to communities as identified through networking sessions
PEOPLE DEVELOPMENT	
	<ul style="list-style-type: none"> Youth development Life skills training Financial training Showcasing career and training opportunities Physical, emotional, spiritual and mental health Supporting people with disabilities Access to mentorship

S – short term 0\$ – Can be done with limited resources
M – Medium term 1\$ – Can be done with local resources and some external
L – long term 2\$ – Need big local effort with mostly external funding



Precinct 2 – Paarl East/ Klein Drakenstein hub

- Support existing ECD centres and involve local businesses.
 - Follow the basic process in the table icon on the left to develop an ECD strategy.
 - Work with established ECD forums and strengthen their capabilities.
 - Investment done via existing civic organisations or platforms. Investigate the establishment of a development fund to expand investment choices.
-
- Support existing education initiatives and involve local businesses and relevant government bodies.
 - Follow the basic process in the table icon on the left to develop education facilities.
 - Work with or establish education forums.
 - Investment done via existing civic organisations, platforms.
-
- Existing civic organisations to support sports programmes and initiatives. Include informal sports practices e.g. street cricket or soccer.
 - Follow the basic process in the table icon on the left to develop sport and recreation facilities.
 - Create sports, arts and culture clubs by using the SHARE App.
 - Investment done via existing civic organisations or platforms.
-
- Explore ways to deal with the homeless, food security and physical and mental health.
 - Follow the basic process in the table icon on the left to develop people care & development facilities/programmes
 - Connect all service providers by using the SHARE App.
 - Investment done via existing civic organisations or platforms .

Figure 5: Precinct 2 Type 5 projects

COMMUNITY SAFETY	
<p>1\$</p>  <p>M</p>	<ul style="list-style-type: none"> • Mobilise relevant stakeholders (Community Policing Forums, police, neighbourhood watch groups, ward councillors etc.) • Identify crime hot spots through surveys and select appropriate locations • Public project noticeboards • Develop response and data management plan • Control room activation • Safety light and alarm installation and distribution
FIX YOUR SPACE	
<p>0\$</p>  <p>S</p>	<ul style="list-style-type: none"> • Creating spaces that promote health, happiness and well-being • Implementing place-making methodology to give communities a sense of place, celebrate local culture and create recognisable beacons • Projects that improve the aesthetics of an area • Builds community pride, cohesion, ownership and can reduce crime • Quick and affordable e.g. painting, cleaning • Creating opportunities for investment by / contributions from local businesses (clean, safe spaces change the investment sentiment)
LAND AND PROPERTY	
<p>2\$</p>  <p>S-M-L</p>	<ul style="list-style-type: none"> • Identifying residential and commercial development opportunities • Developing under-utilised open land • Investigating micro-solutions for informal settlement areas • Supporting and promoting land development for small-scale farming / agripreneurship purposes • Addressing food security through urban farming initiatives • Repurposing of old / vacant buildings for e.g. commercial activities or community hubs
BUILDING BUSINESS	
<p>1\$</p>  <p>S</p>	<ul style="list-style-type: none"> • Identifying community entrepreneurs and enterprises • Enterprise development and entrepreneurial support • Creating access to market opportunities • Establishing business forums • Access to training and mentorship • Access to financing • Starter packs for emerging businesses that include e.g. web design, marketing material, personal branding and product photography



Precinct 2 – Paarl East/ Klein Drakenstein hub

1. Support citizen-led community safety initiatives.
2. Follow the basic process in the table icon to develop a community safety strategy e.g. the Lantana process.
3. Work with CPFs, neighbourhood watches and police.
4. Investment by local businesses, government and via existing civic organisations or platforms.

1. Conduct survey via community volunteers and identify areas that need refurbishment and maintenance.
2. Follow the basic process in the table icon on the left to develop a Fix your Space strategy.
3. Create a forum or fix your space club via the SHARE app.
4. Investment by local businesses, government and via existing civic organisations or platforms

1. Explore small-scale property and improvement initiatives e.g. urban gardening, pop up events etc.
2. Follow the basic process in the table icon on the left to create a strategy.
3. Develop a menu of property developments and appropriate financing mechanisms.
4. Investment done via existing civic organisations, platforms or the proposed transaction mechanism (Institute for Technology and Society).

1. Work with local enterprises and business networks.
2. Follow the basic process in the table icon on the left to develop business networks/a business collective.
3. Connect all enterprises on the SHARE App and create a business collective.
4. Enterprise investment and support by the municipality, government, SEDA, EDS grants etc.

S – short term 0\$ – Can be done with limited resources
M – Medium term 1\$ – Can be done with local resources and some external
L – long term 2\$ – Need big local effort with mostly external funding

Figure 5 cont.

2.4. Precinct 3 – Intermediate Employment Node

2.4.1. Type 1 and 2 projects

Type 1 and 2 projects include capital interventions at an integration zone level to ensure that bulk services (water, sewer, electricity, and stormwater) have the capacity and are in an excellent state to serve the different precincts identified in the situational analysis report.

Table 5 indicates that Precinct 3 requires investment in sewerage and electricity to support the area's development. Stormwater also needs upgrading.

The Municipality will have to explore electricity, mobility, and transport cost estimates when the services needed are planned as part of Phase two of the project.

Table 5: Precinct 3 Capital Cost Estimates

Precinct 3 - Paarl Industrial						
Item	Description	Exclusions	Inclusions (To be Confirmed by Council)	Elaborate Cost Breakdown Received/Available	Quantity	Cost Estimate
Bulk	Supply Water	Reservoir, Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Flow Diversions Pressure Reducing Valves	No	Null	R -
	Sewerage	Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Yes	278 m	R 2 998 000.00
	Electricity	Purchasing of land	OHL Double OHL Sub-Stations	Yes	8km	R 95 001 300.00
Area Supply/Reticulation	Water	Pipe Systems larger than Ø300mm Reservoir Water Treatment Plants Pump Stations Flow Diversions Pressure Reducing Valves	Pipe Systems smaller than Ø300mm	Yes	0 m	R -
	Sewerage	Water Treatment Plants Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Pipe Systems smaller than Ø300mm	Yes	2304 m	R 3 658 000.00
	Electricity	Purchasing of land OHL Double OHL Sub-Stations	Non Available	No	Null	R -
Stormwater		Micro Infrastructure	Retention Dams Canals Culverts	Yes	N/A	R 34 000 000.00

2.4.2. Type 6 project

As was mentioned in the Concept Precinct Plan, the Manufacturing Revitalisation Park will not be set up to compete with industry, but rather to assist and stimulate. In addition to its industrial spaces, its unique

differentiator is access to a suite of facilities and services in one location, which is not readily available elsewhere. The facilities and services that have been identified for possible inclusion to enable its unique strategies include:

1. **Business Centre** - The Business Centre will drive Strategic Initiatives for a global stamp of approval to ensure new international markets and access to its outlets. The Business Centre will specifically support early-stage technology start-ups that need to design, prototype, and commercialise any form of technology with revitalisation projects.
2. **Institute** – This skills development and training institution will be managed by experienced professionals and boasts several high-tech types of equipment for prototyping and conformity-related activities in niche areas for certification, inspection, testing, and accreditation in manufacturing industries. The centre's facilities will also host various events and offer professional training and skills development to student interns.
3. **Rapid Prototyping Facilities** – The idea of creating something from nothing has always captured the imagination. This facility's process chain development capabilities will range from reverse engineering, digital design software, rapid prototyping to metrology and quality control technologies, which was traditionally unavailable to local inventors. It will allow companies and individuals to develop prototypes and manufacture small runs thereof for quick turnover.
4. **Research & Testing Laboratories** – These research testing activities will provide an extensive array of testing, calibration, inspection, and evaluation capabilities across various technologies. This facility will ensure certification of the products produced in the park and accreditation of the park and industrial partners as operating entities.
5. **Export Office** - The supportive strategies such as support for the development of a world-class certification standard, trade and investment promotion, property development incentives, and small business support will unlock the ability of businesses to access this market and stimulate their growth successfully. This approach will, in turn, drive the demand for leasable industrial space. The interventions required are of a property development nature.

2.5. Precinct 4 - Mbekweni Urban Hub

2.5.1. Type 1 and 2 projects

Type 1 and 2 projects include capital interventions at an integration zone level to ensure that bulk services (water, sewer, electricity, and stormwater) have the capacity and are in an excellent state to serve the different precincts identified in the situational analysis report.

Table 6 indicates that Precinct 4 requires investment in water, sewerage, and electricity to support the area's development. Stormwater infrastructure also needs upgrading.

The Municipality will have to explore electricity, mobility, and transport cost estimates when the services needed are planned as part of Phase two of the project.

Stormwater investment is also required.

Table 6: Precinct 4 capital cost estimates

Precinct 4 - Mbekweni						
Item	Description	Exclusions	Inclusions (To be Confirmed by Council)	Elaborate Cost Breakdown Received/Available	Quantity	Cost Estimate
Bulk	Supply Water	Reservoir, Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Flow Diversions Pressure Reducing Valves	Yes	7490 m	R 44 441 040.00
	Sewerage	Water Treatment Plants	Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Yes	9502 m	R 48 011 000.00
	Electricity	Purchasing of land	OHL Double OHL Sub-Stations	Yes	0 m	R 75 000 000.00
Area Supply/Reticulation	Water	Pipe Systems larger than Ø300mm Reservoir Water Treatment Plants Pump Stations Flow Diversions Pressure Reducing Valves	Pipe Systems smaller than Ø300mm	Yes	1860 m	R 3 323 420.00
	Sewerage	Water Treatment Plants Pipe Systems larger than Ø300mm Pump Stations Rising Mains Flow Diversion	Pipe Systems smaller than Ø300mm	Yes	874 m	R 2 142 000.00
	Electricity	Purchasing of land OHL Double OHL Sub-Stations	Non Available	No	Null	R -
Stormwater		Micro Infrastructure	Retention Dams Canals Culverts	Yes	N/A	R 35 700 000.00

2.5.2. Type 3 projects

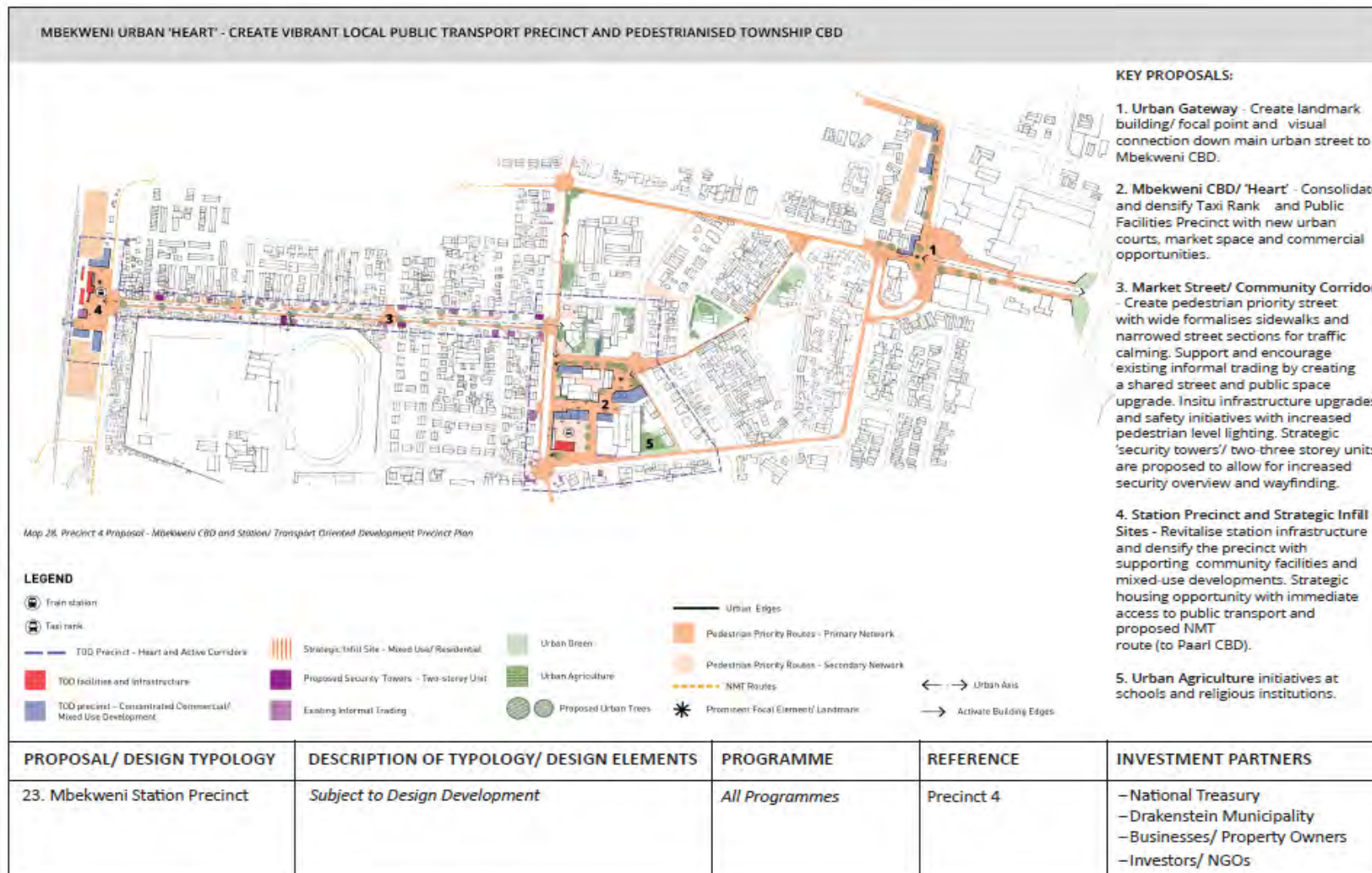
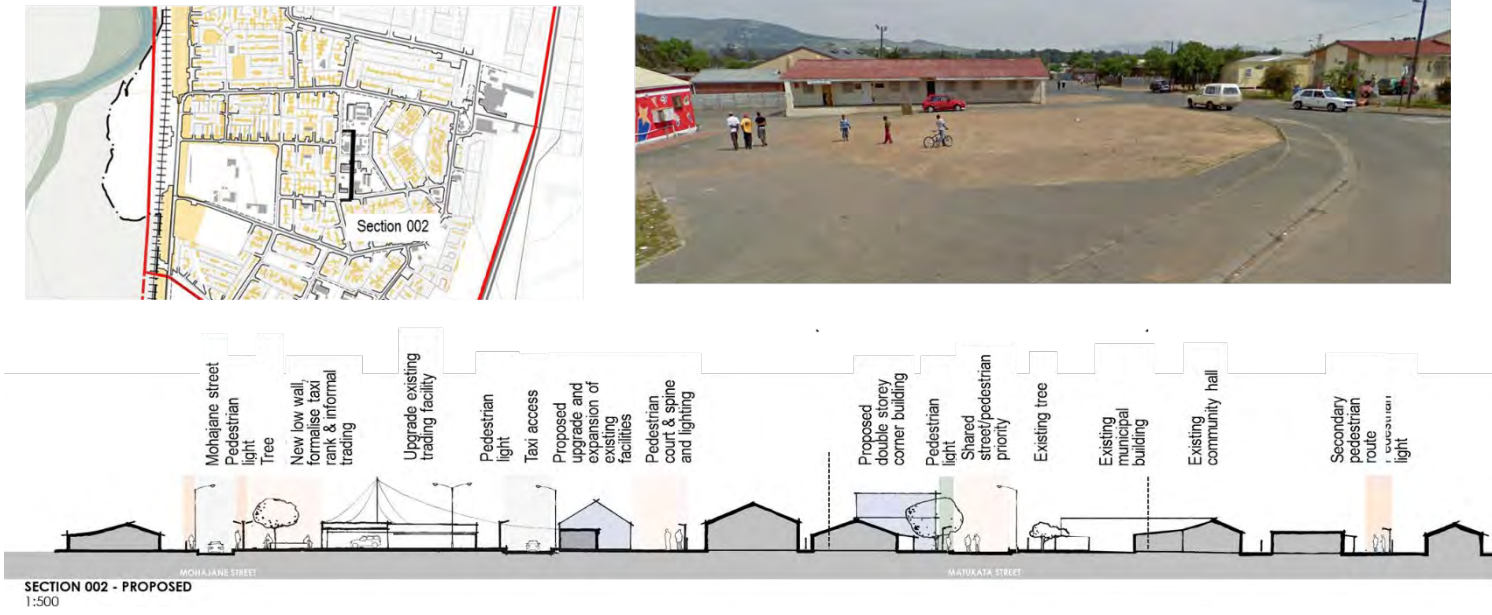


Figure 6: Mbekweni "Heart" proposal

Table 7: Precinct 4 Type 3 projects

				
PROPOSAL/ DESIGN TYPOLOGY	DESCRIPTION OF TYPOLOGY/ DESIGN ELEMENTS	PROGRAMME (see type 5 projects)	REFERENCE	INVESTMENT PARTNERS
STREET INFRASTRUCTURE	<ol style="list-style-type: none"> Ntshamba Street - Incremental/ Insitu Infrastructure Upgrade 	<ol style="list-style-type: none"> Land and Property Fix Your Space 	<ol style="list-style-type: none"> Precinct 4 - Ntshamba Street <i>Section 001</i> 	<ol style="list-style-type: none"> Drakenstein Municipality Investors NGOs/ Interest Groups

PUBLIC SPACE		<ol style="list-style-type: none"> Street furniture - low walls, seating, waste bins, etc. Additional pedestrian lighting Waste management/ collection points* In situ sanitation facilities Water points 	<ol style="list-style-type: none"> Land and Property Community Safety Collaboration in Action Fix Your Space 		<ol style="list-style-type: none"> Drakenstein Municipality Local Businesses Property Owners Investors NGOs/ Interest Groups
	URBAN GREEN	<ol style="list-style-type: none"> Urban street trees 	<ol style="list-style-type: none"> Land and Property Fix Your Space 		<ol style="list-style-type: none"> Drakenstein Municipality Investors NGOs/ Interest Groups
MUNICIPAL POLICY/		<ol style="list-style-type: none"> Security boxes** 	<ol style="list-style-type: none"> Land and Property 		<ol style="list-style-type: none"> Drakenstein Municipality Local Businesses Property Owners Investors NGOs/ Interest Groups
	<ol style="list-style-type: none"> Special Rates Areas - Strategic Economic Development 	<ol style="list-style-type: none"> Municipal Policy Small Business Support Initiatives 	<ol style="list-style-type: none"> Land and Property Building Business People Development 		
	<ol style="list-style-type: none"> Waste management/ collection points Security boxes 	<ol style="list-style-type: none"> Subject to Design Development 	<ol style="list-style-type: none"> Land and Property Building Business People Development Collaboration in Action 		

Table 7 cont.



	PROPOSAL/ DESIGN TYPOLOGY	DESCRIPTION OF TYPOLOGY/ DESIGN ELEMENTS	PROGRAMME	REFERENCE	INVESTMENT PARTNERS
STREET INFRASTRUCTURE	<ol style="list-style-type: none"> Mbekweni CBD - Upgrade Taxi Rank and Create Urban Forecourt Matukata Street - Shared/ Pedestrian Street 	<ol style="list-style-type: none"> NMT/ bicycle lane and sidewalk upgrade Upgrade, fixing and maintenance of sidewalk paving Universally accessible pedestrian crossings Convert tarred road to paved pedestrian priority street Traffic calming elements Bollards 	<ol style="list-style-type: none"> Land and Property 	<ol style="list-style-type: none"> Precinct 4 - Mbekweni CBD and Taxi Rank <i>Section 002</i> 	<ol style="list-style-type: none"> National Treasury Drakenstein Municipality Public Institutions Local Businesses Property Owners Investors NGOs/ Interest Groups

PUBLIC SPACE		<ol style="list-style-type: none"> 1. Hard landscaped/ paved urban forecourt 2. Street furniture - low walls, seating, waste bins, etc. 3. Additional pedestrian lighting Wayfinding/ signage 4. Security/ surveillance systems 5. Wi-Fi hotspot 6. Waste management/ collection points* 7. Public art 8. Lockable water point 	<ol style="list-style-type: none"> 1. Land and Property 2. Community Safety 3. Collaboration in Action 4. Fix Your Space 		<ol style="list-style-type: none"> 1. National Treasury 2. Drakenstein Municipality 3. Local Businesses 4. Property Owners 5. Investors 6. NGOs/ Interest Groups
URBAN GREEN		<ol style="list-style-type: none"> 1. Planter and drought-tolerant landscaping (incl. drainage/ irrigation) 2. Urban street trees 	<ol style="list-style-type: none"> 1. Collaboration in Action 2. Fix Your Space 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Investors 3. NGOs/ Interst Groups
MUNICIPAL POLICY	1. Activate Building Edges and Upgrade Public Threshold	1. Public and private building intervention - exterior renovations and painting	<ol style="list-style-type: none"> 1. Land and Property 2. Fix Your Space 		<ol style="list-style-type: none"> 1. Drakenstein Municipality 2. Local Businesses Property Owners
	4. Create Urban Hub - Cluster public/ social services facilities	<ol style="list-style-type: none"> 1. Municipal Policy 2. Social Support Services 	<ul style="list-style-type: none"> ∅ Land and Property ∅ People development ∅ Collaboration in Action 		<ol style="list-style-type: none"> 3. Investors NGOs/ Interest Groups

2.5.3. Type 4 projects

The proposal is to develop locally owned enterprises that are deployed at scale and within short time frames at a Multi-Activity Cluster (MAC) space, such as the Mbewkeni old CBD.

A MAC could include the following types of enterprises and services:

1. Retail and professional services.
2. Waste management.
3. Urban gardens, seedlings, and composting.
4. Alternative energy.
5. Property development.
6. Digital connectivity and financial inclusion; and
7. Micromanufacturing.

The benefits of such an approach include:

1. Building of trust and relationship.
2. Creation of new markets and enterprises.
3. Creation of multiplier jobs and opportunities.
4. Circulation of money and resources locally.
5. Support of socio-economic and enterprise development efforts.
6. Creation of a platform for targeted and collective investment; and
7. De-risking of communities to encourage and invite more innovative investment.

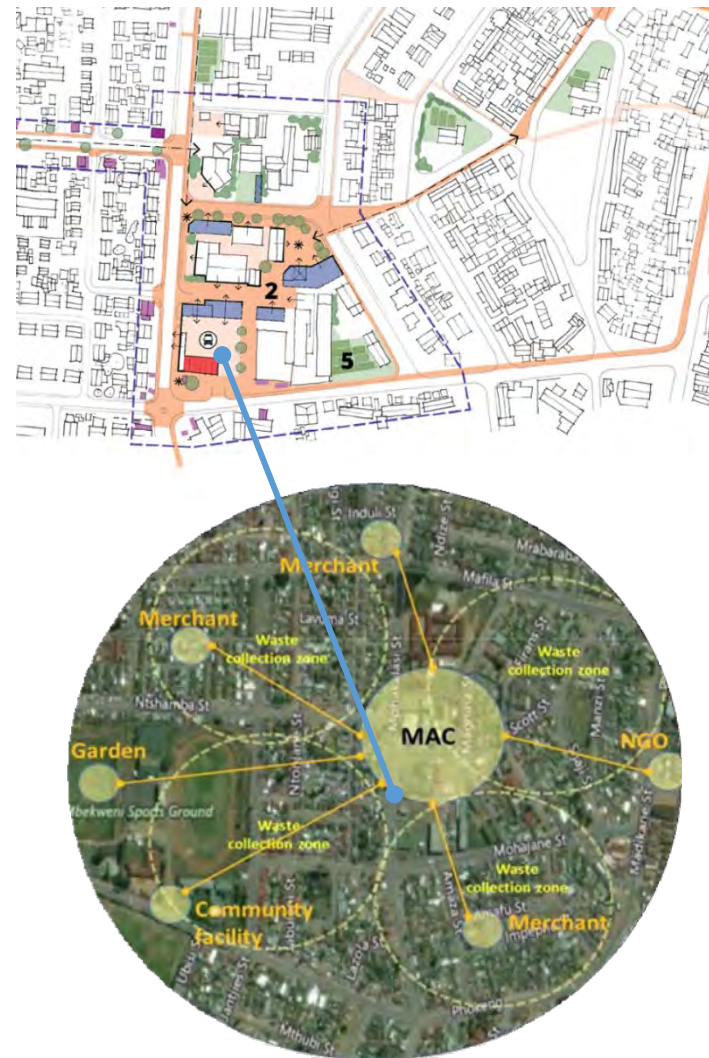


Figure 7: Mbekweni MAC proposal

2.5.4. Type 5 projects

Figure 8: Precinct 4 Type 5 projects

EARLY CHILDHOOD DEVELOPMENT (ECD)	
<p>1\$</p>  <p>S</p>	<ul style="list-style-type: none"> Assisting ECD centres with registration Creche safety Food security Staff training Volunteering opportunities Facilitating capacity-building ECD support network mapping sessions to identify role players, highlight duplication and fill the gaps
STRONG SCHOOLS	
<p>1\$</p>  <p>S</p>	<ul style="list-style-type: none"> Infrastructure and maintenance Curriculum support Parent involvement School safety Food security Access to mentorship Sport and recreation Development of teachers Sourcing of donors and funding
SPORT, ART AND CULTURE	
<p>1\$</p>  <p>S</p>	<ul style="list-style-type: none"> Establishing sport clubs and informal leagues Support campaigns and events Training of coaches Equipment – sourcing funding / sponsors Repurposing of urban vacant spaces for safe recreational and sporting activities Introduction of sport and recreation programmes to communities as identified through networking sessions
PEOPLE DEVELOPMENT	
<p>1\$</p>  <p>S</p>	<ul style="list-style-type: none"> Youth development Life skills training Financial training Showcasing career and training opportunities Physical, emotional, spiritual and mental health Supporting people with disabilities Access to mentorship

S – short term 0\$ – Can be done with limited resources
M – Medium term 1\$ – Can be done with local resources and some external
L – long term 2\$ – Need big local effort with mostly external funding



Precinct 4 – Mbekweni urban hub

1. Support existing ECD centres and involve local businesses.
2. Follow the basic process in the table icon on the left to develop an ECD strategy.
3. Work with established ECD forums and strengthen their capabilities.
4. Investment done via existing civic organisations or platforms. Investigate the establishment of a development fund to expand investment choices.

1. Support existing education initiatives and involve local businesses and relevant government bodies..
2. Follow the basic process in the table icon on the left to develop education facilities
3. Work with or establish education forums
4. Investment done via existing civic organisations or platforms

1. Existing civic organisations to support sports programmes and initiatives. Include informal sports practices e.g. street cricket or soccer.
2. Follow the basic process in the table icon on the left to develop recreation facilities
3. Create sports, arts and culture clubs by using the SHARE App.
4. Investment done via existing civic organisations or platforms

1. Explore ways to deal with CBD homeless, food security and physical and mental health.
2. Follow the basic process in the table icon on the left to develop people care & development facilities/programmes
3. Connect all service providers by using the SHARE App.
4. Investment done via existing civic organisations or platforms .

Figure 8 cont.

COMMUNITY SAFETY	
<p>1\$</p>  <p>M</p>	<ul style="list-style-type: none"> • Mobilise relevant stakeholders (Community Policing Forums, police, neighbourhood watch groups, ward councillors etc.) • Identify crime hot spots through surveys and select appropriate locations • Public project noticeboards • Develop response and data management plan • Control room activation • Safety light and alarm installation and distribution
FIX YOUR SPACE	
<p>0\$</p>  <p>S</p>	<ul style="list-style-type: none"> • Creating spaces that promote health, happiness and well-being • Implementing place-making methodology to give communities a sense of place, celebrate local culture and create recognisable beacons • Projects that improve the aesthetics of an area • Builds community pride, cohesion, ownership and can reduce crime • Quick and affordable e.g. painting, cleaning • Creating opportunities for investment by / contributions from local businesses (clean, safe spaces change the investment sentiment)
LAND AND PROPERTY	
<p>2\$</p>  <p>S-M-L</p>	<ul style="list-style-type: none"> • Identifying residential and commercial development opportunities • Developing under-utilised open land • Investigating micro-solutions for informal settlement areas • Supporting and promoting land development for small-scale farming / agripreneurship purposes • Addressing food security through urban farming initiatives • Repurposing of old / vacant buildings for e.g. commercial activities or community hubs
BUILDING BUSINESS	
<p>1\$</p>  <p>S</p>	<ul style="list-style-type: none"> • Identifying community entrepreneurs and enterprises • Enterprise development and entrepreneurial support • Creating access to market opportunities • Establishing business forums • Access to training and mentorship • Access to financing • Starter packs for emerging businesses that include e.g. web design, marketing material, personal branding and product photography



S – short term 0\$ – Can be done with limited resources
M – Medium term 1\$ – Can be done with local resources and some external
L – long term 2\$ – Need big local effort with mostly external funding

Precinct 4 – Mbekweni urban hub

1. Support citizen-led community safety initiatives.
2. Follow the basic process in the table icon to develop a community safety strategy e.g. the Lantana process
3. Work with CPFs, neighbourhood watches and police
4. Investment by local businesses, government and via existing civic organisations or platforms

1. Conduct survey via community volunteers and identify areas that need refurbishment and maintenance.
2. Follow the basic process in the table icon on the left to develop a Fix your Space strategy.
3. Create a forum or Fix your Space club via the SHARE app.
4. Investment by local businesses, government and via existing civic organisations or platforms

1. Explore small-scale property and improvement initiatives e.g. urban gardening, pop up events etc.
2. Follow the basic process in the table icon on the left to create a strategy
3. Develop a menu of property developments and appropriate financing mechanisms
4. Investment done via existing civic organisations, platforms or the proposed transaction mechanism (Institute for Technology and Society)

1. Work with local enterprises and business networks.
2. Follow the basic process in the table icon on the left to develop business networks.
3. Connect all enterprises on the SHARE App and create a business collective.
4. Enterprise investment and support by the municipality, government, SEDA, EDS grants etc.

3. Overall Investment Strategy

3.1. Introduction

The proposed investment plan must assist the Municipality to implement its financial and investment mandate effectively, without eroding its capital base, and move towards self-sufficiency in meeting the growing demands of service delivery. It is evident that some areas in the focus area of the study, the Central Urban Development Area, are currently not contributing optimally to the Municipality's intent to be self-sufficient. If not addressed, the financial burden can become exponentially greater.

The turn-around of the areas to more positive contributors to the municipalities resources requires a different investment approach.

Capital investment is declining year on year, and the pace of job creation is too slow to absorb labour. In addition, high levels of youth unemployment exist. Therefore, it is also important that Drakenstein stimulates the macro-economic environment to attract private sector investment in Drakenstein.

The Investment Plan is the Municipality's responsibility to ensure that its capital budget and related operational funds can support the proposals made in the Concept Precinct Plan.

The sustainable development opportunities are to transform non-core assets of businesses and the Municipality in the precincts into more sustainable enterprises (assets) to reduce the financial liability and community problem risks, as illustrated in **Figure 9**. This will enable shared value with an exponential positive legacy.

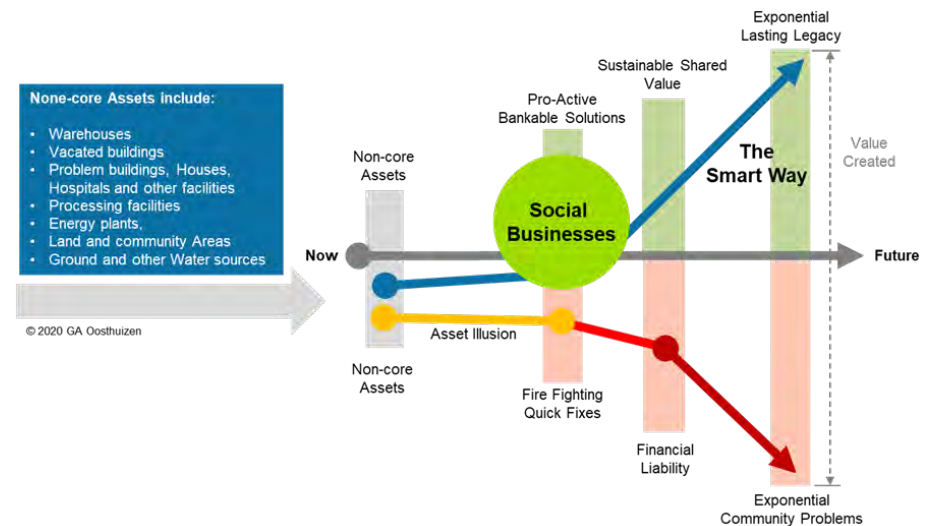


Figure 9: Assets not backed by business plans are bound to become liabilities

The proposed investment plan should, however be read in conjunction with the Municipality's financial and investment profile, strategies, policies and plans as per the IDP.

3.2. Municipal Profile

The Drakenstein IDP 2020/25 states that the Municipality can be categorised as a developing or growing municipality.

The IDP 2020/25 further states that a developing municipality will require significant additional resources and funding to conduct the expected growth and address historical backlogs. With the demands for development come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality.

Drakenstein must have access to adequate sources of revenue from its operations and intergovernmental transfers to enable it to carry out its functions. Furthermore, there must be a reasonable degree of certainty regarding the revenue source, amount, and timing.

Drakenstein Municipality has prepared its financial plans and forecast based on sound historical income and expenditure trends and based upon the latest forecasts and knowledge to date. Future years forecasts are neither worst-case scenario nor overly optimistic. As such, it is seen as little value to artificially revise these estimates to create a significant negative or positive variance that is not anticipated, as this could simply be misleading to the reader of this LTFP.

3.3. Financial Framework

The Municipality's financial framework mentioned a number of elements and principles. The investment plan proposals contribute and support them in the following way (see **Table 8**).

Table 8: Financial framework implications

Financial Framework elements	Investment plan implications
Revenue adequacy and certainty	Building partnerships as proposed will assist with certainty regarding revenue. In addition, the intention is to augment the current income with additional sources.
Cash/liquidity position	The debtor's turn-around ratio and revenue collection rate can improve if the proposals regarding local economies are supported. The

	recommendations include, e.g. to take hands with the private sector and communities to enhance the quality and safety of places to make them more investable. Over the medium term, type 4 and 5 projects will create conditions for communities to become better customers.
Sustainability	Delivering services to communities that can not fully pay will influence the sustainability of the Municipality. Poverty is a complex issue, but there is evidence that a place-based, citizen-focused approach proposed by the Type 4 and 5 projects can build resilience and developmental capacity.
Effective and efficient use of resources	As stated, the Municipality must make maximum use of the resources at its disposal by using them effectively and efficiently. Therefore, the investment plan proposes that resources include local businesses, corporates, and communities as valuable external stakeholders and partners.
Accountability, transparency and good governance	Accountability, transparency and good governance are vital for partnership development and brand trust. Therefore, the success of the investment plan proposal depends to a large degree on this element.
Equity and redistribution	Equity, redistribution and shared value are becoming more and more critical. However, the Municipality should not be responsible for it on its own. Some other stakeholders and partners should also contribute. The placed base branding proposals will start with describing the opportunities in the area and the role of each partner in unlocking shared value.
Development and investment	The Municipality has several levers to activate and steer investment and development. It is not only

	<p>dependant on investment in infrastructure. The investment plan starts to identify different approaches to building development and investment coalitions.</p>
--	--

The proposed Investment Plan is a capital investment decision-making framework that provides direction for improved linkages between precinct planning, infrastructure and services provision, and a municipality's budgeting and financing process.

Developing the identified precincts will require significant additional resources and funding to conduct the growth that is expected of them.

With the demands for growth come risks that need to be managed. The priority from a **financial risk perspective is the viability and sustainability** of the Municipality. This financial plan and related strategies will need to address several key focus areas to achieve this goal.

Revenue adequacy and certainty - Drakenstein must have access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty concerning the source, amount, and timing of revenue. An increase in future revenues can be achieved by a combination of (i) increased sales, (ii) an increase in tariffs and (iii) new revenue sources.

Development and Investment - To deal effectively with backlogs in services in the precincts, there is a need for the Municipality to maximise its investment in municipal infrastructure. Due to financial constraints, the underlying policies should encourage the maximum degree of private sector investment.

Macro-economic Investment – Drakenstein should operate efficiently within the national and provincial macro-economic framework. Drakenstein's financial and developmental activities should therefore support national and provincial fiscal policy.

External borrowing - The way the Municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the Municipality. The Municipality may not borrow to balance its operating budget and to finance any operating expenditure. Safeguards need to be put in place to ensure that the Municipality borrows responsibly.

3.4. Financial Strategies

Strategies and programmes have been identified and form part of this Long-term Financial Plan to achieve the desired financial viability and sustainability objectives of the Municipality.

Revenue raising strategies include the Implementation of the reviewed Customer Care, Credit Control, Debt Collection, and Indigent Support Policy. It also includes the Implementation of the Property Rates Policy, Writing-off of irrecoverable Debt policy and of an Improved Payment Strategy.

Asset management strategies and programmes focus areas should include Strategy and Information Management, Technical information synchronisation and organisational development. It should also focus on work planning and control, life cycle management and risk management.

Financial management strategies and programmes include the computerised financial accounting system (SOLAR) and the post-implementation review of SCOA (Standard Chart of Accounts). It also covers the integration of all computerised systems and acquisition of hardware and software required; as well as the Development of a GRAP-compliant MTREF Budget.

3.5. Planning capital financing strategies and programmes

A collaborative, stakeholder-driven Strategic Engagement approach is central to the proposals. Development projects should be balanced, addressing the needs of the business as well as sustainability imperatives.

Strategic Engagements are critical to planning the various projects on different levels for attracting the right type of investors, as illustrated in **Figure 10**. Both domestic and foreign direct investment (FDI) are core to growth.

The monitoring of the Borrowing Policy, the Prioritisation Model for Capital Assets Investment Policy and the development and Implementation of a policy for accessing finance are the most significant programmes.

The Municipality must also plan to become globally competitive and use a range of other policy levers such as (i) institutions and regulations; (ii) infrastructure and land; (iii) skills and innovation; and (iv) enterprise support to build competitiveness.

The Integrated Development Plan (IDP) covers functional and institutional planning and includes the Municipal Spatial Development Framework (MSDF), which sets out the long-term spatial vision to focus on, and

monitor strategic capabilities in selected communities, as illustrated in **Figure 11**.

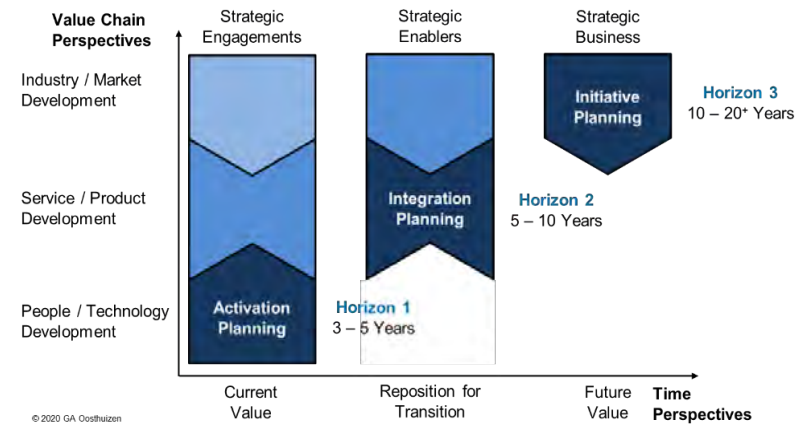


Figure 10: Strategic engagement for different levels of planning horizons

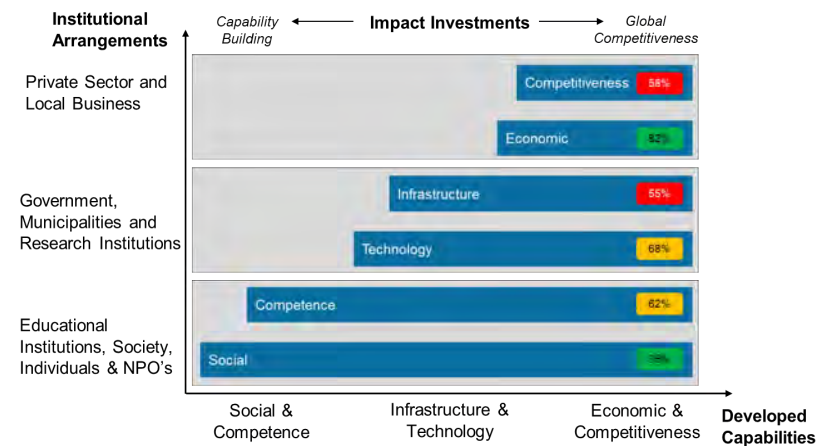


Figure 11: Holistic and integrated approach to monitor progress of strategic development capabilities

Facilitating engagements to ensure skills development, industrial infrastructure, tourism infrastructure, increasing fibre coverage, enhancing, water security and promoting small businesses development are recommended to diversify and strengthen the economy.

3.6. Attracting and Facilitating External Investment

Investors are increasingly comparing and assessing the attractiveness of cities rather than countries when making investment decisions.

Municipal Infrastructure Grants and Support have started playing a more prominent role in recent years relative to other sources of funding for infrastructure development. However, there is a need to go beyond legislative and regulatory compliance and have a long-term financing strategy at an institutional level which is **Initiative Planning** led.

It will be important to adopt a **Targeted approach to Investment Promotion**. This would include defining the type of investment sought by Drakenstein Municipality.

This Long-term Financial Sustainability Strategy aims to support this process to create a more sustainable and integrated infrastructure development programme by :

1. Providing a financial decision-making tool to prioritise catalytic urban development programmes and associated projects.
2. Determining the financial impact of the programme and/or project on the long-term financial position of the Municipality and, accordingly.
3. Deciding how best to fund the programme and/or project.

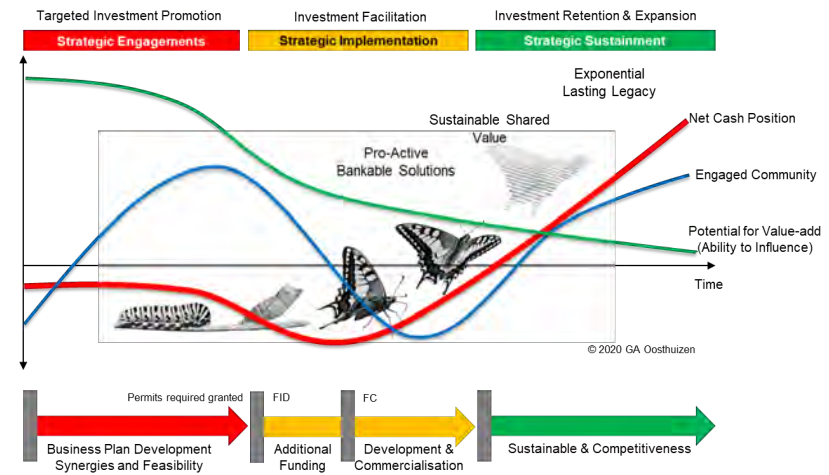


Figure 12: Targeted investment

This Long-term Financial Strategy supports the development of the catalytic urban development programmes in that it has a particular financial approach, where it quantifies these interventions in financial terms and ensures financial sustainability in the process by documenting interventions required to achieve the objectives, set out targets and actions

required during the synergies and feasibility period as illustrated in **Figure 12**.

Packaging these projects into specific investment types for various institutional arrangements at different stages of development (as illustrated in Appendix B) will enable the Municipality to:

1. integrate external funding into current structures and.
2. develop these projects to bankability.

To separate Investment and Finance Decisions, it is critical to first see the project without its financing costs to check whether it is viable. This simply means that the investment decision engagement should be separated from the financing decision engagement.

Once the project's viability is established, the Municipality can then conduct a separate analysis to determine the finances required to meet the project needs.

The process of attracting foreign direct investments (FDIs) is complex and consists of many layers of activity. Understandably, not all locations can compete as effectively as various location market leaders in the area.

Red tape and end-to-end process constraints for different types of investment exist, which need to unlock the multiple layers of investment types during this investment facilitation.

Gifting types of investment refer mainly to Philanthropy, Grants and Corporate Social Investment (CSI) contributions to disadvantaged communities and individuals for social upliftment, as well as welfare contributions into traditional non-profit entities. Different grants and incentives for research and business plan development activities into research institutions also fall in this investment type, as illustrated in **Figure 13**.

Service types of investment refer mainly to critical infrastructure funding programmes to ensure that the essential enabling services can be provided to communities and industry, as illustrated in **Figure 13**. Municipal Infrastructure Grants and Support are traditionally used to secure critical infrastructure in municipalities.

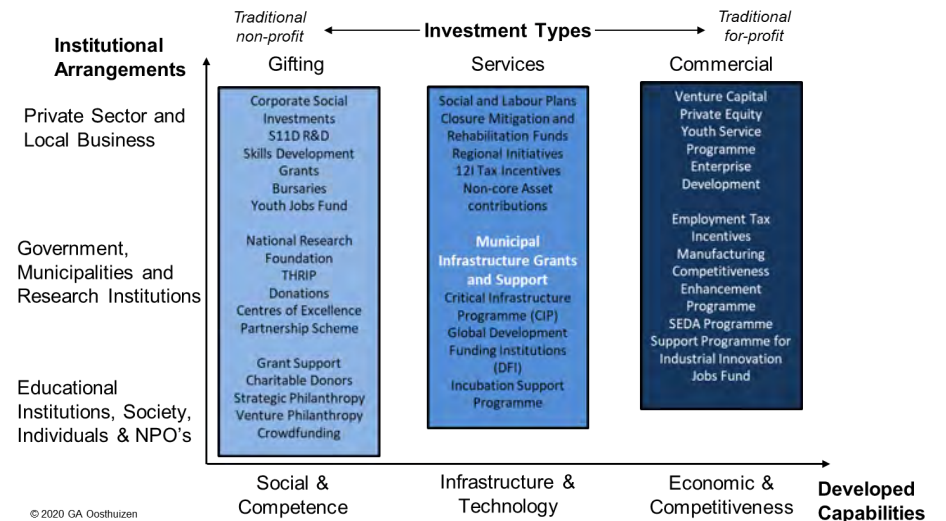


Figure 13: Targeted investment types for developing different capabilities over time

Commercial types of investment refer to all the different types of funding mechanisms available to projects and companies to ensure global competitiveness and sustainability.

Thus, in addition to national transfers and current revenues, municipalities have a range of potential sources of finance which include long-term loans, short-term loans, municipal bonds, development charges and Private Public Partnerships (PPPs). Still, the principal borrowing mechanisms for municipalities to finance infrastructure development are long-term loans and municipal bonds.

Thus, a holistic economic growth and development strategy should strike a balance between **investment attraction, business retention and expansion**.

4. Precinct Based Brand Promotion

4.1. Introduction

Significant action is the promotion and branding of the Investment Plan. The purpose of this document is not to develop a detailed Precinct Based Brand and promotion plan¹, but to provide an overall strategy and framework. **The process and framework should align with the Municipality's marketing and branding efforts.**

There are several benefits of a Precinct Based Brand Promotion for the Drakenstein Central Urban Development Area. First, while most branding exercises focus on external stakeholders, the Investment Plan requires locally focussed actions to attract new tourists, investors and even residents.

Important for local actions is to change the investment culture in Drakenstein and build stakeholder capital² to support the investment strategy and plan. To achieve this, it is important to put a process in place to unlock stakeholder value and actions (see **Figure 14**) to inspire positive change in the identified precincts.

Stakeholders that are required for a successful investment plan include:

1. Internal stakeholders: The political and administrative legs of the Municipality.

¹ Several sources define Placed Based Branding or Community Branding

² <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/from-principle-to-practice-making-stakeholder-capitalism-work>

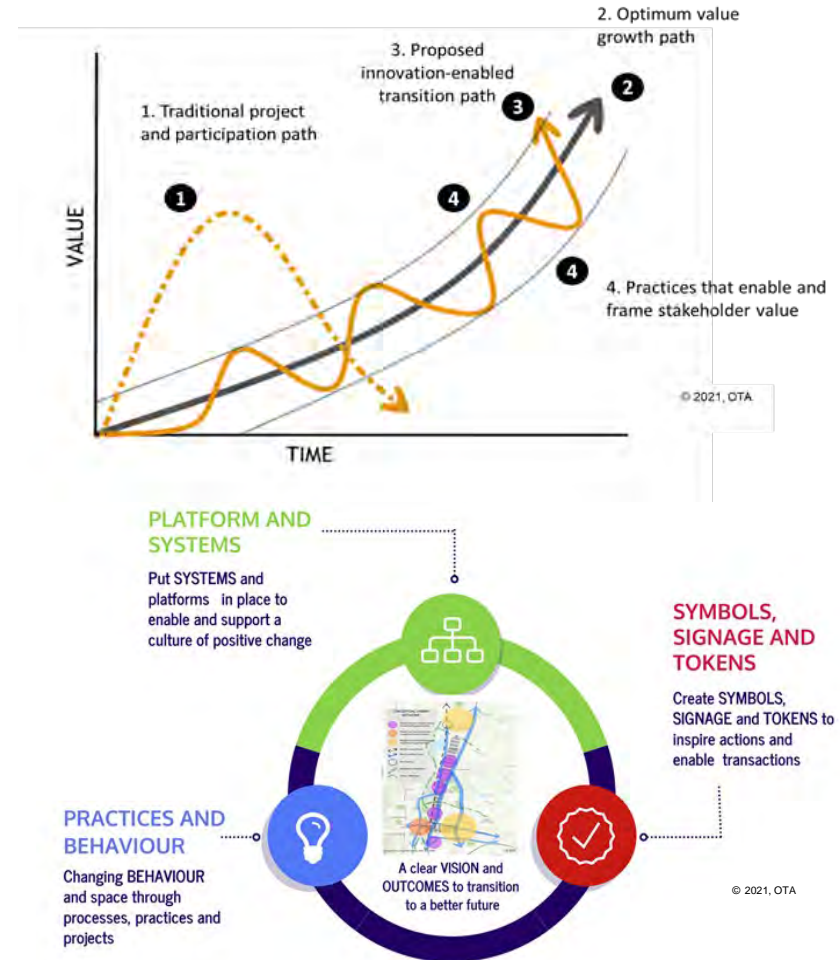


Figure 14: Develop stakeholder value

2. External stakeholders that transact with the Municipality: Municipal service providers and suppliers, investors, financiers, and other government stakeholders; and
3. External stakeholders that interact with the Municipality: Residents, representative civic forums, and organisations; and the operating and physical environment.

All the above stakeholders are essential for the success of the investment plan.

4.2. Brand Promotion Strategy

For this document, **Precinct Based Brand Promotion** means informing, reminding, and inspiring all stakeholders to support the precinct investment proposals and, secondly, to build loyal and long-term stakeholder capital. The proposed strategy involves:

1. Engage stakeholders to identify and agree on precinct development visions and clear outcomes. The overall vision for the Drakenstein Central Development Area is discussed in Section 1. Each of the identified precincts will have its own vision and outcomes. The visions can be as follows :
 - 1.1. Precinct 1: A vibrant business and mixed-use area
 - 1.2. Precinct 2: A clean, safe, and attractive area
 - 1.3. Precinct 3: A place of innovation and opportunity
 - 1.4. Precinct 4: A clean, safe, and attractive area
2. Put systems in place to reach stakeholders, e.g., advertising, promotions, events, and campaigns.
3. Create symbols, signage, and tokens to inspire action and enable transactions to support point 1 and 2.

4. Create a platform to manage the Drakenstein Central Development Area's development growth and marketing.

4.3. Marketing and Branding network

The various channels of a Drakenstein Central Development Area marketing and branding network could include:

- A website that is the portal to each precincts and the access point to 'general' community gathering space where communities can self-activate should sit on the website. The SHARE App can be downloaded from the website. This would sit on (1) a page dedicated to the Community Portal (2) On each of the proposed Precinct pages (3) On the Proud of Paarl page .
- Social media e.g., Facebook groups for each of the precincts.
- Apps e.g., the SHARE application and management system.
- Events, Campaigns and Rewards.
- Experiential visits (Experience projects, communities, volunteering etc.)
- Leverage other networks to market the portal – e.g., NGO networks, business forums, even local media institutions and local municipalities.

5. Implementation Arrangements

It is proposed that an external institutional team of **Advisors** should be established to advise on delivering the Investment Strategy and Plan. This platform will have a thin management structure that specialises in knowledge and social innovation management.

The transactional advisor ensures that innovative ideas are packaged into bankable business plans and that the projects gain access to external funding. The **Platforms for Innovation** will provide the Sustainable Development Challenges as development themes to projects.

The advisor's role is also to rethink, repurpose and reposition non-core assets of municipalities (and businesses) with bankable business plans. These development and investment processes will need to be institutionalised as a one-stop-shop partnership.

The Implementation of private sector-related projects will be initiated and managed by the Transactional Advisor on a **Programme Platform** and not at the municipal project level as illustrated in **figure 15**.

Programme managers will need to be appointed for each enabler to coordinate delivery and the City Manager will need to meet with Programme Managers quarterly.

Strategic Engagements funded with Gifting type of Investments into traditional non-profit entities, with different levels of planning will enable municipalities to roadmap projects for bankability to unlock multiple layers of external funding.

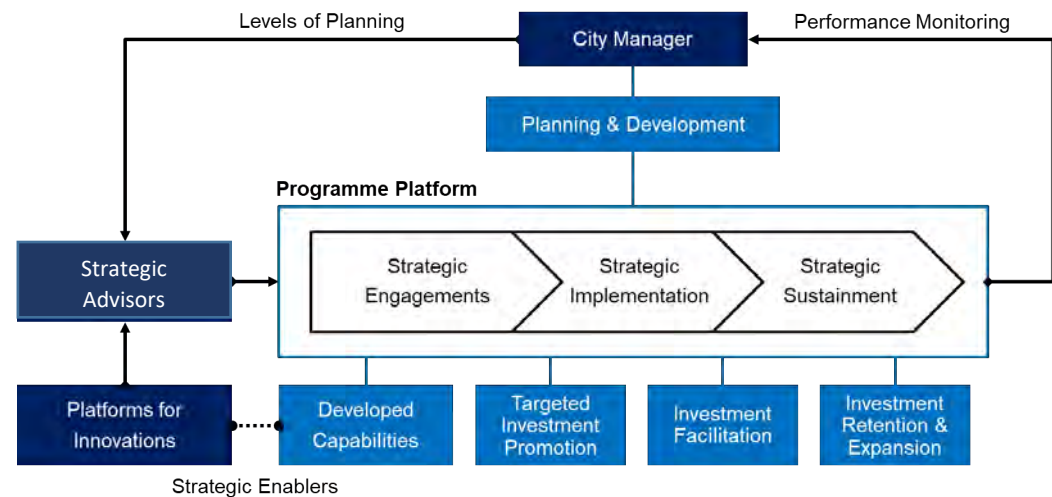


Figure 15: Institutional cross-functional project development and delivery innovation platform structure

Strategic Implementation by the transactional advisor will ensure that the necessary investments (Services or Commercial types) are resourced for the bankable business plan, as illustrated in **figure 15**. With implementing a project or new company (NewCo) such as this, a whole range of complex specialist activities needs to be fulfilled to gain the required momentum, whereafter the activities become more manageable. These momentum activities range from visual-contact work, visits as well as behind-the-scenes work to be done by the transactional advisor team.

The digital **Programme Platform** will provide opportunities for the **Strategic Sustainment** of these NewCos by monitoring performance. Associated **Technology Applications** will also be used to monitor the development of enabling capabilities in selected communities. This collaborative community development approach will ensure that the

various interventions align with government legislation, regulatory requirements, and development policies.

6. Recommendations

It is recommended that:

1. The content of the report be noted.
2. The Municipality initiates a strategic engagement process with all relevant stakeholders. The process includes:
 - 2.1. Creation of a comprehensive stakeholder database and map.
 - 2.2. Arranging events where the content of the report is exhibited for public input.
 - 2.3. Arranging focus group sessions to discuss more detailed proposals and to build support for the process; and
 - 2.4. Recording and documenting all feedback.
3. Review the report in terms of the participation process and submit i a final draft.