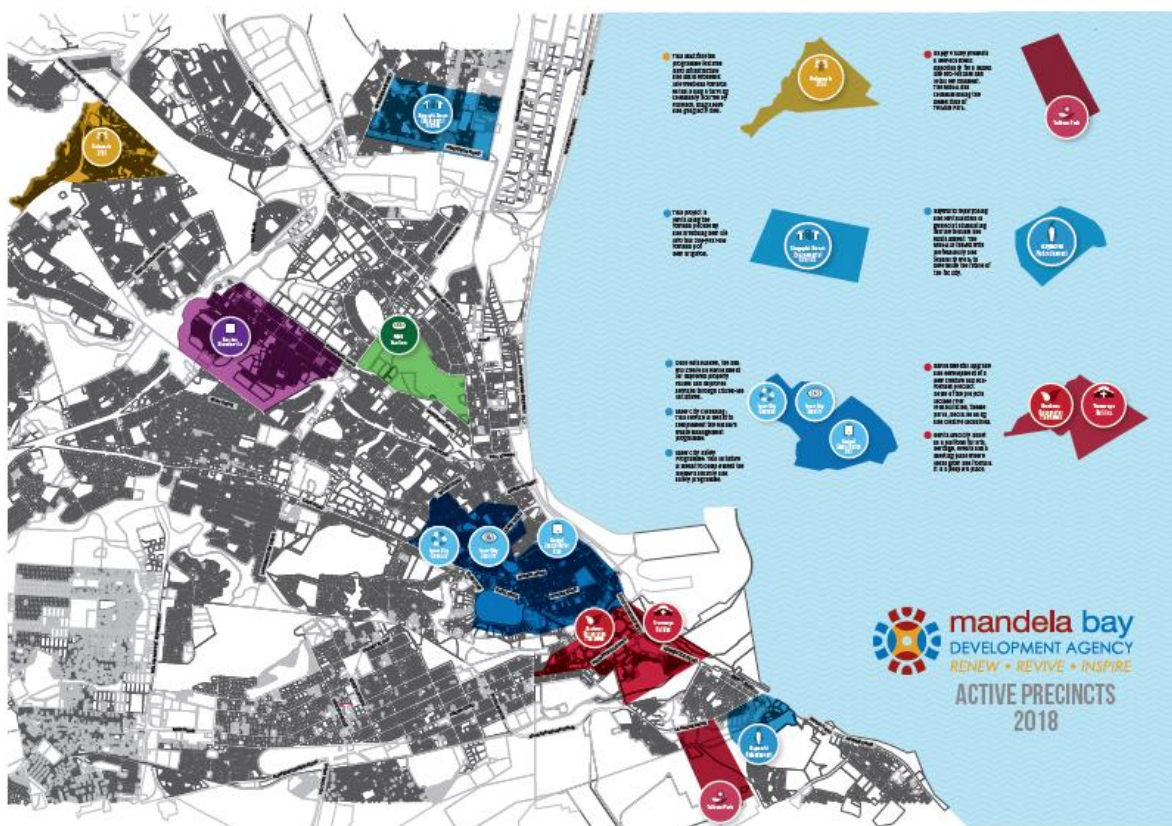




mandela bay

DEVELOPMENT AGENCY

RENEW • REVIVE • INSPIRE



MANDELA BAY DEVELOPMENT AGENCY – FIVE YEAR PROJECT PLANNING REPORT – 2018 ONWARDS

TABLE OF CONTENTS

Page No

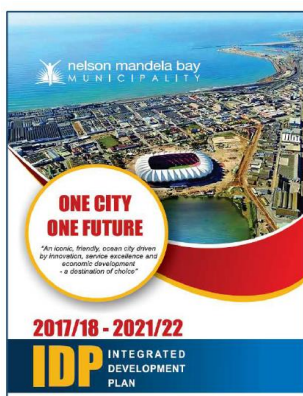
| | |
|--|----|
| INTRODUCTION AND BACKGROUND..... | 3 |
| PURPOSE OF THE REPORT..... | 9 |
| THE PLANNING LAYERS | 10 |
| PROJECT IMPLEMENTATION PROCESS OF MBDA | 11 |
| THE LOGICAL FRAMEWORK APPROACH..... | 12 |
| REPORT 1: PORT ELIZABETH CENTRAL, BAAKENS AND HAPPY VALLEY | 14 |
| PORT ELIZABETH CENTRAL AREA..... | 14 |
| REPORT 2: BAAKENS AREA..... | 21 |
| REPORT 3: HAPPY VALLEY AND TELKOM PARK AREAS..... | 27 |
| REPORT 4: HELENVALE AREA | 33 |
| REPORT 5: KORSTEN & SCHAUDERVILLE / NEW BRIGHTON AREAS..... | 38 |
| REPORT 6: UITENHAGE & DESPATCH CBD AREAS | 43 |
| REPORT 7: SPECIAL PROJECTS | 48 |
| NMBM LAND USE MANAGEMENT SYSTEM | 48 |
| SUMMERSTRAND INTEGRATED HOUSING DEVELOPMENT | 51 |
| BAYWORLD – OCENARIUM | 54 |

PLEASE NOTE: The document is work in progress and should further be updated and developed with the inputs of the various Project Managers for implementation from 1 July 2018 being the new financial year going forward. A logical Framework Plan for implementation of various projects should be a document that is update quarterly and revisited annually to ensure compliance with objectives, budget alignment and responsibilities going forward.

INTRODUCTION AND BACKGROUND

The Mandela Bay Development Agency (MBDA) was mandated by the Nelson Mandela Bay Metropolitan Municipality (NMBM) as a trans-disciplinary implementing agent for programmes, projects and events which have a number of defined objectives which include inter alia:

- Enabling *social, spatial and economic* transformation;
- Implementing existing and identify new projects, programmes and events within its mandated areas referred to as “*designated localities, nodes and precincts* (of different scales)” which are to be aligned to the various plans of the NMBM which include the following:



- Integrated Development Plan (IDP), 2017/18 – 2021/22;
- Built Environment Performance Plan (BEPP) – 2017/18;
- Metropolitan Spatial Development Framework plan (MSDF), 2015 revision;
- Local Spatial Development Framework Plans (LSDF) and
- Precinct and policy plans as developed by the various Departments of the NMBM; either existing or determined by the MBDA via alignment to the NMBM IDP, SDF and/or BEPP, or identified through its own research and consultation.

NOTE: It is of the utmost importance that the projects within the Mandate/Designated Areas of MBDA have to align to the above mentioned as enablers to socio-economic transformation which allows for renewal and social cohesion in specific and designated areas.

- To leverage existing or acquired resources such as assets, property and provide for skills development to ensure the successful implementation.
- To deliver *catalytic programmes, special defined projects and events* with reference to:
 - Physical Infrastructure;
 - Social Infrastructure (i.e. services, social, psycho-social, creativity, heritage, sport and tourism);
 - Economic Transformation of the City;
 - Pioneering new development models, testing or piloting of innovative ideas exploring alternative approaches, methods or concepts which could be up-scaled to a city-wide level;
 - Identification and designation of stakeholders and undertaking work in partnership with the private sector, government agencies and civil society organisations;
 - Undertaking relevant research as required and to define and implement collaboration with key research institutions;

- Ensuring compliance with all relevant legislation concerning Local Authorities including the Municipal Finance Management Act (MFMA), the Municipal Structures Act and the Municipal Systems Act (MSA) in terms of which all projects are to be subject to a pre-screening process in collaboration with the NMBM processes; and
- Having signed Service Level Agreements prior to execution.

It is important to note that the desired outcome of all projects are to be aligned with the NMBM's mission, vision and brand promise as well as ensure that the six (6) pillars; foundations on which the development priorities are hinged:

Mission - To create Freedom, Fairness and Opportunity for all in NMBM; stop corruption; create jobs and improve service delivery.

Vision – An iconic, friendly, ocean city driven by innovation, service excellence and economic development – a destination of choice and

Brand Promise – One City One Future.

Work in progress

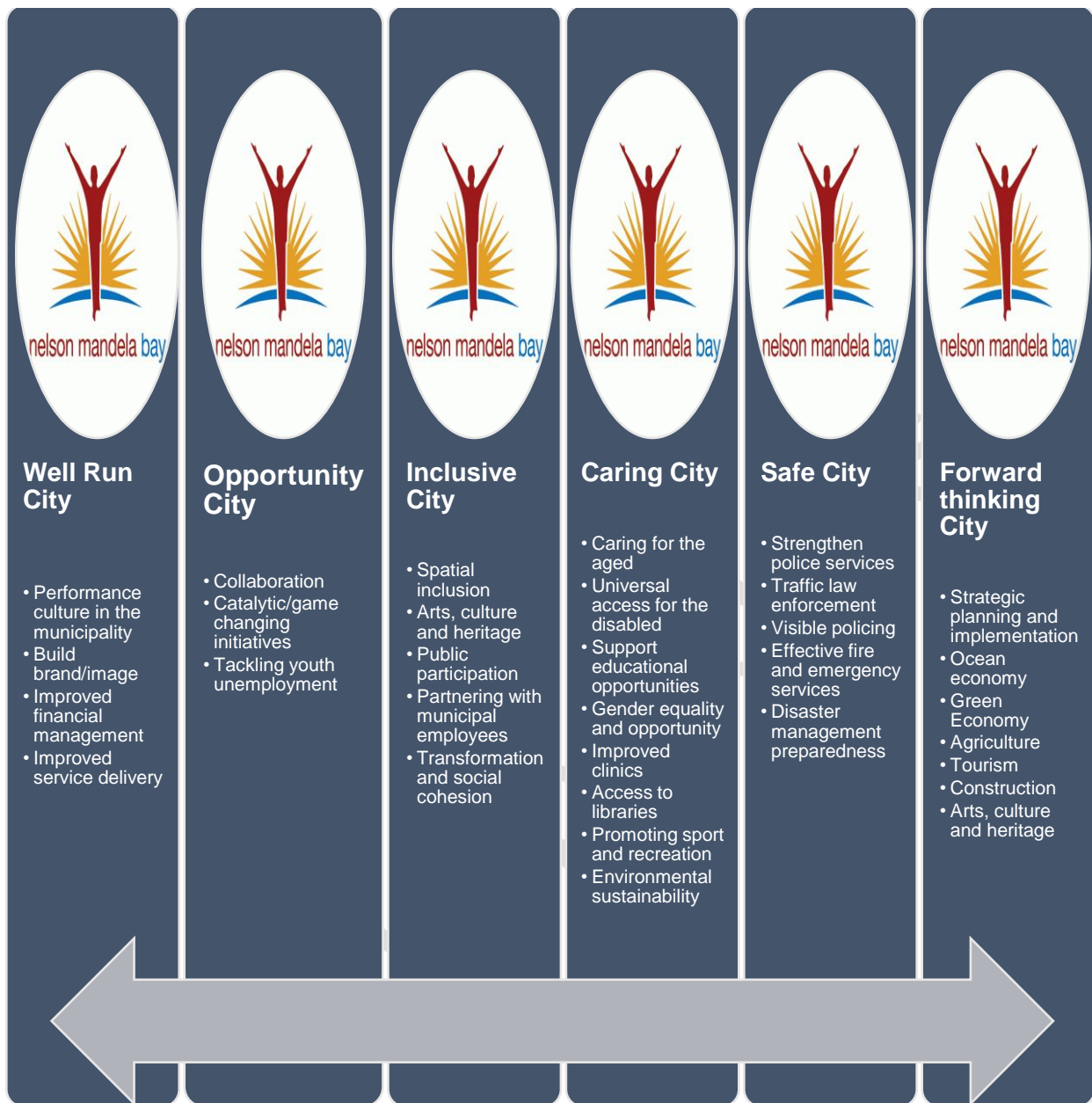


Figure 1: NMBM IDP 6 Pillars

The six pillars as indicated above is further linked to the National Development Plan, 2030, the Eastern Cape Provincial Development Plan and Medium Term Strategic Framework Outcome as per the figures below extracted from the latest NMBM IDP which is self-explanatory and of which is important towards achievement of the NMBM mission and vision in the context of the various layers of planning and the actual implementation of delivery of the desired.

Linkage between National Development Plan 2030 and the 6 Pillars

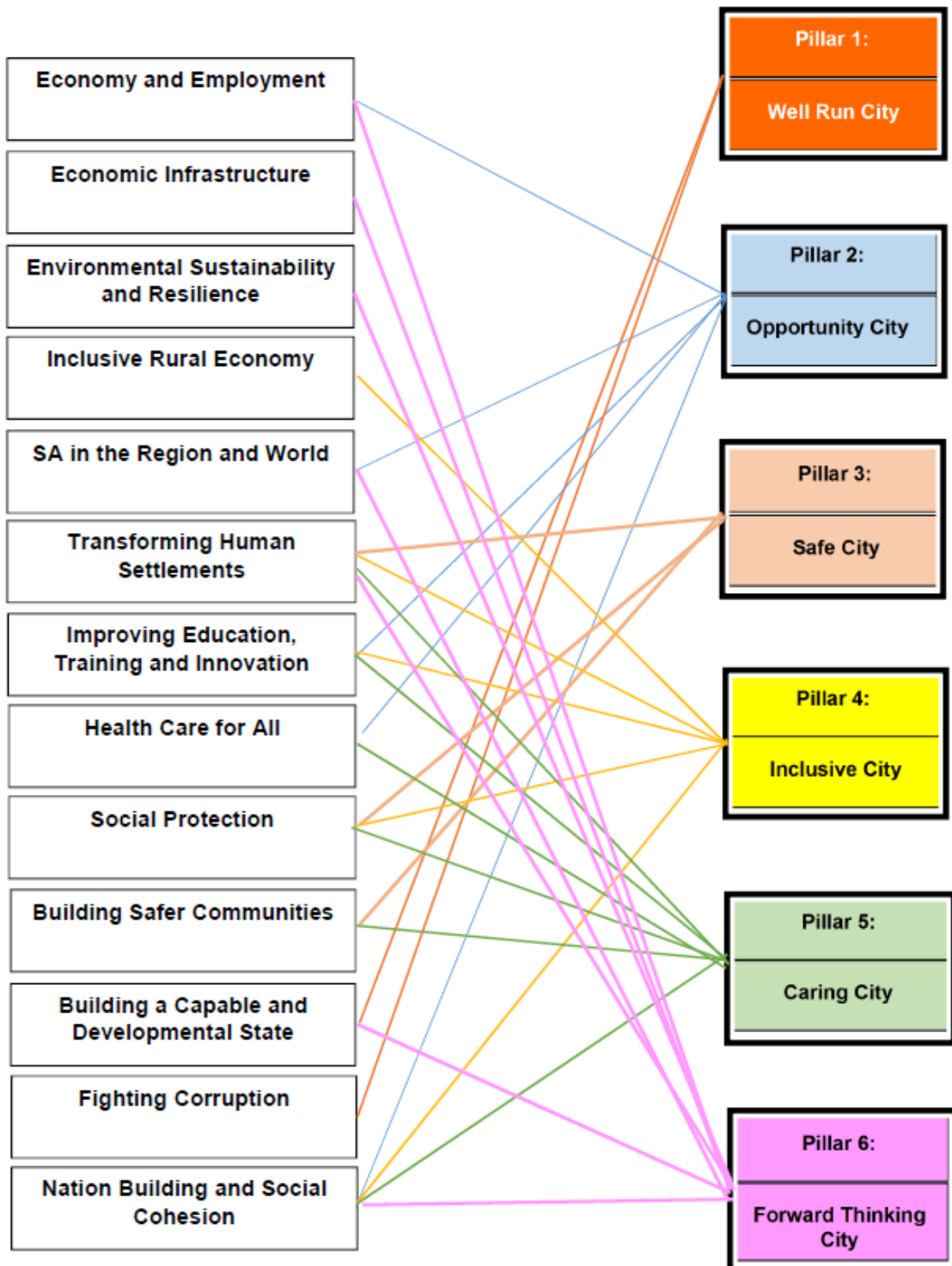


Figure 2: Linkage between National Development Plan, 2030. Source NMBM IDP.

Linkage between Provincial Development Plan and the 6 Pillars

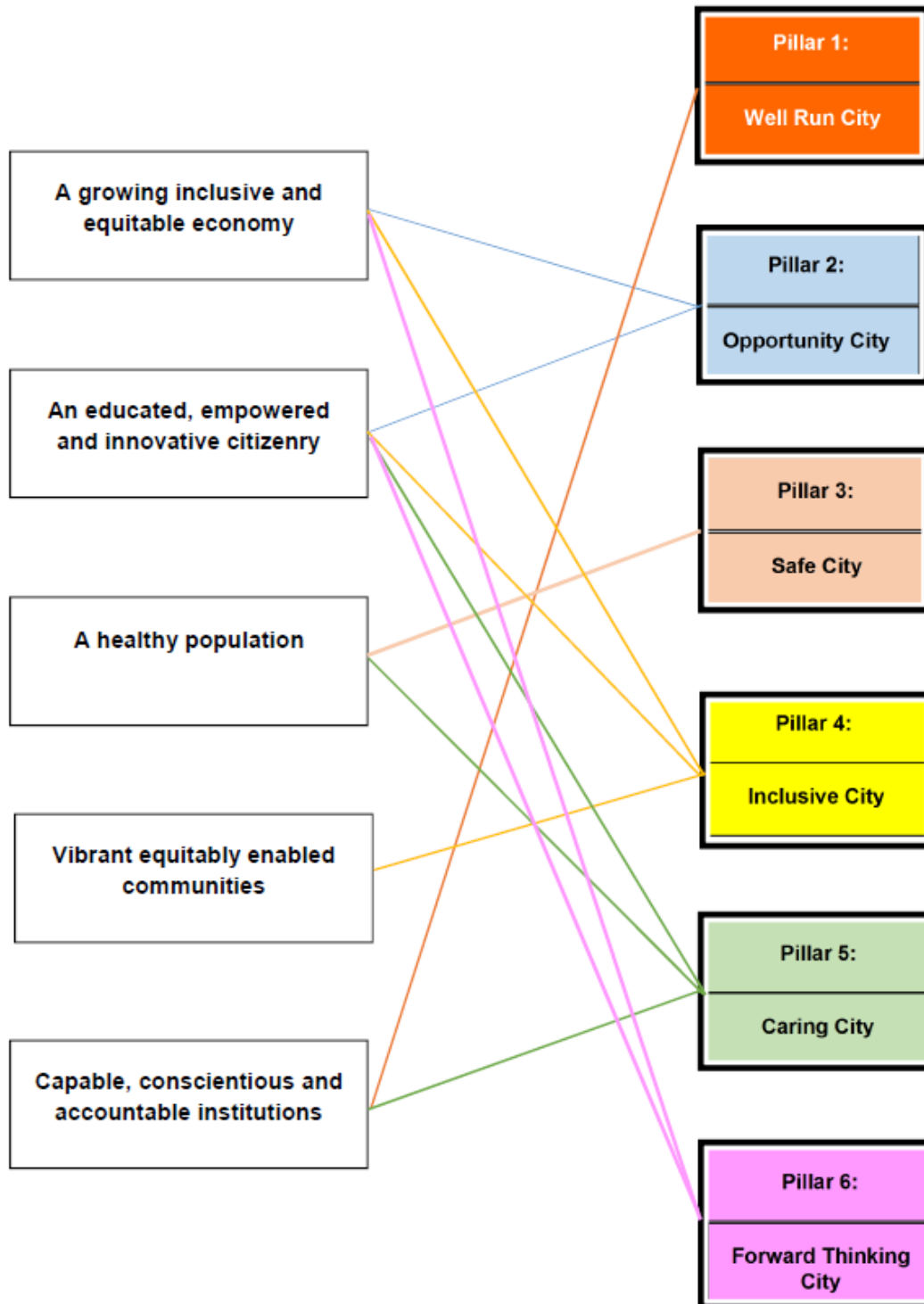


Figure 3: Linkage between Provincial Development Plan, 2015. Source NMBM IDP.

Linkage between Medium-Term Strategic Framework Outcomes and the 6 Pillars

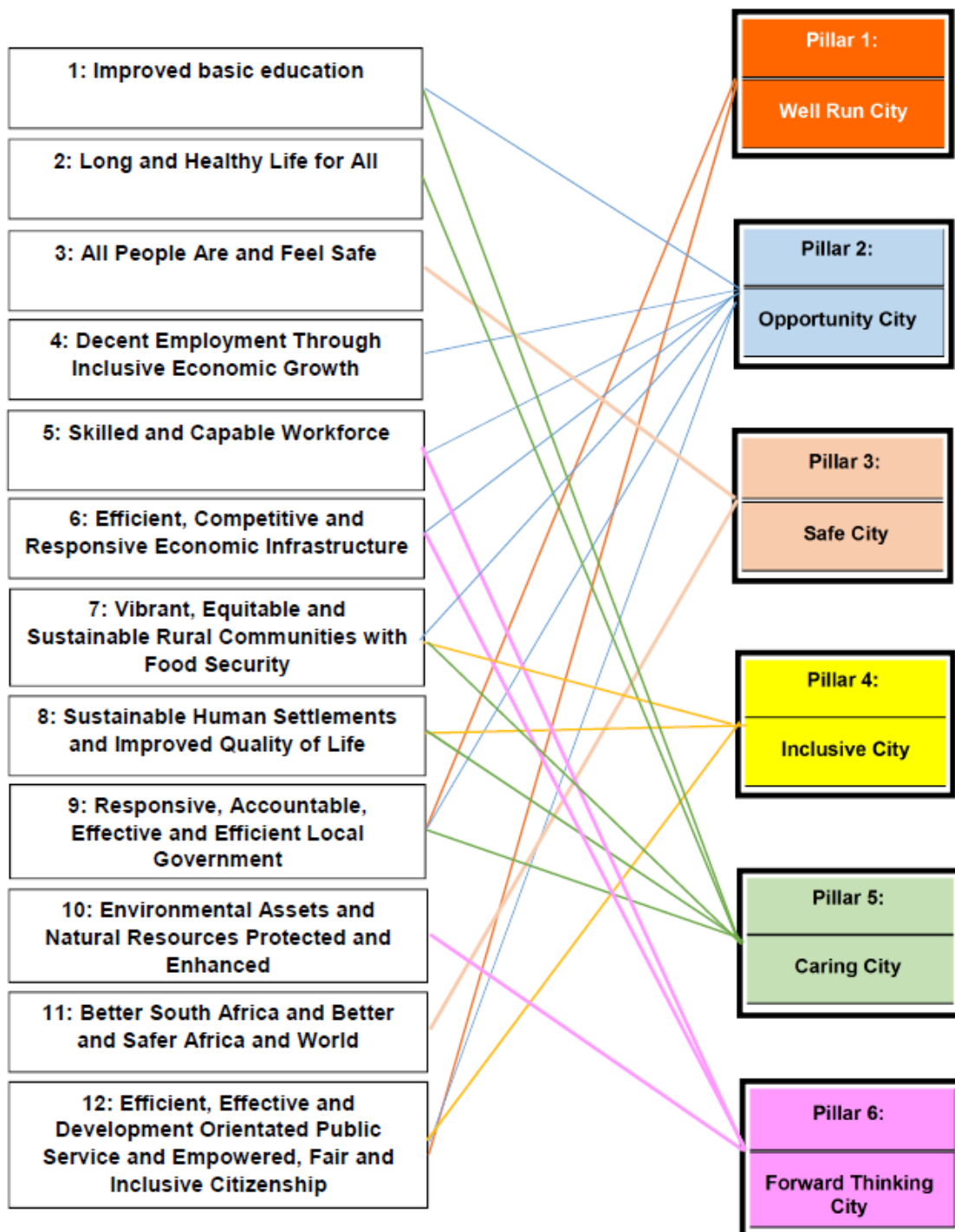


Figure 4: Linkage between Medium- Term Strategic Framework Outcomes. Source NMBM IDP.

PURPOSE OF THE REPORT

The purpose of this report is thus to provide a develop a clear objective-orientated project framework monitoring system to assist with the planning, management and evaluation of the implementation of the existing and new projects and/or programmes for which the MBDA is responsible for over a five (5) year timeframe commencing on 1 July 2018, as aligned and linked with the approved statutory Plans and Financial Budgets.

The mandated/designated areas of responsibility of the MBDA are therefore clustered around six (6) clearly defined and active mandate/precinct areas with specific key programmes and projects for which the MBDA is responsible. It is important to note that the priority of the projects located within a specific mandate/precinct area should be clearly defined, linked to and aligned with the overall objectives of the NMBM and that of MBDA in terms of approved budget.

The proposal include existing and new projects for which MBDA will be responsible are to be clustered around the 5 (five) mandate/precinct areas with 1 (one) specific allocated to special intervention projects.

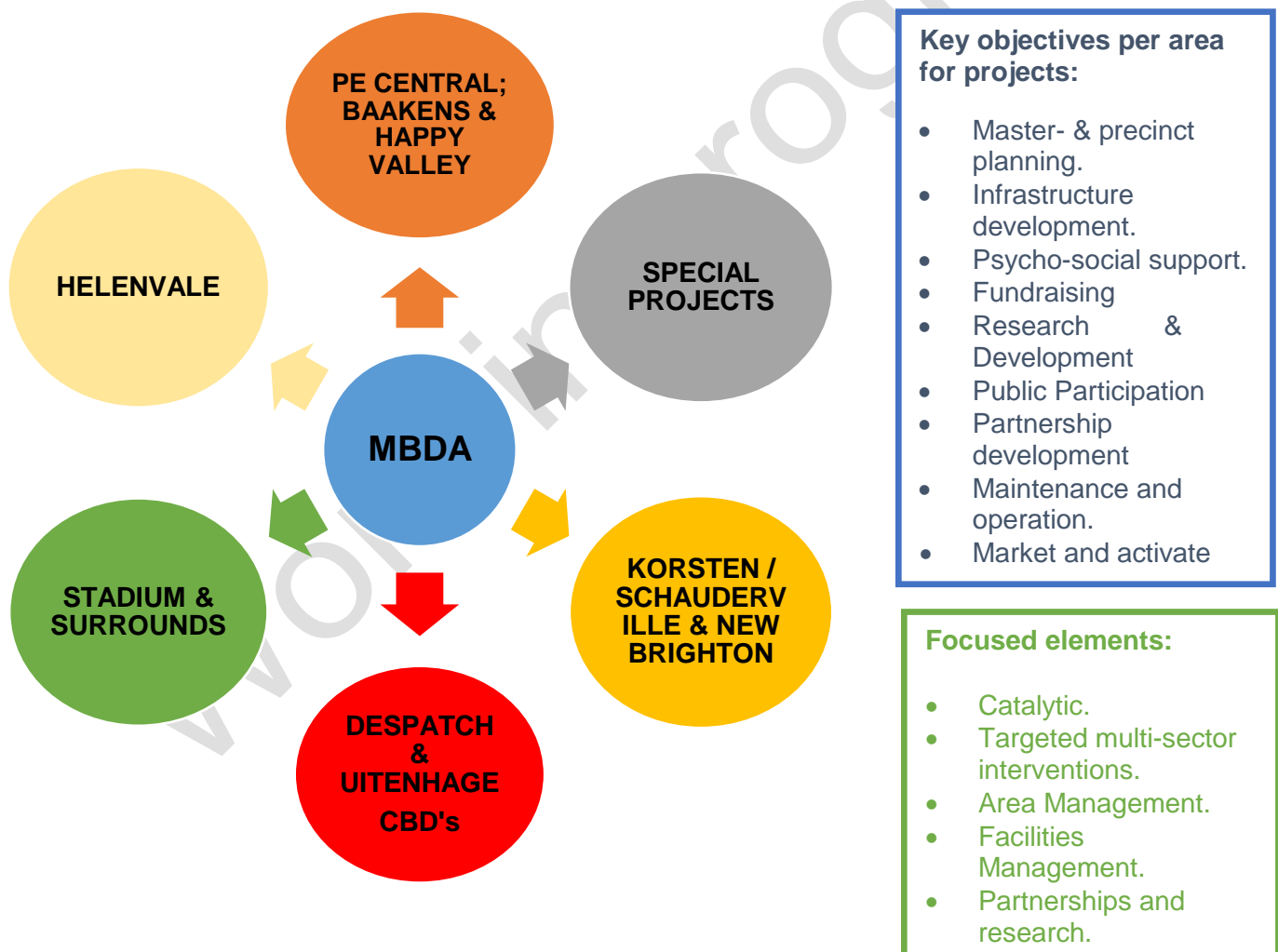


Figure 5: Mandate/Precinct areas - project focussed.

Each of the mandate/precinct areas as designated will involve identification of detailed key objectives related to specific existing and new projects being implemented by the MBDA team and a Project Leader, will aligned to the current and new allocated budgets. The layers of planning will have to include the following to ensure sustainability as such:

- Master and/or Precinct plan alignment forming an integrated planning layer as part of the approved NMBM planning policies, the Integrated Development Plan (IDP), Built Environment Performance Plan (BEPP) and the Metropolitan Spatial Development Framework Plan (MSDF) inclusive of Local Spatial Development Frameworks (LSDF) and implementation of Sustainable Community Units (SCU) principles of the specific area for development of all projects.
- Project research based on the outcomes of the precinct plan proposals and project implementation aligned to achieve the desired outcome to conform to the NMBM IDP six (6) pillars;
- A project specific framework which is linked to specific objectives and aligned to a masterplan which is focussed on catalytic infrastructure projects to be implemented, based on the development of the area together with and social cohesion alignments to the allocated budgets.
- Development of partnerships and stakeholder alignment with targeted multi-sector development interventions including specific project related Public Participation to ensure transparency, accountability and sustainability.
- Handover of completed projects to the relevant NMBM Departments for maintenance and operations going forward.
- Effective operation and planned maintenance to ensure sustainable development.
- Marketing and roll-out focussing on Economic Development of and Tourism for the area.

THE PLANNING LAYERS

It is important to note the various planning layers which inform spatial development and the roll out of programmes and projects for which the MBDA is responsible for in the NMBM area.

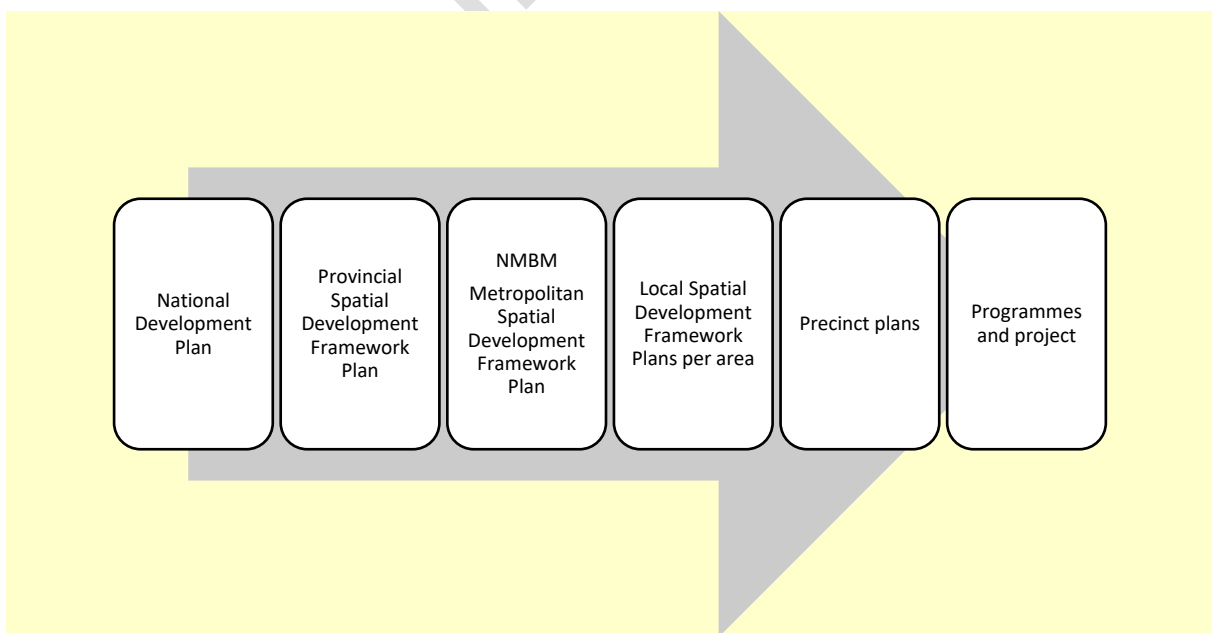


Figure 6: Spatial Planning Layers

PROJECT IMPLEMENTATION PROCESS OF MBDA

The project implementation process of the MBDA as proposed by the Chief Executive Officer is a ten (10) Step flow chart which is designed to achieve the speedy implementation of projects that will enable the main mandate objective of the MBDA, which is to ensure social, spatial and economic transformation. The steps proposed are as indicated below which is to be aligned to the new organogram of the MBDA on approval:

| STEPS | ACTION REQUIRED | RESPONSIBLE PERSON |
|-------|--|-------------------------|
| 1 | Pre-screening <ul style="list-style-type: none"> Complete assessment template Part A pertaining to Corporate and Strategic. Complete assessment template Part B pertaining to Institutional. | CEO and Management team |
| 2 | Sign-off - This step may include a number of iterations - <ul style="list-style-type: none"> Project assessment and consideration Approve, or adjust and approve, or reject or reconsider Pre-screening sign-off if approved. | CEO |
| 3 | Drafting of Agreements between MBDA and NMBM including <ul style="list-style-type: none"> Funding allocation. Dates of transfer of funding as per allocated budgets Roles and responsibilities. Establishment of committees, team and stakeholders. Project implementation plan and milestones. Risk assessment and mitigation framework. Dates for project handover Post construction and implementation activities and requirements. Lifecycle maintenance and operation framework. Business Plan aligned to Key Performance Areas and Key Performance Indicators of MBDA Management. | MBDA and NMBM |
| 4 | Presentation to the Corporate Portfolio Committee Submission to the CPC for consideration, assessment and recommendations. | MBDA |
| 5 | Business Plan sign-off <ul style="list-style-type: none"> Submission to the MBDA Board for consideration and approval. Agree and sign-off by NMBM and MBDA. Sign off. | MBDA and NMBM |
| 6 | Project Planning <ul style="list-style-type: none"> Conceptualisation and Project Design. Consideration Decisions Sign-off. | CEO and Project Manager |

| | | |
|-----|--|-----------------|
| 7 | Project Implementation <ul style="list-style-type: none"> Implementation of project phases as planned. | Project Manager |
| 8 | Project Monitoring and Evaluation <ul style="list-style-type: none"> Ensure detailed project monitoring and evaluation of phases and mile-stones in report format. | Project Manager |
| 9 | Project Close-out <ul style="list-style-type: none"> Draft project close-out for consideration and sign-off by CEO and Board. | Project Manager |
| 10A | Project Handover <ul style="list-style-type: none"> Project handover to responsible Directorate. | MDBA and NMBM |
| 10B | Maintenance and Operations <ul style="list-style-type: none"> Project operations and maintenance – NMBM or MBDA as per agreements in Step 3. | NMBM or MBDA |

THE LOGICAL FRAMEWORK APPROACH

The role of a logical framework approach is based on clear directives towards project implementation of which are linked to a measurable framework which can be evaluated. These are indicated as illustrated below:



Figure 7: Logical Framework Approach

In terms of this model it is therefore important to develop the logical framework plan for each project of the MBDA to achieve the desired overall business objectives and mandate of the MBDA which is specifically focussed on and including the following elements of such project:

- ✚ Relevance – the appropriateness of project objectives;
- ✚ Economy – acceptable levels of costs incurred and funding invested, in relation to desired outcomes;
- ✚ Efficient – correct use of resources to achieve the desired outcomes;
- ✚ Effectiveness – ensuring that the outputs have achieved the desired specific objectives;
- ✚ Impact – the contribution of the project with its wider sectoral objectives;
- ✚ Economic and financial viability – the social cost and benefits of the project and
- ✚ Sustainability – the ability of the project created entities to continue operations and for the project to achieve the desired outcome in terms of lifecycle parameters.

It is further important to understand the key puzzle pieces which underpin a logical framework approach based on project design and management as illustrated in the figure below, to achieve such desired outcome going forward.

These include Teamwork and Communication, Planning and Monitoring, Budgeting and Financial Management, Log frame and Activity Schedules all of which are to be linked to the Project Analysis and that of Setting Objectives for each project which the MBDA is responsible for.



Figure 8: The puzzle pieces of a successful project

The abovementioned can only be achieved with the revision and implementation of a macro and micro structure organograms of the MBDA to be developed and for it to be approved by the Board to ensure that the Chief Executive Officer and Operations Executive with his/her expert team can successfully implement the programmes, projects and events as planned for the mandate/ precinct areas as determined and any other projects that will achieve area based renewal through sustainable socio-economic transformation initiatives.

REPORT 1: PORT ELIZABETH CENTRAL, BAAKENS AND HAPPY VALLEY

PORT ELIZABETH CENTRAL AREA

PORT ELIZABETH CENTRAL

INTEGRATED DEVELOPMENT PLAN (IDP) – Key performance area (KPA) and linkage to the six (6) pillars.

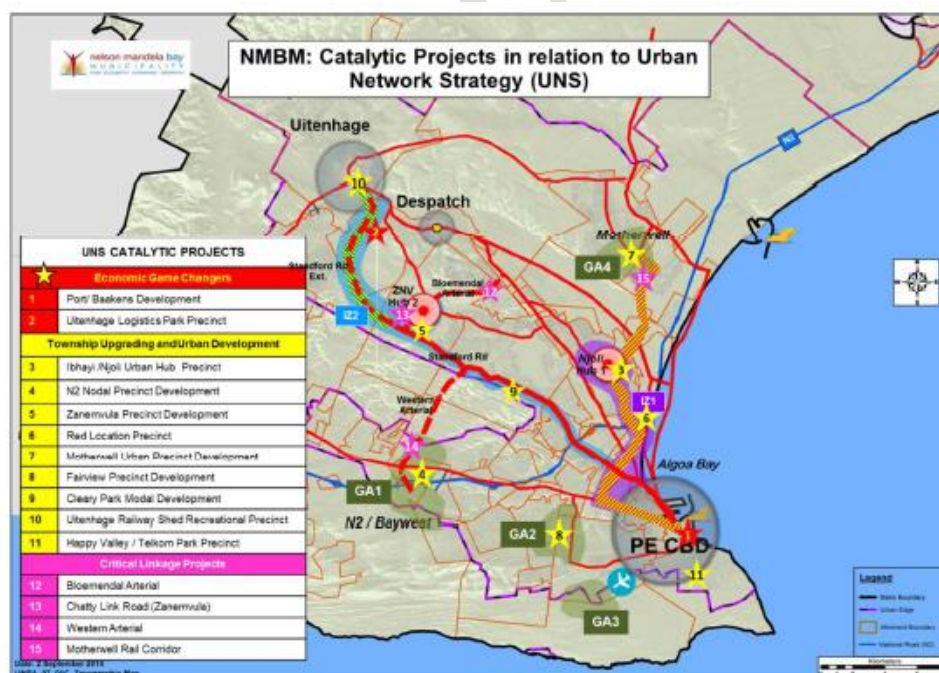
KPA 1: Basic Service Delivery

Pillar 3: The Safe City
Pillar 4: The Inclusive City
Pillar 6: The Forward Thinking City

BUILT ENVIRONMENT PERFORMANCE PROGRAMME (BEPP)

Focus on the Urban Network Strategy (UNS), Integration Zones and Economic/ Growth nodes of which Port Elizabeth CBD is seen as a Primary Hub where catalytic project focus relate to interventions with development which include:

- Development within the defined Integration Zone – in this case Zone 1.
- Assist with private and public sector initiatives with respect to development related to inner-city, mixed use, social, commercial and residential.
- Implementation of the IPTS which provide for linkages between the Integration Zones and that of the wider NMBM city.

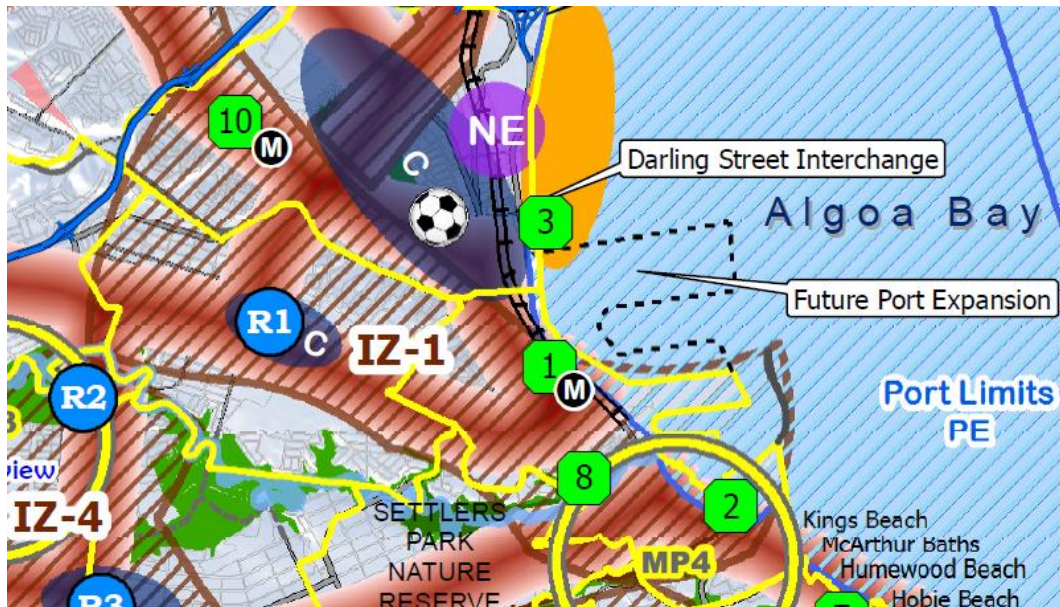


It is important to note that the BEPP is also linked to the Sustainable Community Planning Methodology principles and goals which in this case relates to the following functional elements applicable to the Port Elizabeth Central area:

- Housing
- Work
- Services

- Transport
- Community
- Character and Identity.

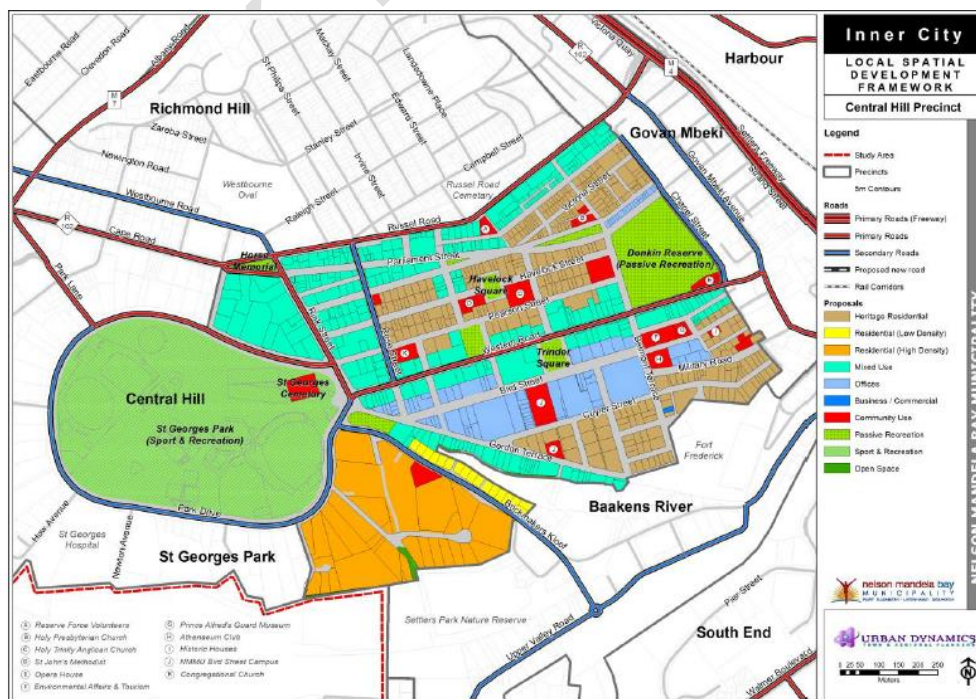
METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK PLAN (MSDF)



The inner-city forms part of Integration Zone 1 which refers to PE Central Business District and Newton Park.

There is also two (2) Urban Renewal projects planned for this specific area which include Port Elizabeth Inner-city (1) and Lower Baakens Valley (8).

INNERCITY LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN (LSDF) – CENTRAL HILL PRECINCT



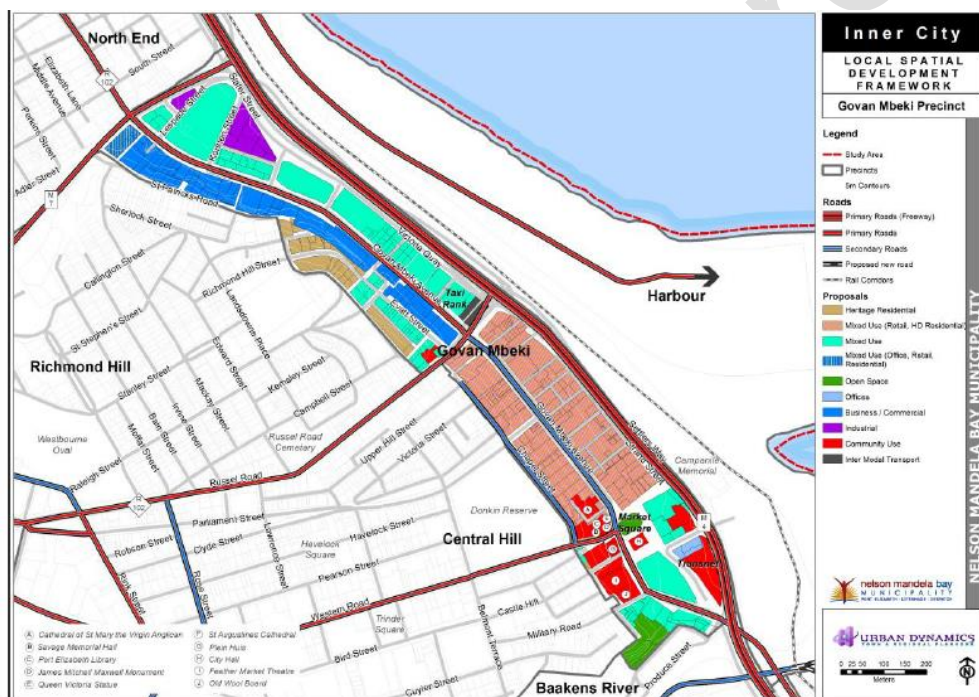
Development Vision:

- Enhance the urban core by providing a sustainable mixed use area.
- To conserve the historical significance and character.
- Promote and manage public transport use.

Development Guidelines:

- Establish centralised intermodal transport hub at the intersection of Govan Mbeki, Victoria Quay and Russel Road.
- Mixed land uses promoted along transport corridors.
- Special residential areas between Govan Mbeki and Strand Street.
- Conservation zones and nodes (Donkin Reserve, Baackens River Valley).
- Create passive open space network in city core.
- Convert derelict and underutilised buildings to sustainable high density residential areas and open space.

INNERCITY LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN (LSDF) – GOVAN MBEKI PRECINCT



Development Vision:

- Strengthen the urban residential core by strongly conserving the historical, architectural and cultural precinct of the City.
- To strengthen the mixed use corridor emerging along predominant mobility routes.
- Create an attractive vital and convenient environment which meets the needs of public.
- Promote efficiency and economy in the process of development maintenance and management.

Development Guidelines:

- Discourage the establishment of non-residential development in areas where the residential component and character have remained intact by improving the quality of the residential environment.

- Increase residential densities in areas where it will not detrimentally affect the building or natural environment.
- Retain adequate amenities and facilities for the residents.
- Discourage the establishment of uses which threaten or detract from the historical or architectural qualities of the area.
- Promote safety and security.
- Provide additional amenities and facilities for areas pressurised by now residential development.
- Retain and maintain strong links with the CBD, harbour and other abutting urban neighbourhoods.
- Maintain human scale.
- Discourage movement of through traffic, where possible.
- Provide for a safe and convenient movement system.
- Present realistic proposals which can be implemented within the financial constraints of the Council.
- Promote private sector investment.
- Mixed use corridor along Western Road, Rink Street and Russel Road.
- Heritage residential areas to be treated as conservation areas limiting development.
- Conservation zones and nodes (Donkin Reserve, St Georges Park, Baakens River Valley).

Work in progress

PORT ELIZABETH CENTRAL AREA LOGICAL FRAMEWORK

ANALYSIS PHASE

| STEP NO. | ACTION | RESPONSIBLE PERSON |
|---------------|--|----------------------------|
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of projects in the area, include:</p> <ul style="list-style-type: none"> • Property and land owners. • Informal Traders. • NMBM Directorates – Economic Development, Human Settlements, Infrastructure and Engineering. • Organised Business. • NMB Heritage Trust. • Etc. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | <p>The problems linked to the Inner-city precinct area of which include inter alia the following:</p> <ol style="list-style-type: none"> 1. The inner-city area is seen as an area which are underutilised despite of the interventions with infrastructure projects in certain areas of Govan Mbeki. 2. The inner-city is seen as an area which is unsafe and crime ridden. 3. The inner-city area of Central has various unsafe buildings in the ownership of a few land owners which create unsafe and unhealthy living environments and which attract all types of crime and social related problems. 4. Limitations with resources of the NMBM to enforce by-laws and policies. 5. Limitations with resources of NMBM to maintain and upkeep of the old infrastructure. 6. The inner-city area has challenges towards safe available parking provision – Govan Mbeki and surrounds. 7. Lack of non- motorised transport planning for pedestrians in the inner-city lead to unsafe pedestrian movement opportunities. 8. Challenges towards informal trading in the area. 9. Lack of budget for the maintenance and upkeep of National Monuments and conservation worthy buildings. 10. Process of clear handover of projects to the relevant responsible Departments of NMBM not confirmed and thus close-out of projects often not achieved. 11. Various other stakeholders to be identified further. | MBDA Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <ol style="list-style-type: none"> 1. To contribute to the management of the area by creating a safe, secure and clean inner-city area by | MBDA Senior Project Leader |

| | | |
|-----------------------|--|---|
| | <p>way of implementing projects towards the transformation of the inner-city into a more pedestrian friendly precinct with visible policing.</p> <ol style="list-style-type: none"> To ensure the conservation of National Heritage Buildings and areas such as the Donkin together with ensuring that the basic service delivery objectives is achieved together with the necessary upkeep of infrastructure. To support the Central Special Ratings Area initiative to ensure the management of the Central area is focused it towards an urban renewal mixed income area. | |
| | <p>Specific objectives:</p> <ol style="list-style-type: none"> For the MBDA to provide a top-up service upon agreement with NMBM service delivery Departments if and where identified. To ensure a working relationship with set agreements with NMBM service delivery Directorates for all to work towards common goals. To implement infrastructure and other projects which are aligned with the greater development vision of NMBM for the Inner-city area. | MBDA Senior Project Leader |
| | Outcomes | |
| | The implementation of urban renewal projects within the inner-city to ensure the desired overall and specific objectives are achieved. | CEO, Operations Executive and MBDA Senior Project Leader. |
| PLANNING PHASE | | |
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | <ol style="list-style-type: none"> Develop a Traffic Impact Study for a defined area of Govan Mbeki with clear direction towards achieving a safe non-motorised transport area, addressing parking challenges. Ensure enforcement of NMBM policies and by-laws to be implemented related to problem buildings and health and safety. To set up a vehicle to support the establishment of the Central Special Ratings Area (SRA) and to ensure the implementation to be successful and carried through. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <ol style="list-style-type: none"> Adequate budget allocation and rapid transition by NMBM towards integration of the budgets and institutions. Suitable staff identified and confirmed for project implementation. Collaboration and agreements with NMBM and SRA stakeholders. Partnerships with key land and property owners and other stakeholders in the Inner-city. | MBDA Senior Project Leader and CFO |

| | | |
|------------------------|--|---|
| | <ol style="list-style-type: none"> 5. Handover of projects/ properties to NMBM. 6. NMBM unable to implement policies and by-laws – law enforcement and provide continued service delivery. | |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> 1. Establish partnerships with key land and property owners and other stakeholders in the Inner-city to be confirmed by 2018/2019. 2. Source budget for the implementation of a pedestrian friendly, safe and clean Govan Mbeki corridor area by 2018/19. 3. Handover of properties to NMBM Departments or set agreements in place for the next 4 years by 2019/20. 4. Etc. | MBDA Senior Project Leader |
| STEP 7 | PREPARE ACTIVITY SCHEDULE – TO BE DEVELOPED | |
| | <ol style="list-style-type: none"> 1. The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO. 2. The steps should include: 3. List the main activities. 4. Break the main activities down into clear manageable tasks. 5. Clarify the sequence and dependencies of the tasks linked to the activities. 6. Estimate a start-up, duration and completion of each activity and task. 7. Identify the process indicators and milestones to be a measure of project performance. 8. Define the expertise required to undertake the activities and tasks. 9. Allocated the tasks amongst the project team. | MBDA Senior Project Leader |
| STEP 8 | PREPARE COST SCHEDULE | |
| | <p>Cost schedule to align with the approved budget as well as budget allocated.</p> <p>Budget allocation for the next five years to be determined and allocated to the projects as identified – to date all Facilities Management, Maintenance Cost – Projects and Facilities, Security Plan / Initiatives in the CBD's and Cleansing Plan project – Port Elizabeth CBD are budgeted for in the Operations Budget.</p> | MBDA Senior Project Leader and CFO |
| CLOSE OUT PHASE | | |
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | <p>It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of the achievement as desired by the MDBA as development agency together with its stakeholders.</p> | CEO, Operations Executive and MBDA Senior Project Leader. |

REPORT 2: BAAKENS AREA

BAAKENS AREA

INTEGRATED DEVELOPMENT PLAN (IDP) – Key performance area (KPA) and linkage to the six (6) pillars.

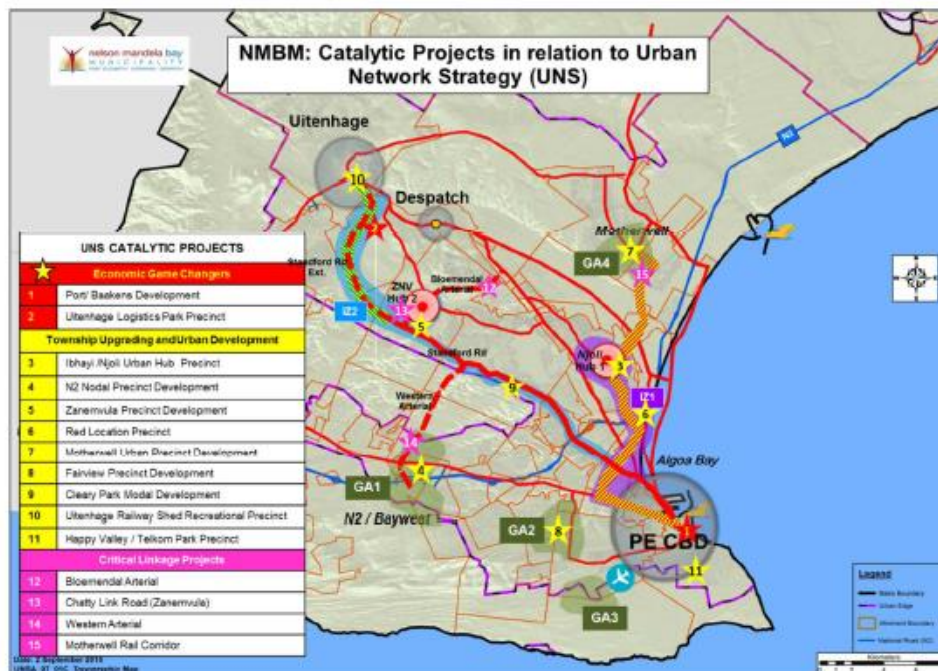
KPA 1: Basic Service Delivery

Pillar 3: The Safe City
Pillar 4: The Inclusive City
Pillar 6: The Forward Thinking City

BUILT ENVIRONMENT PERFORMANCE PROGRAMME (BEPP)

Focus on the Urban Network Strategy (UNS), Integration Zones and Economic/ Growth nodes of which Port Elizabeth CBD is seen as a Primary Hub where catalytic project focus relate to interventions with development which include:

- Development within the defined Integration Zone – in this case Zone 1.
- Assist with private and public sector initiatives with respect to development related to inner-city, mixed use, social, commercial and residential.
- Implementation of the IPTS which provide for linkages between the Integration Zones and that of the wider NMBM city.



It is important to note that the BEPP is also linked to the Sustainable Community Planning Methodology principles and goals which in this case relates to the following functional elements applicable to the Port Elizabeth Central area:

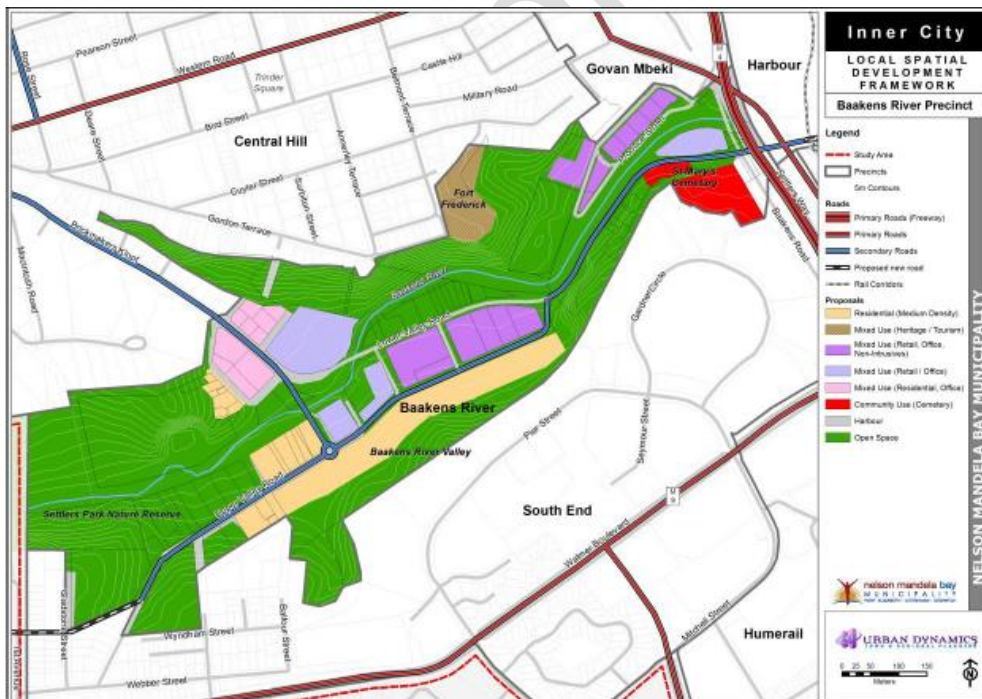
- Housing
- Work
- Services
- Transport
- Community
- Character and Identity.

METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK PLAN (MSDF)



The Baakens area is one of the Urban Renewal projects planned for this specific area which include the Lower Baakens Valley (8).

INNERCITY LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN (LSDF) – BAAKENS RIVER PRECINCT



Development Vision:

- Providing an area for higher density residential development supported by sustainable entertainment, employment and public transportation provision.
- Linking the urban core to the Baakens Conservation zone as well as Harbour Development.
- Careful conservation of the Baakens River Valley and its flood plain.

Development Guidelines:

- Mixed use zones (Non-intrusive, Recreational and Offices).
- Special Residential Areas (higher density residential areas).
- Conservation zones and corridors (Baakens River Valley Reserve and Harbour precinct).

BAAKENS AREA LOGICAL FRAMEWORK**ANALYSIS PHASE**

| STEP NO. | ACTION | RESPONSIBLE PERSON |
|-----------------|---|----------------------------|
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of projects in the area, include:</p> <ul style="list-style-type: none"> • The youth • Organised business • NMMU • Environmental lobby groups • Nelson Mandela Bay Tourism and its members • South End Museum and its members • WESSA and its members • NMB Heritage Trust • Sporting Bodies • Adventure • Private sector owners • Composite Hub • Etc. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | <ul style="list-style-type: none"> • The Baakens River precinct is a under underutilised parcel of land in the heart of the inner-city area. • The river is very polluted by broken sewers that occur upstream. • The precinct is prone to severe flooding from time to time. • There are limited resources within the NMBM to upgrade the land and improve the infrastructure. • There are many derelict and underutilised buildings in the area. • Together with the parcel of land owned by Transnet it is a dormant piece of real estate. • The forced removal of families from the area in the 1970's is a grave injustice that has left the land and families. • The single sector economic focus on urban regeneration is not adequate in dealing with the transformation of the area. • There are limited tourism opportunities that have been developed. • The green heritage of 23 km of pristine river frontage has not been exploited to its maximum. | MBDA Senior Project Leader |

| | | |
|-----------------------|--|---|
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <ul style="list-style-type: none"> • The creation of jobs to impact positively on the unemployment figures is required. • The precinct needs to be spatially transformed and integrated into the NMBM as a whole. • The development of a productive and unique precinct where all of the latent assets are maximised. • Ensure that the process and impact of the programmes is well researched and documented. • Understand the role that the MBDA can play in bringing the precinct to its full potential, with limited resources within the agency. • Development of a vibrant, transformed, dense precinct that showcases the heritage arts and culture of the precinct. • Ensure that the precinct is well known and well-liked by all citizens of the NMBM. • Provide a range of affordable housing opportunities focused on the youth and middle class. • Provide retail and office start-up opportunities for micro-enterprise and small businesses. • Provide the opportunity for a SMME development programme through the implementation of the programme • Ensure that social transformation and reconciliation within the people of South End occurs. | MBDA Senior Project Leader |
| | <p>Specific objectives:</p> <ul style="list-style-type: none"> • Provide a well marketed & resourced tourist attraction. • Ensure that the area is provided with resources/adequate lighting for safety & security purposes and CCTV cameras. • Understand the opportunities for social and economic transformation that is triggered by being a coastal city, particularly within Project Pakisa. • Develop the precinct as a tourism opportunity, in particular to the passenger liner market that calls in the NMBM. | MBDA Senior Project Leader |
| | Outcomes | |
| | The implementation of urban renewal projects within the inner-city to ensure the desired overall and specific objectives are achieved. | CEO, Operations Executive and MBDA Senior Project Leader. |
| PLANNING PHASE | | |
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | <ol style="list-style-type: none"> 1. Finalise the existing projects and ensure that the zonings and land use rights aligns to the desired outcomes of development of the area. | MBDA Senior Project Leader |

| | | |
|---------------|--|------------------------------------|
| | <ol style="list-style-type: none"> 2. Vuyisile Mini Square – Upgrading of the square - Kwantu Towers, Prester John Square, North Union street, Flemming Street and the underpass 3. The pedestrian bridge - Completed pedestrian Bridge from North Bank To south Bank net to Tramways Building. 4. The pedestrian linkage Vuyisile Mini to Bridge Street- Implement and develop a pedestrian walkway and bicycle path linking the MBDA to Bridge Street Brewery 5. Environmental rehabilitation of the North and South Bank - Removal of alien vegetation, parking, lighting and introduction of the Smartie Train as a tourist attraction. 6. St Peters environmental upgrade - Stabilised cliffs, remedial work to staircase and landscaping completed 7. Mixed use housing precinct - A minimum of 750 housing opportunities provided for LSM 6, 7 and 8. 8. Activation of the precinct - Number of events organised in the precinct 9. Parking - Provision of parking for a minimum of approx.1000 vehicles in the precinct by way of an arcade and on-street parking re-layouts. 10. BEPP activation of balance of projects in the precinct plan - NMBM directorates facilitating the remainder of the capital projects. 11. Etc. | |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <ol style="list-style-type: none"> 1. Adequate budget allocation and rapid transition by NMBM towards integration of the budgets and institutions. 2. Suitable staff identified and confirmed for project implementation. 3. Collaboration and SLA agreements with NMBM and other identified stakeholders. 4. Partnerships with key land and property owners and other stakeholders in the Inner-city. 5. Handover of projects/ properties to NMBM. | MBDA Senior Project Leader and CFO |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> 1. Establish partnerships with key land and property owners and other stakeholders in the area to be confirmed by 2018/2019. 2. Source budget for the implementation of a various projects where no allocation have been made by 2018/19. 3. Etc. | MBDA Senior Project Leader |

| | | |
|------------------------|--|---|
| STEP 7 | PREPARE ACTIVITY SCHEDULE | |
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> 1. List the main activities. 2. Break the main activities down into clear manageable tasks. 3. Clarify the sequence and dependencies of the tasks linked to the activities. 4. Estimate a start-up, duration and completion of each activity and task. 5. Identify the process indicators and milestones to be a measure of project performance. 6. Define the expertise required to undertake the activities and tasks. <p>Allocate the tasks amongst the project team.</p> | MBDA Senior Project Leader |
| STEP 8 | PREPARE COST SCHEDULE | |
| | <p>Cost schedule to align with the approved budget as well as budget allocated.</p> <p>Budget allocation for the next five years to be determined and allocated to the projects as identified.</p> | MBDA Senior Project Leader and CFO |
| CLOSE OUT PHASE | | |
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | <p>It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of the area and achievement as desired by the MDBA as development agency together with its stakeholders.</p> | CEO, Operations Executive and MBDA Senior Project Leader. |

REPORT 3: HAPPY VALLEY AND TELKOM PARK AREAS

HAPPY VALLEY AND TELKOM PARK AREAS

INTEGRATED DEVELOPMENT PLAN (IDP) – Key performance area (KPA) and linkage to the six (6) pillars.

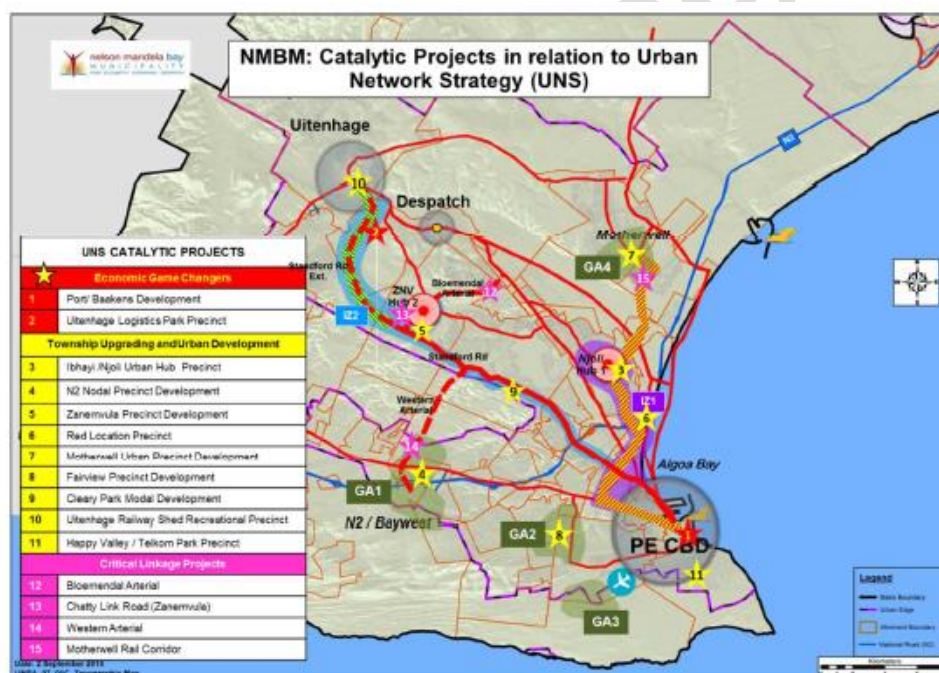
KPA 1: Basic Service Delivery

Pillar 3: The Safe City
Pillar 4: The Inclusive City
Pillar 6: The Forward Thinking City

BUILT ENVIRONMENT PERFORMANCE PROGRAMME (BEPP)

Focus on the Urban Network Strategy (UNS), Integration Zones and Economic/ Growth nodes of which the Happy Valley/Telkom Park Precinct are seen as Township Upgrading and Urban Development Zone 11 relate to interventions with development which include:

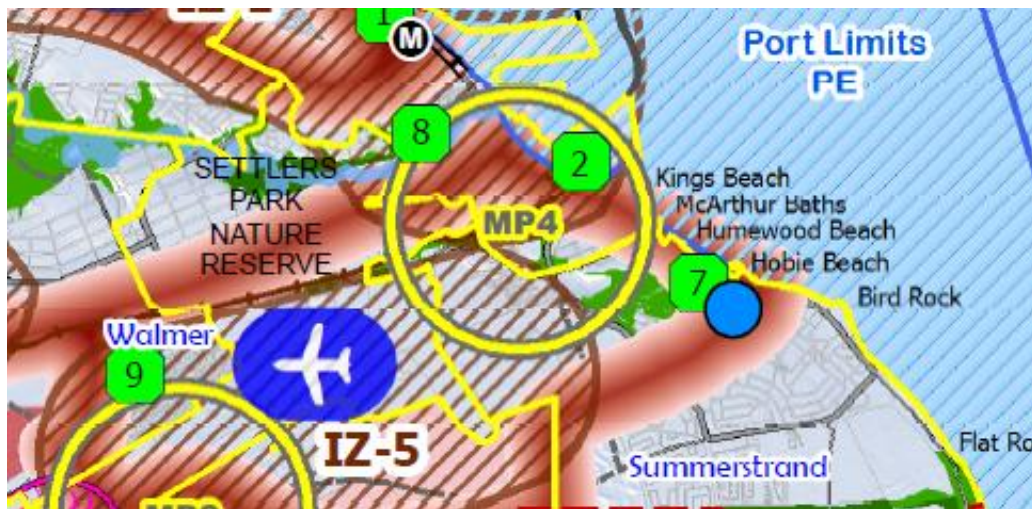
- Development within the defined Integration Zone – in this case Zone 1.
- Assist with private and public sector initiatives with respect to development related to inner-city, mixed use, social, commercial and residential.



It is important to note that the BEPP is also linked to the Sustainable Community Planning Methodology principles and goals which in this case relates to the following functional elements applicable to the Happy Valley/Telkom Park precinct area:

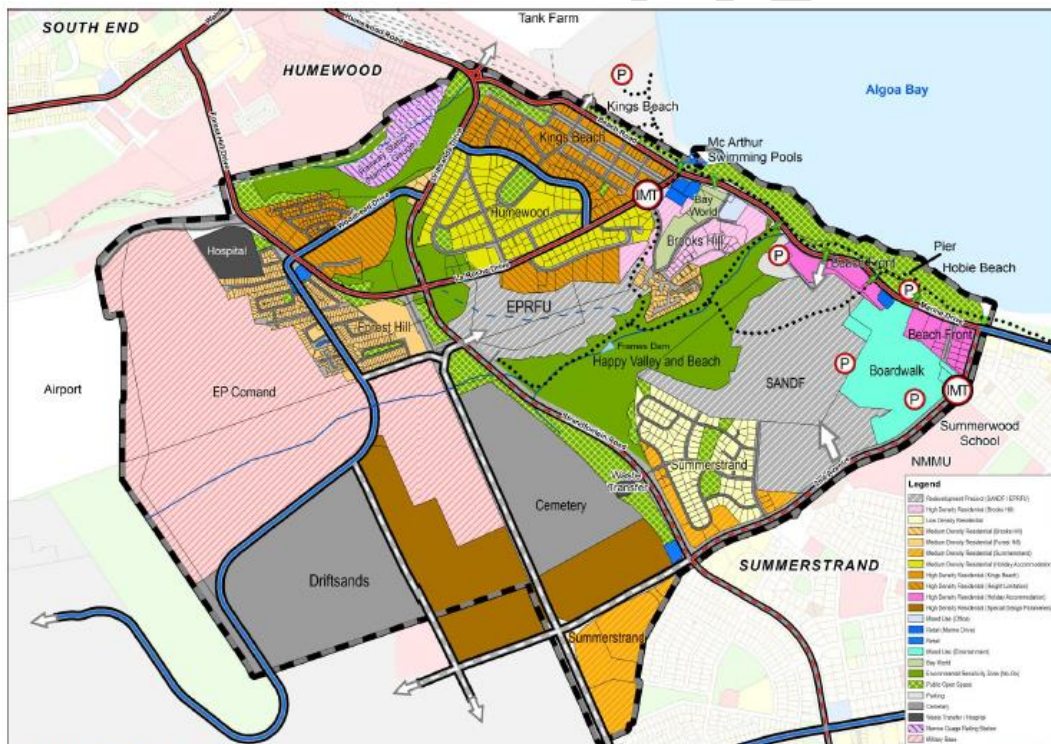
- Housing
- Work
- Services
- Transport
- Community
- Character and Identity.

METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK PLAN (MSDF)



The Happy Valley area is earmarked as one of the Urban Renewal projects planned for this specific area which include the Telkom Park area, indicated as (7).

HAPPY VALLEY LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN (LSDF) –



Happy Valley Area

Development Vision:

- The Happy Valley drainage area, west of Marine Drive, east of Strandfontein Road, including the Shark River and Frames Dam have been identified as an environmentally sensitive area that should be rehabilitated and protected.
- Happy Valley should be accessible as part of a key open space system, linking and extending public accessibility of Port Elizabeth's beachfront.

- Redevelopment of the EPRFU precinct should directly contribute towards the maintenance, accessibility and improvement of safety in Happy Valley.
- New developments along the edges of Happy Valley open space system should not be visible from the Sharks River or alternatively have substantial mitigating factors.

Development Guidelines:

- Mixed use zones (Non-intrusive, Recreational and Residential).
- Special Residential Areas (higher density residential areas).
- Conservation zones and corridors (Happy Valley, the Oceanarium and Beachfront).

EPRU – Telkom Park Area

Development Vision:

- Redevelop precinct through private sector involvement (possible Public Private Partnership).
- Ensure land use compatibility and integration with the existing development to the north i.e. medium to high density residential, recreation and entertainment facilities – also direct linked to the actual Happy Valley conservation area.
- Development bordering the Happy Valley open space system to be interactive but providing a soft edge with low intensity integrating directly with the natural landscape and opening it up as a safe and secure area for all to enjoy.
- Ensure public accessibility through the central drainage feature towards a possible open air aviary, adventure or tourist related facility (eastern area of the precinct) as well as strong linkages with the Happy Valley open space system with strong emphasis on pedestrian accessibility.

Development Guidelines:

- Combination of mixed land uses that maintain the open space corridor and linking to the natural drainage system of the Happy Valley and Shark River.
- Land Uses to include a mixture of offices, commercial/retail, low, medium and high density residential, recreation and entertainment facilities.
- Development mass, architectural design and intensity should prioritise visual impact and interface planning between the precinct, the Happy Valley Open Space system, surrounding roads and existing built up areas to the north.
- Redevelopment of the precinct should ensure maintenance, upgrading and security improvement of Happy Valley open space system.

HAPPY VALLEY AREA LOGICAL FRAMEWORK

ANALYSIS PHASE

| STEP NO. | ACTION | RESPONSIBLE PERSON |
|-----------------|---|-----------------------------------|
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of projects in the area, include:</p> <ul style="list-style-type: none"> • Organised business • NMMU • Environmental lobby groups • Nelson Mandela Bay Tourism and its members • WESSA and its members • NMB Heritage Trust | <p>MBDA Senior Project Leader</p> |

| | | |
|---------------|---|----------------------------|
| | <ul style="list-style-type: none"> • Sporting Bodies • Adventure Companies • Composite Hub • Transnet • Civil Society • Youth groups • Eastern Cape Provincial Departments; • Etc. | |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | <ul style="list-style-type: none"> • The Happy Valley Precinct is an underutilised parcel of land within the inner city economic node. • The precinct is unsafe and home to a large group of homeless people and others fleeing from the law. • The precinct is prone to severe flooding from time to time. • There are limited resources within the NMBM to upgrade the land and improve the infrastructure. • The old Boet Erasmus Stadium at Telkom Park is structurally unsound and a health and safety risk. • The valley is abandoned and neglected. • A once popular tourism attraction, it is currently not utilised to its full potential. • The green lung has not been exploited to its maximum. | MBDA Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <p>The development of the area in line with the NMBM LSDF development vision to ensure the desired overall and specific objectives are achieved.</p> | MBDA Senior Project Leader |
| | <p>Specific objectives:</p> <ul style="list-style-type: none"> • The precinct should be spatially transformed to become a tourism opportunity area, in particular through the activation of the green lung development. • The conservation and integrity of the eco-systems should be maintained and harnessed. • The opportunity of developing the precinct as a green, smart and off the grid destination, should be pursued. • The development of the precinct should contribute to creating NEW jobs which can impact positively on the unemployment figure within NMB. | MBDA Senior Project Leader |

| | | |
|-----------------------|---|------------------------------------|
| | <ul style="list-style-type: none"> The precinct needs to be integrated into the NMBM as a whole through ensuring connectivity and access for all citizens of the NMBM. It should be ensured that the process and impact of the programme is well researched and documented. An understanding should be developed of the role that the MBDA can play in bringing the precinct to its full potential, with limited resources. World class environmental best practice should be applied to transforming the precinct. Understand the opportunities for social and economic transformation that is triggered by being a coastal city, particularly within Project Pakisa, should be ensured. Upgrade or replace the current lighting for safety & security purposes and complement with fitment of CCTV cameras in strategic hotspot areas. | |
| | Outcomes | |
| | The implementation of urban renewal projects within the area to ensure the desired overall and specific objectives are achieved. | MBDA Senior Project Leader |
| PLANNING PHASE | | |
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | <ol style="list-style-type: none"> Demolition of Telkom Park - Demolition of the old stadium and stock piling of rubble for future use Activating the precinct - Temporary facilities for parking cycling and events to complement world ironman 2018. Happy Valle Precinct Plan - Updated spatial precinct plan integrated into the LSDF. Environmental rehabilitation of the green lung - Removal of alien vegetation and provision of infrastructure for eco-tourism opportunities. Operationalisation of the green lung - Procuring private sector to develop ecotourism initiatives. BEPP activation of balance of projects in the precinct plan - NMBM directorates facilitating the remainder of the capital projects. Bay World Regeneration - A world class conservation and edutainment facility serving the whole of the Eastern Cape Province. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <ol style="list-style-type: none"> Adequate budget allocation and rapid transition by NMBM towards integration of the budgets and institutions. Suitable staff identified and confirmed for project implementation. | MBDA Senior Project Leader and CFO |

| | | |
|------------------------|---|--|
| | <ol style="list-style-type: none"> 3. Collaboration and SLA agreements with NMBM and other identified stakeholders. 4. Partnerships with key developers to buy-in with potential redevelopment of the area. | |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> 1. Establish partnerships with key land and property owners and other stakeholders in the area to be confirmed by 2018/2019. 2. Source budget for the implementation of a various projects where no allocation have been made by 2018/19. 3. Etc. | <p>MBDA Senior Project Leader</p> |
| STEP 7 | PREPARE ACTIVITY SCHEDULE | |
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> 1. List the main activities. 2. Break the main activities down into clear manageable tasks. 3. Clarify the sequence and dependencies of the tasks linked to the activities. 4. Estimate a start-up, duration and completion of each activity and task. 5. Identify the process indicators and milestones to be a measure of project performance. 6. Define the expertise required to undertake the activities and tasks. 7. Allocate the tasks amongst the project team. | <p>MBDA Senior Project Leader</p> |
| STEP 8 | PREPARE COST SCHEDULE | |
| | <p>Cost schedule to align with the approved budget as well as budget allocated.</p> <p>Budget allocation for the next five years to be determined and allocated to the projects as identified.</p> | <p>MBDA Senior Project Leader and CFO</p> |
| CLOSE OUT PHASE | | |
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | <p>It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of the area and achievement as desired by the MDBA as development agency together with its stakeholders.</p> | <p>CEO, Operations Executive and MBDA Senior Project Leader.</p> |

REPORT 4: HELENVALE AREA

HELENVALE AREA

INTEGRATED DEVELOPMENT PLAN (IDP) – Key performance area (KPA) and linkage to the six (6) pillars.

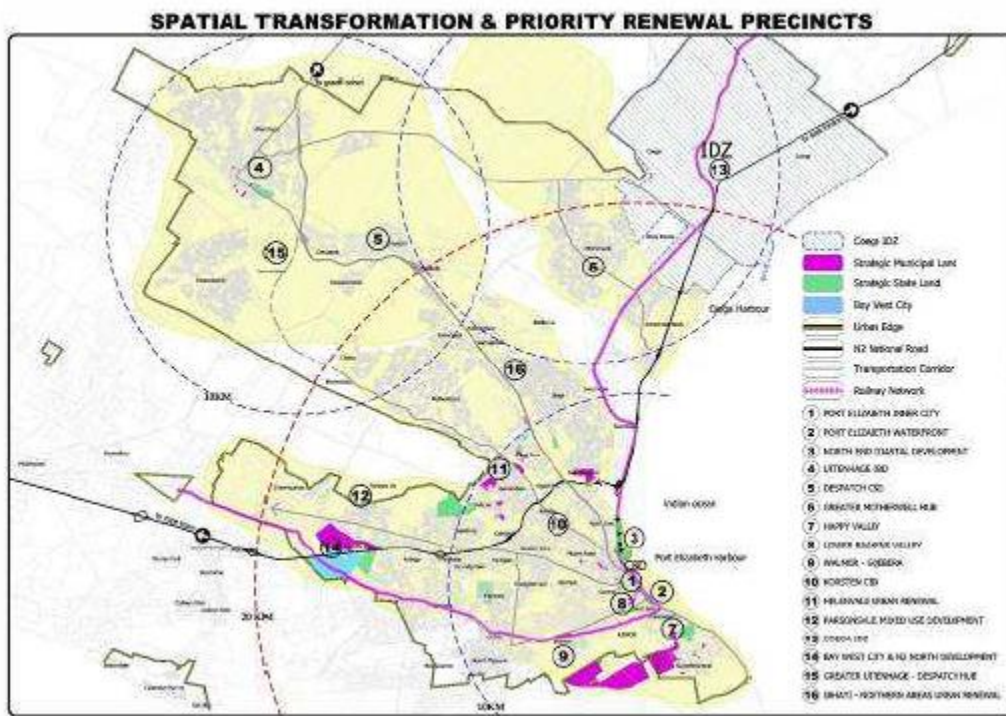
KPA 1: Basic Service Delivery

Pillar 3: The Safe City
Pillar 4: The Inclusive City
Pillar 6: The Forward Thinking City

BUILT ENVIRONMENT PERFORMANCE PROGRAMME (BEPP)

Focus on the Spatial Transformation and priority renewal precinct of which the Helenvale area (11) is mentioned of which the following will be focused upon:

- Development within the defined key intervention projects.
- Helenvale area is located on one of the key transportation corridors and function as part of rest of the city which link with the Integration Zones identified.



It is important to note that the BEPP is also linked to the Sustainable Community Planning Methodology principles and goals which in this case relates to the following functional elements applicable to the Helenvale precinct area:

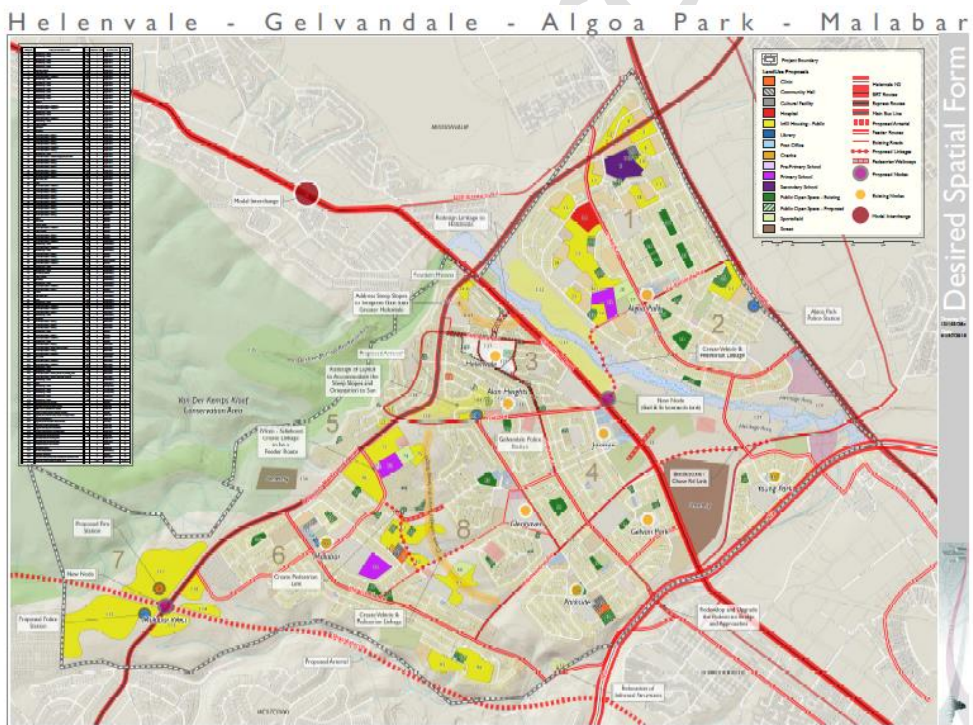
- Housing
- Work
- Services
- Transport
- Community
- Character and Identity.

METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK PLAN (MSDF)



The Helenvale area is located in the Integration Zone (3) and forms part of the Urban Renewal Projects planned for the specific area, indicated as (11).

HELENVALE – GELVANDALE – ALGOA PARK - MALABAR LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN (LSDF) –



Development Vision:

To renew Helenvale area by initiating the Helenvale Urban Renewal Programme (HURP). The programme to include social cohesion upgrading and interventions.

Focused key planning projects to be implemented which include:

- The establishment of a social compact allows for community expression of which enables focussed community input with respect to needs and priority based projects to be addressed.
- A demographic and socio-economic data survey to be undertaken to determine the composition of the Helenvale community and further to ensure that the outcome of the data ensure that planning and development projects are relevant to the socio-economic status of the community.
- Infrastructure development and upgrades to be key focus.

Development Guidelines:

- Increase residential densities in areas.
- Retain adequate amenities and facilities for the residents.
- Promote safety and security.
- Provide for a safe and convenient movement system.
- Redevelop open space areas.

| HELEVALE AREA LOGICAL FRAMEWORK | | |
|--|---|----------------------------|
| ANALYSIS PHASE | | |
| STEP NO. | ACTION | RESPONSIBLE PERSON |
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of projects in the area, include:</p> <ul style="list-style-type: none"> • NMBM Directorates – Economic Development, Human Settlements, Infrastructure and Engineering. • Organised Business. • Local communities. • SAPS and Metro Police. • Etc. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | Implementation of projects within Helenvale area to ensure phyco-social interventions which include programmes that seeks safer and peaceful environments and urban upgrading. | MBDA Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <ul style="list-style-type: none"> • The area needs to be spatially transformed and integrated into the NMBM as a whole to ensure a safe and crime free environment for all parties. • The development of a long term area specific framework plan that aligns with the 6 pillars of the IDP. • Ensure that the KfW partnership programmes is well implemented. • Provide the opportunity for a SMME development programme through the implementation of the programme. | MBDA Senior Project Leader |

| | | |
|-----------------------|--|------------------------------------|
| | <ul style="list-style-type: none"> • Ensure implementation of SPUU and socio-economic returns on investment. • Ensure stakeholder buy-in action plan and participation. | |
| | <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. Develop a masterplan for post KfW partnership and secure new partnerships. 2. Implementation of area wide safety and security programmes. 3. Implementation of SMME Development programme in partnership with the Helenvale business forum. 4. Ensure SMME Development programme can be implemented in other areas of NMBM. | MBDA Senior Project Leader |
| | Outcomes | |
| | The implementation of urban renewal projects within the area to ensure the desired overall and specific objectives are achieved. | MBDA Senior Project Leader |
| PLANNING PHASE | | |
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | <ol style="list-style-type: none"> 1. Review the KfW contract. 2. Ensure counter funding transfer and for NMBM to redirect budgets to ensure capital and operational co-ordination. 3. Develop a long-term are specific framework plan. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <p>Key risks:</p> <ul style="list-style-type: none"> • The KfW contract and relationship is inflexible. • NMBM Departments not actively involved. • Escalation in gang violence and community protest. • Lack of long term planning. | MBDA Senior Project Leader and CFO |
| STEP 6 | IDENTIFY INDICATORS | |
| | Indicators has to be developed with a review of the KfW partnership and contract. | MBDA Senior Project Leader |
| STEP 7 | PREPARE ACTIVITY SCHEDULE | |
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> 1. List the main activities. | MBDA Senior Project Leader |

| | | |
|------------------------|--|---|
| | <ol style="list-style-type: none"> 2. Break the main activities down into clear manageable tasks. 3. Clarify the sequence and dependencies of the tasks linked to the activities. 4. Estimate a start-up, duration and completion of each activity and task. 5. Identify the process indicators and milestones to be a measure of project performance. 6. Define the expertise required to undertake the activities and tasks. 7. Allocate the tasks amongst the project team. | |
| STEP 8 | PREPARE COST SCHEDULE | |
| | <p>Cost schedule to align with the approved budget as well as budget allocated.</p> <p>Budget allocation for the next five years to be determined and allocated to the projects as identified.</p> | MBDA Senior Project Leader and CFO |
| CLOSE OUT PHASE | | |
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | <p>It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of the area and achievement as desired by the MDBA as development agency together with its stakeholders.</p> | CEO, Operations Executive and MBDA Senior Project Leader. |

REPORT 5: KORSTEN & SCHAUDERVILLE / NEW BRIGHTON AREAS

KORSTEN & SCHAUDERVILLE / NEW BRIGHTON AREAS

INTEGRATED DEVELOPMENT PLAN (IDP) – Key performance area (KPA) and linkage to the six (6) pillars.

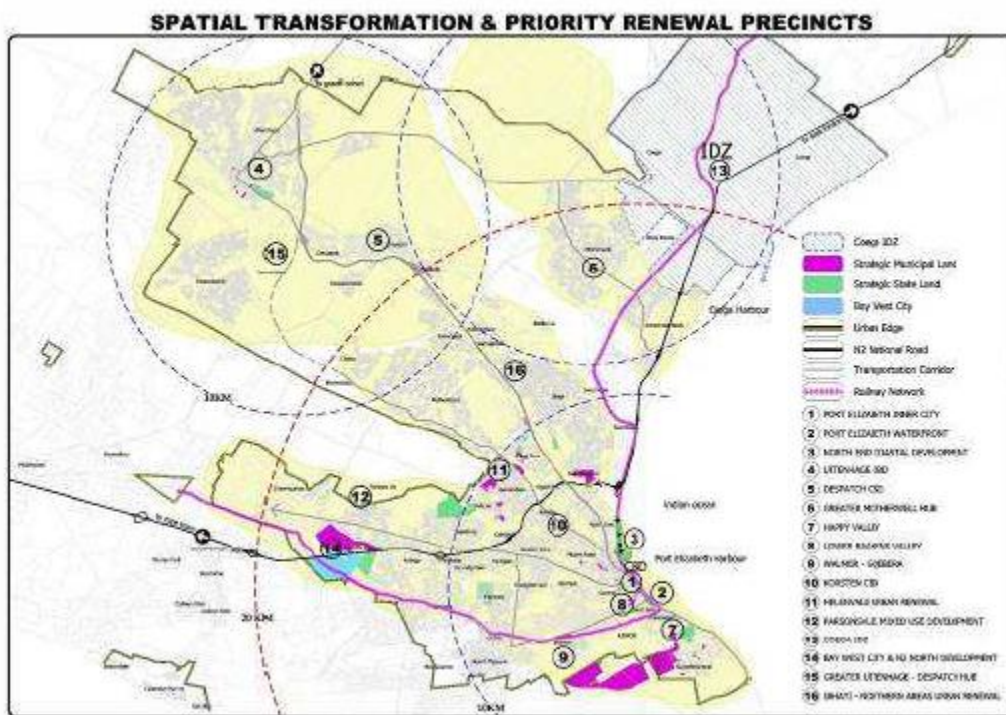
KPA 1: Basic Service Delivery

Pillar 3: The Safe City
Pillar 4: The Inclusive City
Pillar 6: The Forward Thinking City

BUILT ENVIRONMENT PERFORMANCE PROGRAMME (BEPP)

Focus on the Spatial Transformation and priority renewal precinct of which the Korsten CBD (11) is mentioned of which the following will be focused upon:

- Development within the defined key intervention projects linked to contribution from various key stakeholders.
- Priority renewal precinct to focus on economic, social and housing opportunities.



It is important to note that the BEPP is also linked to the Sustainable Community Planning Methodology principles and goals which in this case relates to the following functional elements applicable to the Korsten and Schauderville/New Brighton precinct area:

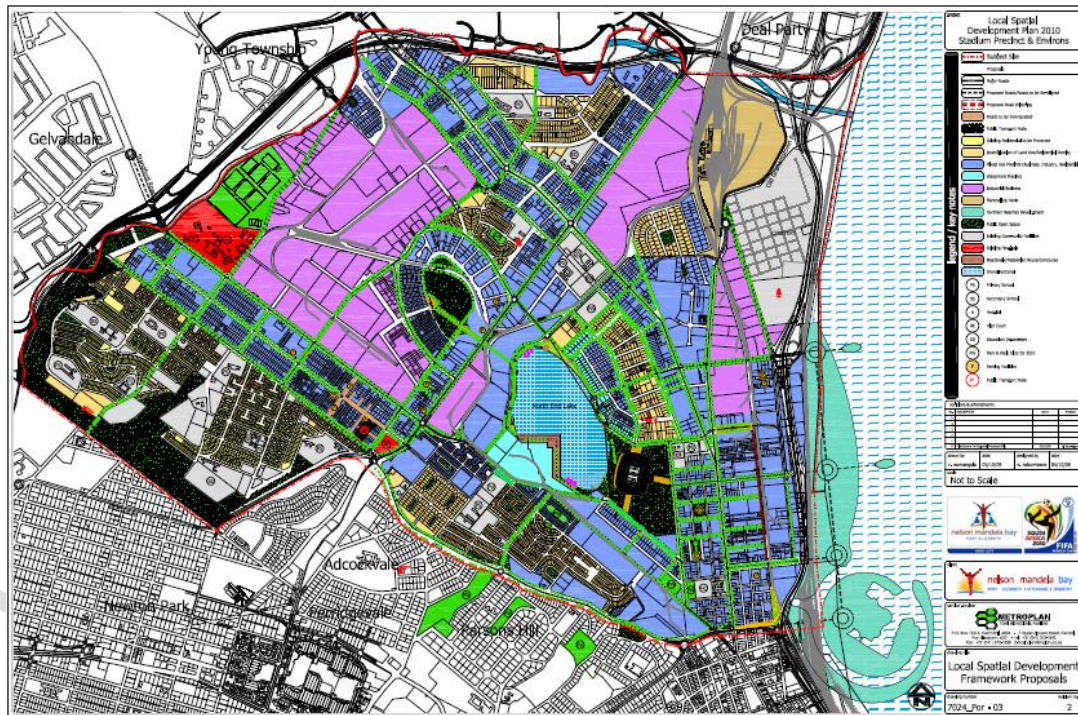
- Housing
- Work
- Services
- Transport
- Community
- Character and Identity.

METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK PLAN (MSDF)



The Korsten & Schauderville / New Brighton areas is located in the Integration Zone (1) and forms part of the Urban Renewal Projects planned for the specific area, indicated as (10).

STADIUM AND ENVIRONS LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN (LSDF) –



Development Vision:

- Strengthen the link between Korsten CBD/ Transport Node and Korsten Dry Lake along Cottrell Street and immediate area with lighting, security, tree planting and street furniture.
- Designate vacant land for development and upgrade of Open Space – Park areas.
- Strengthen pedestrian routes.
- Promote compact urban scale development through land use intensification.
- Promote land assembly to create larger blocks for higher residential development.

- Maintain commercial and industrial and increase opportunities for re-development.

Development Guidelines:

- Mixed use zones (Commercial/ retail and residential).
- Protect residential areas and created more opportunities (higher density residential areas).

KORSTEN AND SCHAUDERVILLE/NEW BRIGHTON AREAS LOGICAL FRAMEWORK

ANALYSIS PHASE

| STEP NO. | ACTION | RESPONSIBLE PERSON |
|---------------|--|----------------------------|
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of projects in the area, include:</p> <ul style="list-style-type: none"> • Property and Land owners – Private and Public. • NMBM Directorates – Economic Development, Human Settlements, Infrastructure and Engineering. • Organised Business. • NMB Heritage Trust. • Etc. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | <p>Implementation of projects within Korsten/ Schauderville and New Brighton to ensure phyco-social interventions which include programmes that seeks safer and peaceful environments and urban upgrading.</p> | Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <ul style="list-style-type: none"> • The area needs to be spatially transformed and integrated into the NMBM as a whole to ensure a safe and crime free environment for all parties. • The development of a long term area specific framework plan that aligns with the 6 pillars of the IDP. • Ensure that the Environmental Spatial Development plan projects and programmes are well implemented. • Provide the opportunity for a SMME development programme through the implementation of the programme. • Ensure stakeholder buy-in action plan and participation. | MBDA Senior Project Leader |

| | | |
|-----------------------|--|------------------------------------|
| | <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To secure funding and implement the various projects identified in the development framework plan for the area and to ensure infrastructure development and 2. Implementation of SMME Development programme in partnership with the local business forum. | MBDA Senior Project Leader |
| | Outcomes | |
| | To implement projects and programmes to enable multi-sectoral area based redevelopment of the areas into sustainable urban spaces, with social, economic and housing opportunities within a safe and secure environment. | MBDA Senior Project Leader |
| PLANNING PHASE | | |
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | <ol style="list-style-type: none"> 1. Review the framework plan and identify quick win projects for implementation. 2. NMBM to redirect budgets to ensure capital and operational co-ordination. 3. Develop a long-term are specific framework plan. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <p>Key risks as identified:</p> <ul style="list-style-type: none"> • The lack of funding allocations for implementation of projects. • NMBM Departments not actively involved. • Escalation in gang violence and community protest. • Absence of long term planning alignment with phyco-social challenges. | MBDA Senior Project Leader and CFO |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> 1. Establish partnerships with key land and property owners and other stakeholders in the area. 2. Source budget for the implementation of a various projects. 3. Etc. | MBDA Senior Project Leader |
| STEP 7 | PREPARE ACTIVITY SCHEDULE | |
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> 1. List the main activities. | MBDA Senior Project Leader |

| | | |
|------------------------|--|---|
| | <ol style="list-style-type: none"> 2. Break the main activities down into clear manageable tasks. 3. Clarify the sequence and dependencies of the tasks linked to the activities. 4. Estimate a start-up, duration and completion of each activity and task. 5. Identify the process indicators and milestones to be a measure of project performance. 6. Define the expertise required to undertake the activities and tasks. 7. Allocate the tasks amongst the project team. | |
| STEP 8 | PREPARE COST SCHEDULE | |
| | <p>Cost schedule to align with the approved budget as well as budget allocated.</p> <p>Budget allocation for the next five years to be determined and allocated to the projects as identified.</p> | MBDA Senior Project Leader and CFO |
| CLOSE OUT PHASE | | |
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | <p>It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of the area and achievement as desired by the MDBA as development agency together with its stakeholders.</p> | CEO, Operations Executive and MBDA Senior Project Leader. |

REPORT 6: UITENHAGE & DESPATCH CBD AREAS

UITENHAGE & DESPATCH CBD AREAS

INTEGRATED DEVELOPMENT PLAN (IDP) – Key performance area (KPA) and linkage to the six (6) pillars.

KPA 1: Basic Service Delivery

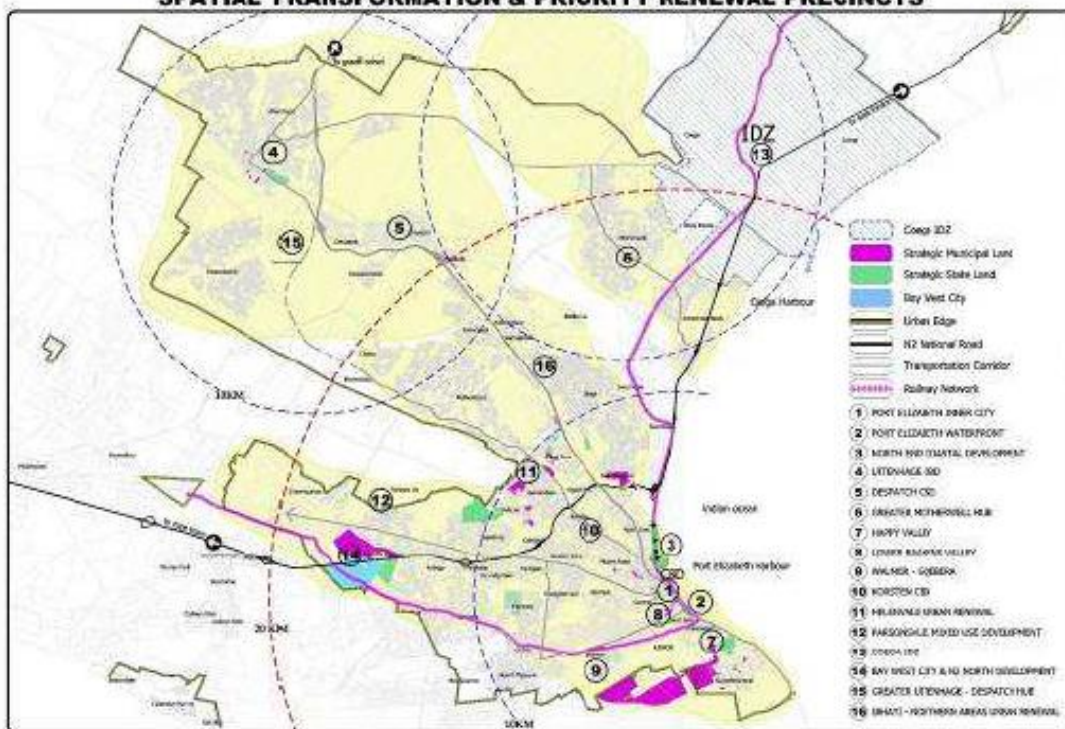
Pillar 4: The Inclusive City
Pillar 6: The Forward Thinking City

BUILT ENVIRONMENT PERFORMANCE PROGRAMME (BEPP)

Focus on the Spatial Transformation and priority renewal precinct of which the Uitenhage and Despatch CBD's are mentioned of which the following will be focused upon:

- Development within the defined key intervention projects.
- Upgrade of the Central Business Districts with Infrastructure and Heritage linked projects.

SPATIAL TRANSFORMATION & PRIORITY RENEWAL PRECINCTS

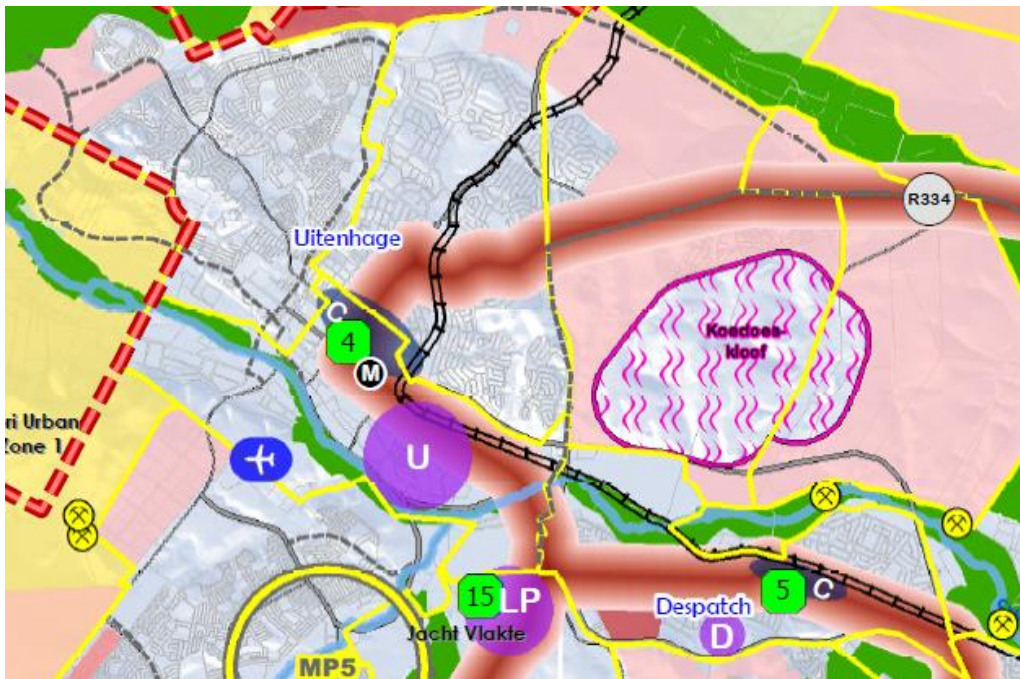


It is important to note that the BEPP is also linked to the Sustainable Community Planning Methodology principles and goals which in this case relates to the following functional elements applicable to the Uitenhage and Despatch CBD precinct areas:

- Housing
- Work
- Services
- Transport

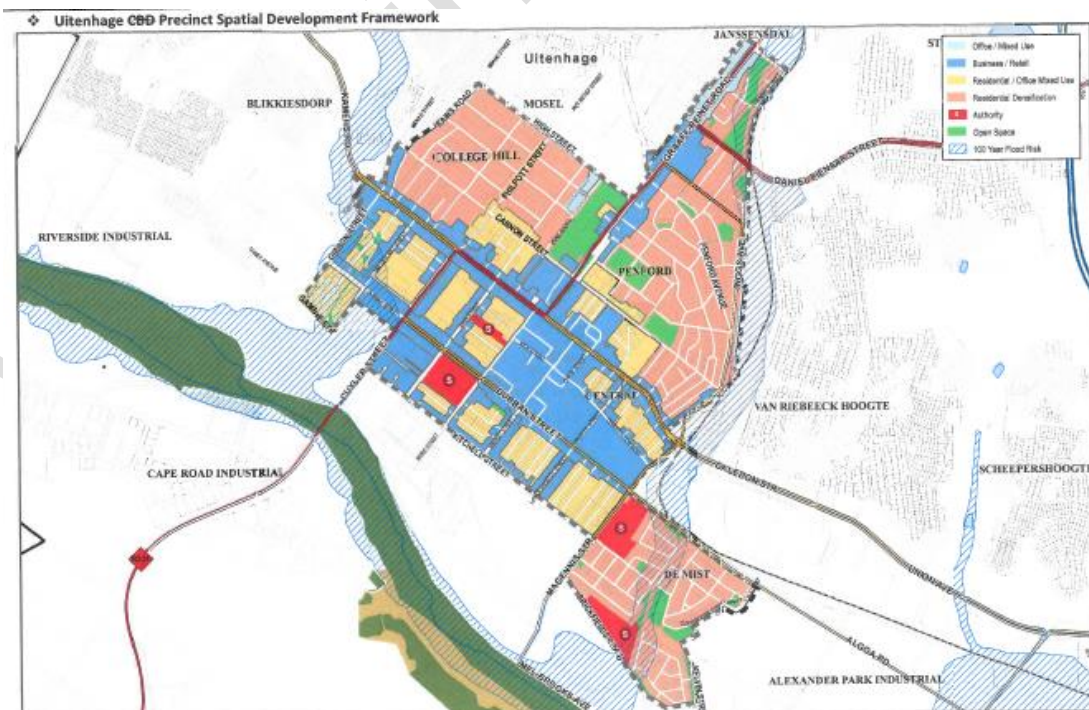
- Community
- Character and Identity.

METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK PLAN (MSDF)



The Korsten & Schauderville / New Brighton areas is located in the Integration Zone (1) and forms part of the Urban Renewal Projects planned for the specific area, indicated as (10).

UITENHAGE AND DESPATCH LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN (LSDF)



Map 37 : Uitenhage CBD Precinct Spatial Development Framework

UITENHAGE AND DESPATCH CBD'S AREA LOGICAL FRAMEWORK

ANALYSIS PHASE

| STEP NO. | ACTION | RESPONSIBLE PERSON |
|---------------|---|----------------------------|
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of projects in the area, include:</p> <ul style="list-style-type: none"> • Property and Land owners – Private and Public. • NMBM Directorates – Economic Development, Human Settlements, Infrastructure and Engineering. • Organised Business. • NMB Heritage Trust. • Environmental stakeholders. • Composite cluster. • Etc. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | <p>The problems linked to the managing of the Science Centre and further implementation of projects in the Uitenhage and Despatch CBD's include:</p> <ol style="list-style-type: none"> 1. The absence of a strategic plan for the USTC which aligns to the MBDA strategic plan. 2. The lack of capacity to implement the various programmes. 3. Inadequate scientific and technology resources and 4. Lack of marketing strategy. 5. The CBD's has various unsafe buildings that attracts all types of crime and unhealthy living environments. 6. The lack of implementation of the Uitenhage/ Despatch SSIF and the fact that it is seen to be outdated. | MBDA Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <p>To ensure the effective managing and further development of the Science Centre and to create further opportunities towards an innovation centre with stakeholder input.</p> | MBDA Senior Project Leader |
| | <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. For the inclusion of the USTC in the MBDA's strategic plan. 2. Provide an educational support programme focusing on STC, engineering and mathematics to teachers and learners of NMBM area. | MBDA Senior Project Leader |

| | | |
|-----------------------|--|------------------------------------|
| | <ol style="list-style-type: none"> 3. To expose learners to career opportunities in STEM. 4. To be a centre where the local community can explore, learn and experience about STEM. 5. Identify and nurture innovation. 6. To appoint additional resources in the form of staff and to develop an organogram with full-time staff members. 7. To further develop and implement projects in the USTC precinct and create opportunities for rental. 8. Develop a long term sustainable maintenance plan and marketing strategy for the USTC. 9. To implement sustainable projects aligned to the needs of the stakeholders in the Uitenhage and Despatch CBD's with alignment to the projects identified in the Local Spatial Development Framework Plan. | |
| | Outcomes | |
| | To ensure a the sustainability of the Uitenhage Science and Technology Centre going forward and to create opportunities for it to be positioned as a Science Technology, Engineering, Mathematics and Innovation Centre which benefits the future generations of the NMBM. | MBDA Senior Project Leader |
| PLANNING PHASE | | |
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | <ol style="list-style-type: none"> 1. Develop a sustainable funding model aligned to the USTC strategic plan. 2. Develop a long-term area specific framework plan for sustainable projects and programmes to be implemented in the two CBD's. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <p>Key risks identified are:</p> <ul style="list-style-type: none"> • Non- sustainable funding model. • Stakeholder dissatisfaction. | MBDA Senior Project Leader and CFO |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> 1. Develop a strategic plan which include a detailed funding model. 2. Identify and strengthen relationships with key stakeholders in the NMBM area such as NMU. 3. Review the Uitenhage/ Despatch SSIF. 4. Source budget for the implementation of a various projects. | MBDA Senior Project Leader |
| STEP 7 | PREPARE ACTIVITY SCHEDULE | |
| | | |

| | | |
|------------------------|--|---|
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> 1. List the main activities. 2. Break the main activities down into clear manageable tasks. 3. Clarify the sequence and dependencies of the tasks linked to the activities. 4. Estimate a start-up, duration and completion of each activity and task. 5. Identify the process indicators and milestones to be a measure of project performance. 6. Define the expertise required to undertake the activities and tasks. <p>Allocate the tasks amongst the project team.</p> | MBDA Senior Project Leader |
| STEP 8 | PREPARE COST SCHEDULE | |
| | <p>Cost schedule to align with the approved budget as well as budget allocated.</p> <p>Budget allocation for the next five years to be determined and allocated to the projects as identified.</p> | MBDA Senior Project Leader and CFO |
| CLOSE OUT PHASE | | |
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | <p>It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of the area and achievement as desired by the MDBA as development agency together with its stakeholders.</p> | CEO, Operations Executive and MBDA Senior Project Leader. |

REPORT 7: SPECIAL PROJECTS

NMBM LAND USE MANAGEMENT SYSTEM

| DEVELOPMENT AND IMPLEMENTATION OF A LAND USE MANAGEMENT SYSTEM AND – ELECTRONIC BUILDING PLAN SUBMISSION SYSTEM FOR DEPARTMENT HUMAN SETTLEMENTS | | |
|--|--|----------------------------|
| ANALYSIS PHASE | | |
| STEP NO. | ACTION | RESPONSIBLE PERSON |
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of the projects is:</p> <ul style="list-style-type: none"> • NMBM Directorate Human Settlements. • Planning Professionals working in NMBM area such as SAPI members. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | NMBM has not implemented an electronic building plan submission programme and system together with and land use management system to assist with speedily assessment of building plans and land use applications. | MBDA Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <ul style="list-style-type: none"> • To implement an electronic building plan submission system for implementation by NMBM. • To develop a land use management system for implementation by NMBM. | MBDA Senior Project Leader |
| | <p>Specific objectives:</p> <ul style="list-style-type: none"> • For the MBDA to facilitate and assist NMBM Human Settlements Department to deliver on the two projects speedily. • To ensure new working relationships with set service level agreements in place to achieve common goals. | MBDA Senior Project Leader |
| | Outcomes | |
| | The implementation of an electronic building plan submission system and the development of a land use management system to be implemented by NMBM. | MBDA Senior Project Leader |

| PLANNING PHASE | | |
|-----------------------|--|------------------------------------|
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | <ol style="list-style-type: none"> To assist NMBM with systems and to ensure the successful implementation thereof. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <ol style="list-style-type: none"> Adequate budget allocation and rapid transition by NMBM towards integration of the budgets and institutions. Suitable staff identified and confirmed for project implementation. Collaboration and agreements with NMBM and signed SLA. | MBDA Senior Project Leader and CFO |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> Agree and transfer of budget from Human Settlements and Handover of subject systems to NMBM Human Settlements for implementation. | MBDA Senior Project Leader |
| STEP 7 | PREPARE ACTIVITY SCHEDULE – TO BE DEVELOPED | |
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> List the main activities. Break the main activities down into clear manageable tasks. Clarify the sequence and dependencies of the tasks linked to the activities. Estimate a start-up, duration and completion of each activity and task. Identify the process indicators and milestones to be a measure of project performance. Define the expertise required to undertake the activities and tasks. Allocate the tasks amongst the project team. | MBDA Senior Project Leader |
| STEP 8 | PREPARE COST SCHEDULE | |
| | Cost schedule to align with the approved budget as well as budget allocated and transferred. | MBDA Senior Project Leader and CFO |

| CLOSE OUT PHASE | | |
|-----------------|--|---|
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of such achievement as desired by the MDBA as development agency together with its stakeholders. | CEO, Operations Executive and MBDA Senior Project Leader. |

Work in progress

SUMMERSTRAND INTEGRATED HOUSING DEVELOPMENT

| ASSISTANCE WITH THE MANAGEMENT OF THE IMPLEMENTATION OF THE SUMMERSTRAND INTEGRATED HOUSING DEVELOPMENT AS EARMARKED IN TERMS OF THE SUMMERSTRAND LOCAL SPATIAL DEVELOPMENT FRAMEWORK PLAN | | |
|--|---|--|
| ANALYSIS PHASE | | |
| STEP NO. | ACTION | RESPONSIBLE PERSON |
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of the projects is:</p> <ul style="list-style-type: none"> NMBM Directorate Human Settlements. Planning Professionals working in NMBM area such as SAPI members. Stakeholders such as Provincial Housing and Summerstrand community. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | <ol style="list-style-type: none"> NMBM have to implement a housing project which was planned years ago as part of the Summerstrand LSDF with the assistance of a Private Public Partnership programme. The layout of the area is not aligned to the desired outcome and range of housing typologies required. | MBDA Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <ul style="list-style-type: none"> To assist with the housing project and any agreements as part of a Public Private Partnership initiatives. To ensure that all stakeholders participate. Ensure that the layout of the development aligns to the desired outcome for implementation. | MBDA Senior Project Leader |
| | <p>Specific objectives:</p> <ul style="list-style-type: none"> For the MBDA to facilitate and assist NMBM Human Settlements Department to deliver on the housing projects speedily. To ensure new working relationships with set service level agreements in place to achieve common goals. | MBDA Senior Project Leader |
| | Outcomes | |
| | The housing project to be implemented and housing opportunities to be created as desired by NMBM. | MBDA Senior Project Leader MBDA Senior Project Leader |

| PLANNING PHASE | | |
|-----------------------|---|------------------------------------|
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | To assist NMBM with development of implementation framework plan for the housing development and to oversee the successful implementation thereof. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <ol style="list-style-type: none"> 1. Adequate budget allocation and rapid transition by NMBM towards integration of the budgets and institutions. 2. Suitable staff identified and confirmed for project implementation. 3. Collaboration and agreements with NMBM and signed SLA. | MBDA Senior Project Leader and CFO |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> 1. Agree and transfer of budget from Human Settlements and 2. Handover of subject systems to NMBM Human Settlements for implementation. | MBDA Senior Project Leader |
| STEP 7 | PREPARE ACTIVITY SCHEDULE – TO BE DEVELOPED | |
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> 1. List the main activities. 2. Break the main activities down into clear manageable tasks. 3. Clarify the sequence and dependencies of the tasks linked to the activities. 4. Estimate a start-up, duration and completion of each activity and task. 5. Identify the process indicators and milestones to be a measure of project performance. 6. Define the expertise required to undertake the activities and tasks. 7. Allocate the tasks amongst the project team. | MBDA Senior Project Leader |
| STEP 8 | PREPARE COST SCHEDULE | |
| | Cost schedule to align with the approved budget as well as budget allocated and transferred. | MBDA Senior Project Leader and CFO |

| CLOSE OUT PHASE | | |
|-----------------|--|---|
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |
| | It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of such achievement as desired by the MDBA as development agency together with its stakeholders. | CEO, Operations Executive and MBDA Senior Project Leader. |

Work in progress

BAYWORLD – OCENARIUM

| ASSISTANCE WITH THE MANAGEMENT OF THE REDEVELOPMENT OF THE BAYWORLD OCENARIUM | | |
|---|---|----------------------------|
| ANALYSIS PHASE | | |
| STEP NO. | ACTION | RESPONSIBLE PERSON |
| STEP 1 | CONDUCT STAKEHOLDER ANALYSIS | |
| | <p>The stakeholders identified for the implementation of the projects is:</p> <ul style="list-style-type: none"> • NMBM Economic Development Directorate. • Provincial Department of Sports and Recreation. • EC Heritage – SRACH. • NMU Marine and Oceanarium Department. • Stakeholders such as NMBM Member of the Executive Council Councillors and NMBM community leaders. | MBDA Senior Project Leader |
| STEP 2 | CONDUCT PROBLEM ANALYSIS | |
| | <p>1. NMBM Council have to assist MBDA to be the responsible enabler with budget allocation aligned to the implementation of the project.</p> | MBDA Senior Project Leader |
| STEP 3 | CONDUCT ANALYSIS OF OBJECTIVES | |
| | <p>Overall objectives:</p> <ul style="list-style-type: none"> • Develop a precinct plan and due diligence with review of the Grant Thornton study. • To ensure stakeholder participation and investigate Public Private Partnership initiatives. • To ensure that all stakeholders identified participate. • Ensure that the precinct layout of the re- development aligns to the desired outcome for implementation with clear budgets. | MBDA Senior Project Leader |
| | <p>Specific objectives:</p> <ul style="list-style-type: none"> • For the MBDA to facilitate and be the enabler of the project for re-development to be implemented speedily. • To ensure new working relationships with set service level agreements in place to achieve common goals. | MBDA Senior Project Leader |
| | Outcomes | |
| | <p>The re-development of the Bay World precinct to be implemented and new tourist and economic development opportunities to be created as desired by NMBM.</p> | MBDA Senior Project Leader |

| | | |
|------------------------|---|------------------------------------|
| PLANNING PHASE | | |
| STEP 4 | DEFINE INTERVENTION LOGIC | |
| | To assist NMBM as MBDA as the enabler of the project and re-development whilst overseeing the successful implementation thereof. | MBDA Senior Project Leader |
| STEP 5 | SPECIFY ASSUMPTIONS AND RISKS | |
| | <ol style="list-style-type: none"> 1. Clear allocation of responsibilities and adequate budget allocation. 2. Suitable staff to be identified and confirmed for project implementation. 3. Collaboration and agreements with NMBM and signed SLA with MBDA. | MBDA Senior Project Leader and CFO |
| STEP 6 | IDENTIFY INDICATORS | |
| | <p>Indicators has to fulfil criteria such as quality, quantity and time:</p> <ol style="list-style-type: none"> 1. Agree and transfer of budgets from relevant Departments. 2. Handover of successful project to NMBM in 2021. | MBDA Senior Project Leader |
| STEP 7 | PREPARE ACTIVITY SCHEDULE – TO BE DEVELOPED | |
| | <p>The activity schedule is to be prepared to align with the specific projects identified which are budgeted for and signed off by the CEO.</p> <p>The steps should include:</p> <ol style="list-style-type: none"> 1. List the main activities. 2. Break the main activities down into clear manageable tasks. 3. Clarify the sequence and dependencies of the tasks linked to the activities. 4. Estimate a start-up, duration and completion of each activity and task. 5. Identify the process indicators and milestones to be a measure of project performance. 6. Define the expertise required to undertake the activities and tasks. 7. Allocate the tasks amongst the project team. | MBDA Senior Project Leader |
| STEP 8 | PREPARE COST SCHEDULE | |
| | Cost schedule to align with the approved budget as well as budget allocated and transferred. | MBDA Senior Project Leader and CFO |
| CLOSE OUT PHASE | | |
| STEP 9 | CLOSE-OUT AND HANDOVER SCHEDULE | |

It is important that all projects are closed out and a formal handover schedule prepared. The close-out should also include the marketing of such achievement as desired by the MDBA as development agency together with its stakeholders.

CEO, Operations
Executive and MBDA
Senior Project
Leader.

Work in progress