

# VOORTREKKER ROAD CORRIDOR INTEGRATION ZONE: CORRIDOR WIDE IMPLEMENTATION PLAN

THEMES	STRATEGY (just the name)	OBJECTIVE (what do we wish to achieve)	INTERVENTION (What should be done)	ACTIONS (What can the City do)	POLICY ALIGNMENT (IDP: Strategic Focus Area/Objective/Programme)	RESPONSIBLE PERSON / DEPARTMENT	TIMEFRAME	BUDGET	FUNDING SOURCE / MECHANISM	
Transport			1(a) Expedite PRASA's rail modernisation programme (rail network upgrades and improvements) in VRC	(i)	• City / PRASA MOA	The Opportunity City Objective 1.4 Ensure mobility through the implementation of an effective public transport system Programme 1.4(b) Rail service improvement and upgrade programme	1. LTAB	Complete	Nil	N/A
				(ii)	• Agreement with PRASA around infrastructure investigation		1. TCT/SPUD	Complete	Nil	N/A
				(iii)	• Fund rail infrastructure investigation to ensure alignment between PRASA planning and City objectives		1. TCT + PRASA	Q4 2017	R10m	ICDG
				(iv)	• Compel PRASA to commit to rail modernisation programme in VRC identified in infrastructure investigation		2. SPUD 1. TCT via LTAB	Q1 2018	?	1. PRASA 2. ICDG?
			1(b) Expedited implementation of Blue Downs rail link	(i)	• Top level engagements with rail authorities to ensure expedited implementation of Blue Downs rail link	The Opportunity City Objective 1.4 Ensure mobility through the implementation of an effective public transport system Programme 1.4(b) Rail service improvement and upgrade programme	1. TCT via LTAB	ongoing	?	1. PRASA
				(ii)	• Coordinated planning between PRASA and City (TCT, SPUD, Utilities, Human Settlements)		1. TCT 2. SPUD 3. Utilities & HS	?	?	1. USDG
			1(c) Establish a prioritised programme of station precinct upgrades and expedite implementation of this.	(i)	• Station precinct assessments complete.	The Opportunity City Objective 1.4 Ensure mobility through the implementation of an effective public transport system Programme 1.4(b) Rail service improvement and upgrade programme	SPUD	Complete	Nil	N/A
				(ii)	• Engage with PRASA (Intersite, PRASA CRES) to develop a programme of station precinct upgrades, including PTI upgrades, to be endorsed by IPC & LTAB		1. SPUD 2. IPC & LTAB	Ongoing	Nil	N/A
			1(d) Improve public transport accessibility in VRC	(i)	• Engage with IPTN planning	The Opportunity City Objective 1.4 Ensure Mobility through the implementation of an effective public transport system	1. SPUD	Ongoing	Nil	N/A
				(ii)	• Prioritise north-south linkages through VRC (specifically Symphony Way)		2. TCT	ongoing	?	PTIG
				(iii)	Expand feeder network • Create a local feeder network in Bellville Central Area as a short term IRT intervention • Encourage the UWC/CPUT universities student transport service as a component of the Bellville feeder service		1. TCT	ongoing	?	PTIG
			1(e) Identify and undertake critical road network improvements	(i)	• Tienie Meyer bypass rehabilitation and upgrades	The Opportunity City Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth.	1. TCT - R&S	2014/15	R7.7m	ICDG
				(ii)	• Halt Road maintenance and upgrades		1. TCT - R&S	2014/15	R3.5m	ICDG
				(iii)	• Viking Way upgrade		1. TCT - R&S	2014/15	R3.5m	ICDG
				(iv)	• Symphony Way maintenance and upgrade		1. TCT - R&S	2014/15	R3.5m	ICDG
				(v)	• N1 / N7 interchange		1. Province	Ongoing	?	?
				(vi)	• Identification of priority road improvements		1. TCT, PGWC & SPUD	End 2015	Nil	N/A
				(vii)	• Cconstruction of priority road improvements		1. TCT & PGWC	Ongoing	?	PTIG
			1(f) Maximise utilisation of high accessibility intersections	(i)	• Functional Area Analysis - complete	The Opportunity City Objective 1.5: Leverage the city's assets to drive economic growth and sustainable development	1. SPUD	Complete		
				(ii)	• Analysis and mapping of areas with high accessibility and potential		1. SPUD	Complete		
				(iii)	• Identification of impediments to full development		1. SPUD 2. TCT	2015	Nil	N/a
				(iv)	• Resolution of impediments to full development		1. SPUD 2. TCT	Ongoing	?	
			1(g) Improve freight transport efficiencies	(i)	• Detailed analysis of freight infrastructure and operations within the VRC	The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation	1. SPUD 2. TCT	Sep-15	?	ICDG
				(ii)	• Identify interventions to improve freight efficiencies		1. SPUD 2. TCT	Sep-15	?	ICDG
(iii)	• Develop a strategy for improved utilisation of rail sidings within the VRC	1. SPUD 2. TCT		2016	Nil		N/A			

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E BASICS	Infrastructure	An enabling environment for investment and development through ensuring bulk network capacity	1(h) Corridor wide parking strategy - do the PT1&2 Zones not take care of this tho?  Perhaps local parking strategies associated with PLAs are more appropriate?	(i) <ul style="list-style-type: none"> <li>Parking strategy</li> <li>Identification of under utilised parking lots for redevelopment</li> <li>Create revenue generation from improved management of public parking areas in key nodes (e.g. Bellville CBD)</li> <li>Use of public parking as an asset to leverage more intense development</li> </ul>	The Opportunity City Objective 1.5 Leverage the city's assets to drive economic growth	1. SPUD 2. TCT	2016	Nil	N/A
			1(j) Improve quality of public environment in and around public transport locations	(i) <ul style="list-style-type: none"> <li>Bellville Integrated Transport Land Use Planning underway</li> </ul>		1. TCT	2014/15/16	R2.2m	ICDG
				(ii) <ul style="list-style-type: none"> <li>Bellville Public Transport Interchange Upgrade</li> </ul>		1. TCT	2015/16	R8.3m	PTIG
				(iii) <ul style="list-style-type: none"> <li>Review of PTIs along the Bellville Line</li> </ul>					
				(iv) <ul style="list-style-type: none"> <li>Parow Station PTI lease agreement and upgrade</li> </ul>		1. TCT 2. SPUD 3. Prop. Man	2016/17	?	PTIG
				(v) <ul style="list-style-type: none"> <li>Tygerberg Station PTI lease agreement and upgrade</li> </ul>		1. TCT 2. SPUD 3. Prop. Man			
				(vi) <ul style="list-style-type: none"> <li>Manage crime and grime through support of CID's</li> </ul>	The Inclusive City Objective 4.2 Provide facilities that make citizens feel at home	1. Subcouncils 2. MURP & GTP 3. City Line Depts	Ongoing	?	1. ICDG, Ward Allocations, PTIG
		(vii) <ul style="list-style-type: none"> <li>Improve access to PTI's (subways, NMT, universal access) - engage with rail authorities where necessary</li> </ul>		1. TCT 2. SPUD	Ongoing	?	1. ICDG, Ward Allocations, PTIG		
		2(a) Identify and prioritise infrastructure improvements	(i) <ul style="list-style-type: none"> <li>Plans drafted by individual Utility Services Departments</li> </ul>	The Opportunity City Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth.	1. Utilities	Complete			
	(ii) <ul style="list-style-type: none"> <li>Utility services capacities and constraints captured as part of baseline assessment</li> </ul>			1 SPUD 2. Utilities	Complete				
	(iii) <ul style="list-style-type: none"> <li>N1/Platteklouf main substation upgrade underway</li> </ul>			1. Electricity	2014/15	R20m ICDG	1. EFF 2. ICDG		
	(iv) <ul style="list-style-type: none"> <li>Engage services departments: Identify prioritisation and agree implementation</li> </ul>			1. SPUD	2015	Nil	N/A		
	(v) <ul style="list-style-type: none"> <li>Catchment Management to develop a plan to reduce the impact of floodlines on developable land in close proximity to public transport interchanges</li> </ul>			1. TCT: Stormwater & Sustainability	2016/17	?	?		
		2(b) Identify innovative and sustainable alternative infrastructure solutions	(i) <ul style="list-style-type: none"> <li>Facilitate engagement with alternative infrastructure specialists</li> </ul>	The Opportunity City Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth. Programme 1.2 (c ) Investment in infrastructure	1. ERM 2. Utilities	2015/16	?	?	
		2(c) Capitalise on extensive broadband infrastructure in VRC	(i) <ul style="list-style-type: none"> <li>GTP: Belville Central &amp; South Broadband and free Wifi promotion (underway)</li> </ul>	The Opportunity City Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth.	1. GTP	Ongoing	?	?	
	(ii) <ul style="list-style-type: none"> <li>Market (through partnerships) the competitive advantage of the broadband infrastructure</li> </ul>			1. GTP + Telecoms	Ongoing	?	?		
		A clean, safe, well-	Establish and maintain partnerships with key role players in the VRC	<ul style="list-style-type: none"> <li>Elsies River CID in process of being established (1/7/2015)</li> </ul>	The Safe City Objective 2.5 Improve safety and security through partnerships	1. Econ Dev	Complete		
	<ul style="list-style-type: none"> <li>MURP ACTTs and Community Action Plans: Parow + Bellville</li> </ul>				1. MURP 2. Subcouncil 3. Law Enforcement	Complete			
	<ul style="list-style-type: none"> <li>Use strategy and investment plan targeted discussions to establish relationships with key role players and to market GTP</li> </ul>				1. GTP + SPUD	2015	Nil	N/A	
	<ul style="list-style-type: none"> <li>Investigate the potential for additional CID's in the VRC and ensure clear role definition between CIDs and City</li> </ul>				1. Econ Dev + Safety and Security 2. Subcouncils	2015	Nil	N/A	
	<ul style="list-style-type: none"> <li>Create partnerships between tertiary education institutions and PRASA relevant station precinct improvements</li> </ul>				1. JPDC	2016	Nil	N/A	
Identify, prioritise and implement public space improvements	<ul style="list-style-type: none"> <li>Identify public space improvements through prioritised local area planning and Investment Plan</li> <li>Develop a program of public space improvements</li> </ul>		The Inclusive City Objective 4.2 Provide facilities that make citizens feel at home Programme 4.2(a) Community amenities programme (provide and maintain)	1. SPUD 2. City Parks	2015	Nil	N/A		
	<ul style="list-style-type: none"> <li>City Parks</li> <li>SPUD</li> </ul>			1. City Parks 2. SPUD	2016	Nil	N/A		
	<ul style="list-style-type: none"> <li>Public realm perception surveys</li> </ul>			1. GTP 2. MURP	Underway	Nil	N/A		
Implement public space improvements	<ul style="list-style-type: none"> <li>Identify mechanisms to encourage private sector developers active in the area to undertake public space improvements around new development (e.g. Adopt-a-park)</li> </ul>			1. GTP 2. City Parks 3. Subcouncil	2016	Nil	N/A		
	<ul style="list-style-type: none"> <li>Kruskal Avenue Pedestrian Mall upgrade</li> </ul>			1. MURP 2. Econ Dev 3. Subcouncil	2015/16	R 200 000	USDG		
	<ul style="list-style-type: none"> <li>Jack Muller / Elizabeth Park upgrades</li> </ul>		1. City Parks 2. GTP	2014/15	R4.1m	ICDG			

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TH	Urban Management	maintained public environment		<ul style="list-style-type: none"> <li>Parow Station Pedestrian Arcade upgrade</li> </ul>		<ul style="list-style-type: none"> <li>1. MURP</li> <li>2. Econ Dev</li> <li>3. City Parks</li> <li>4. Subcouncil</li> </ul>	?	?	?		
				<ul style="list-style-type: none"> <li>Maitland cemetery upgrade</li> </ul>		<ul style="list-style-type: none"> <li>1. City Parks</li> </ul>	2015	?	?		
			<ul style="list-style-type: none"> <li>Ensure improved regulation and enforcement in problem areas</li> </ul>	<ul style="list-style-type: none"> <li>CCTV installation Parow + Goodwood</li> <li>Identify areas requiring improvements to regulation and enforcement and engage with relevant enforcement agencies to develop action plans for these areas.</li> </ul>	<p>The Well Run City Objective 5.2 Establish an efficient and productive administration that prioritises delivery</p>	<ul style="list-style-type: none"> <li>1. Safety &amp; Security</li> <li>1. MURP</li> </ul>	2015	R1m	ICDG		
				<ul style="list-style-type: none"> <li>Develop CAPs for areas in need of urban management</li> </ul>		<ul style="list-style-type: none"> <li>1. MURP</li> <li>2. Subcouncil</li> </ul>	2016	Nil	N/A		
				<ul style="list-style-type: none"> <li>Manage illegal dumping</li> </ul>		<ul style="list-style-type: none"> <li>1. Law Enforcement</li> <li>2. Solid Waste</li> </ul>	Ongoing	Nil	N/A		
				<ul style="list-style-type: none"> <li>Facilitate establishment of CIDs where required</li> </ul>		<ul style="list-style-type: none"> <li>1. MURP</li> <li>2. GTP</li> </ul>	Ongoing	Nil	N/A		
			<ul style="list-style-type: none"> <li>Ensure improved regulation and enforcement in problem areas and adopt a zero tolerance approach to problem buildings</li> </ul>	<ul style="list-style-type: none"> <li>MURP funded Problem Buildings Inspectors</li> <li>Motivate for amendment of regulations where required</li> </ul>		<ul style="list-style-type: none"> <li>1. MURP</li> <li>2. PBDM</li> </ul>	Ongoing	?	?		
			<ul style="list-style-type: none"> <li>Improve safety on problem areas through more visible policing and public surveillance.</li> </ul>	<ul style="list-style-type: none"> <li>Develop crime Mapping in problem areas</li> </ul>		<ul style="list-style-type: none"> <li>1. GTP</li> <li>2. MURP</li> <li>3. Law Enforcement</li> </ul>	Underway	?	?		
				<ul style="list-style-type: none"> <li>Create Safety Forums composed of relevant stakeholders to develop safety plans for problem areas</li> </ul>		<ul style="list-style-type: none"> <li>1. GTP</li> <li>2. MURP</li> <li>3. Law Enforcement</li> </ul>	Underway	Nil	N/A		
				<ul style="list-style-type: none"> <li>Rent-a-cop and Learner Law Enforcement Officers - dedicated to MURP areas</li> </ul>		<ul style="list-style-type: none"> <li>1. MURP</li> <li>2. Law Enforcement</li> </ul>	Underway	?	?		
	Development Facilitation	Regeneration, investment and development in the VRC		<ul style="list-style-type: none"> <li>Explore and implement regulatory reforms and incentives for appropriate development.</li> </ul>	<ul style="list-style-type: none"> <li>Develop mechanisms for offsetting development contributions for appropriate development</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p> <p>Programme 1.1 (e) Planning and regulation programme - Business process improvement initiatives</p>	<ul style="list-style-type: none"> <li>1. SPUD</li> <li>2. Finance</li> <li>3. Utilities</li> </ul>	2016	?	?	
				<ul style="list-style-type: none"> <li>Explore appropriate regulatory reforms: <ul style="list-style-type: none"> <li>- overlay zones</li> <li>- proactive rezoning</li> <li>- tradable development rights</li> <li>- expedited regulatory processes</li> </ul> </li> <li>GTP: VRC Flexible Development Framework (15/16)</li> <li>EGS Strategy 1 - One-Stop-Shop establishment</li> <li>Develop system for centralisation and sharing of information and intelligence relevant to development industry (ECAMP??)</li> </ul>							
				<ul style="list-style-type: none"> <li>Work with and amend (where necessary) existing spatial targeting instruments (PLAs)</li> <li>Establish regular investor forums</li> </ul>							
			<ul style="list-style-type: none"> <li>Parking ratio reductions</li> </ul>	<ul style="list-style-type: none"> <li>Identification of PT1 and 2 zones with reduced parking requirements complete</li> <li>Develop parking ratios which don't negatively impact on the marketability of developments, but which are in keeping with TOD principles: links with corridor-wide parking strategy and value capture.</li> <li>Develop reduced parking ratios which are specifically tailored for social housing provision.</li> </ul>		<ul style="list-style-type: none"> <li>1. SPUD</li> </ul>	Completed	Nil	N/A		
				<ul style="list-style-type: none"> <li>Work with and amend (where necessary) existing spatial targeting instruments (PLAs)</li> <li>Establish regular investor forums</li> </ul>		<ul style="list-style-type: none"> <li>1. SPUD</li> </ul>	2015	Nil	N/A		
				<ul style="list-style-type: none"> <li>Identify and facilitate the development of appropriate growth sectors in economy which can be accommodated in VRC.</li> </ul>	<ul style="list-style-type: none"> <li>Where appropriate intervene to provide pre-conditions for location of growth sectors in VRC</li> <li>Business Process Outsourcing, Science and Technology Research and Development identified</li> <li>Broad band infrastructure roll out</li> <li>Belville Central &amp; South Broadband and free Wifi promotion</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p> <p>Objective 1.5 Leverage the city's assets to drive economic growth</p>	<ul style="list-style-type: none"> <li>1. GTP + SPUD</li> <li>1. GTP</li> <li>1. GTP</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Underway</li> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> <li>Nil</li> <li>Nil</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> <li>N/A</li> <li>N/A</li> </ul>	
			<ul style="list-style-type: none"> <li>Market under utilised rights in VRC</li> </ul>	<ul style="list-style-type: none"> <li>Investigate source of additional rights</li> <li>Market PT zones and under utilised rights</li> <li>Marketing of underutilised rights in appropriate locations</li> </ul>		<ul style="list-style-type: none"> <li>1. TCT</li> <li>2. SPUD</li> </ul>	2016	Nil	N/A		
				<ul style="list-style-type: none"> <li>Identify and facilitate the development of appropriate growth sectors in economy which can be accommodated in VRC.</li> </ul>	<ul style="list-style-type: none"> <li>Where appropriate intervene to provide pre-conditions for location of growth sectors in VRC</li> <li>Business Process Outsourcing, Science and Technology Research and Development identified</li> <li>Broad band infrastructure roll out</li> <li>Belville Central &amp; South Broadband and free Wifi promotion</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p>	<ul style="list-style-type: none"> <li>1. Econ Dev</li> </ul>				
				<ul style="list-style-type: none"> <li>Market under utilised rights in VRC</li> </ul>	<ul style="list-style-type: none"> <li>Investigate source of additional rights</li> <li>Market PT zones and under utilised rights</li> <li>Marketing of underutilised rights in appropriate locations</li> </ul>		<ul style="list-style-type: none"> <li>1. GTP</li> <li>2. Telecoms</li> </ul>	Underway	?	?	
			<ul style="list-style-type: none"> <li>Reduce red tape that prevents the realisation of TOD-type development</li> </ul>	<ul style="list-style-type: none"> <li>Identify/appoint a dedicated development facilitator and/or champion for the VRC</li> <li>Develop "Platinum Customer" system for applications in TOD locations</li> </ul>		<ul style="list-style-type: none"> <li>1. SPUD</li> </ul>	2015	Nil	N/A		
				<ul style="list-style-type: none"> <li>Identify and facilitate the development of appropriate growth sectors in economy which can be accommodated in VRC.</li> </ul>	<ul style="list-style-type: none"> <li>Where appropriate intervene to provide pre-conditions for location of growth sectors in VRC</li> <li>Business Process Outsourcing, Science and Technology Research and Development identified</li> <li>Broad band infrastructure roll out</li> <li>Belville Central &amp; South Broadband and free Wifi promotion</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p>	<ul style="list-style-type: none"> <li>1. GTP + SPUD</li> </ul>	Ongoing	Nil	N/A	
	<ul style="list-style-type: none"> <li>Market under utilised rights in VRC</li> </ul>	<ul style="list-style-type: none"> <li>Investigate source of additional rights</li> <li>Market PT zones and under utilised rights</li> <li>Marketing of underutilised rights in appropriate locations</li> </ul>		<ul style="list-style-type: none"> <li>1. PBDM</li> <li>2. SPUD</li> </ul>	2016	Nil	N/A				

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				<ul style="list-style-type: none"> <li>Review the City's Social Housing Partnership Agreement to enable social housing projects to be cross-subsidized by market-related non-residential uses.</li> </ul>		1. HS 2. Prop. Man 3. Legal	2015/16	Nil	N/A
	Public Land Holding	Use public land as strategic asset to leverage private sector development in desired locations	Improved public land management strategy	<ul style="list-style-type: none"> <li>Identify and assess appropriate land holdings around transit locations for potential acquisition</li> <li>Ensure appropriate needs assessment before release of City land (taking into account long term TOD requirements)</li> <li>Identify and assess City land holdings which could be released to leverage private sector investment in desired forms and locations</li> <li>Identify strategically located land owned by other spheres of government and parastatals and engage owners around development - providing technical assistance where appropriate</li> </ul>	The Opportunity City Objective 1.5 Leverage the city's assets to drive economic growth- Utilising municipal property to leverage economic growth and sustainable development in poorer communities Programme 1.5(a) Investigate all the City's strategic assets	1. Prop Man 2. SPUD	Ongoing	?	?
	Social Development	Engage in social development programmes to mitigate urban management issues resulting from human development challenges	Develop a social development strategy to supplement urban management interventions in order to address the route causes of social issues within the corridor.	<ul style="list-style-type: none"> <li>Seek advice from social development professionals active within the corridor - both City and NGO.</li> </ul>	The Caring City Objective 3.1 Provide access to social services for those who need it Programme 3.1 (a) Number of targeted development programmes	1. Social Development 2. GTP 3. SPUD			
<ul style="list-style-type: none"> <li>Facilitate the creation of an umbrella structure for all social development operators in the VRC using GTP's Socio-Eco Task Team as a platform.</li> <li>Youth Engagement with Innovate SA (what is this?) Improve skills matching between potential employers and employees using GTP's business retention and expansion programme as a platform to ask owners of local businesses what skills they need.</li> </ul>					1. GTP 2. Social Development	Underway	Nil	N/A	
<ul style="list-style-type: none"> <li>Intervention around addressing xenophobic attitudes and creating awareness around the positive contribution of diversity</li> </ul>					1. GTP 2. Social Development	2015/16	Nil	N/A	
<ul style="list-style-type: none"> <li>Intervention around addressing xenophobic attitudes and creating awareness around the positive contribution of diversity</li> <li>Create one consolidated Corporate Social Investment (CSI) fund for corporates with a footprint / interest in the VRC. Note that this must go via Working Group.</li> <li>Social Development: Multiple programs incl               <ul style="list-style-type: none"> <li>-Integrated Gangs and Substance Abuse Prevention</li> <li>-Youth</li> <li>-Poverty Alleviation</li> <li>-Street People</li> <li>-Vulnerable groups</li> <li>-ECD's</li> </ul> </li> </ul>					1. Social Development	Ongoing	Nil	N/A	
	Value Capture								
	Marketing and Communications	Inform the public of the range of benefits of VRC and the range of initiatives underway	Develop a marketing strategy to promote the revitalisation/regeneration of the VRC	<ul style="list-style-type: none"> <li>Identification of VRC as an aspirational location for people moving from peripheral / under serviced areas</li> <li>Clearly articulated vision for corridor</li> <li>Develop and promote local identities for unique local areas, possibly through development of niche markets (e.g. China Town)</li> <li>Celebrate cultural diversity within the corridor and embrace/reinforce unique cultural destinations as local attractions within the VRC (e.g. Bellville CBD)</li> <li>Develop and enhance a local identity and place brand and associated communications campaign</li> <li>GTP: Formulation of a destination marketing value proposition and programme in partnership with EDP, WESGRO and City (15/16).</li> </ul>	The Opportunity City Objective 1.5 Leverage the city's assets to drive economic growth	1. GTP 2. SPUD 3. Communications	2015/16 (partially underway)	?	?
<ul style="list-style-type: none"> <li>Develop a promotions and communications campaign to facilitate the launch of the SIP and subsequent promotions and events</li> </ul>				<ul style="list-style-type: none"> <li>Promote UDZ and any other incentives</li> <li>Promote awareness of underutilised rights in appropriate locations</li> <li>Highlight development opportunities through graphic representation (wrapping buildings)</li> <li>Events as means of marketing through exposure - possible interim use for undeveloped sites / parks - experiential stepping stone to overcome geographical bias.</li> <li>Cross reference other interventions and strategies to highlight area improvements</li> <li>Promote high availability of public facilities including education and health (especially to first time home owners)</li> <li>GTP Communication and Marketing Plan roll-out and Networking and Information Sessions (underway)</li> </ul>	1. GTP 2. SPUD 3. Communications	2015/16 (partially underway)	?	?	

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JOBS	Business retention and expansion	Business stabilisation and retention	• Manage land use conflicts	<ul style="list-style-type: none"> <li>Protect the integrity of industrial areas</li> <li>Facilitate residential development in commercial areas rather than industrial areas</li> <li>Carefully consider residential development in industrial areas</li> <li>Discourage big box retail intrusion into industrial areas</li> <li>Precautionary approach to industrial land assembly in employment dense industrial areas (i.e. Elsies River Industrial, Parow Industrial), except where labour intensive land uses are proposed</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p> <p>Programme 1.1 (e) Planning and regulation programme - Rationalised spatial plans</p>	1. SPUD + LUMS	Ongoing	NIL	N/A	
				<ul style="list-style-type: none"> <li>Precautionary approach to BNG residential development and the establishment of temporary relocation areas throughout economic areas</li> </ul>		1. SPUD + LUMS + HS	Ongoing	NIL	N/A	
			• Improve freight access and internal circulation	<p><b>See Basics-Transport:</b> Identify and undertake critical road network improvements</p> <ul style="list-style-type: none"> <li>Identify freight bottlenecks and make necessary improvements</li> <li>Improve internal circulation and management of street scape through repair and maintenance of road surfaces, street lighting and verges.</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p>	Repeat	Repeat	Repeat	Repeat	
			• Ensure improved regulation and enforcement in problem areas	<p><b>See Basics - Urban Management:</b></p> <ul style="list-style-type: none"> <li>Identify areas requiring improvements to regulation and enforcement</li> <li>Engage with relevant enforcement agencies to identify problems and develop action plans</li> <li>Facilitate establishment of CIDs where required</li> <li>Zero tolerance approach to problem buildings</li> <li>Manage illegal dumping</li> <li>Motivate for amendment of regulations where required</li> </ul>	<p>The Safe City Objective 2.5 Improve Safety and Security through partnerships</p> <p>Programme 2.5 (a) Strengthen community capacity to prevent crime and disorder</p>	1. MURP + Subcouncils + GTP + BDM	Ongoing	?	1. Ward allocations? 2. MURP	
			• Enhance defensibility of industrial areas	<ul style="list-style-type: none"> <li>In the case of new industrial development applications limit road and pedestrian access points to vulnerable industrial areas</li> <li>Encourage definition of entrances /exits to business districts through landscaping / configuration.</li> </ul>	<p>The Safe City Objective 2.3 Enhance information-driven policing with improved information-gathering capacity and functional specialisation</p> <p>Programme 2.3(b) Intelligent crime prevention - Influence urban design to reduce crime and disorder</p>	1. SPUD + PBDM	Ongoing	Nil	N/A	
			• Manage trading conflicts	<ul style="list-style-type: none"> <li>Improve surveillance and lighting of areas</li> <li>Gazette trading plans, and coordinate with targeted provision of trading infrastructure and appropriate public space upgrades</li> </ul>	<p>The Safe City Objective 2.3 Enhance information-driven policing with improved information-gathering capacity and functional specialisation</p> <p>Programme 2.3(b) Intelligent crime</p>	1. MURP/CID? 1. Econ Dev	14/15 Ongoing	R1 mil	ICDG	
		Business formation and expansion	• Identify and manage impediments to development of commercial and industrial areas	<ul style="list-style-type: none"> <li>Investigate factors preventing take-up of under-utilized land use rights and take necessary actions</li> <li>Align regulatory conditions with business needs</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p> <p>Programme 1.1 (e) Planning and regulation programme</p>	1. SPUD + PBDM	Ongoing - Monitoring via Ecamp	Nil	N/A	
				<p><b>See Basics- Development Facilitation</b></p> <ul style="list-style-type: none"> <li>Market underutilised development rights</li> </ul>		1. GTP	Ongoing	?	?	
			• Support small business and innovation	<ul style="list-style-type: none"> <li>Leasing agreements with NGO/Civil Society to set up SMME incubators, job-skills matching</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p> <p>Programme 1.1 (d) Small-business centre programme</p>	1. GTP + Econ Dev	Ongoing	?	?	
				<p>See Basics - Infrastructure:</p> <ul style="list-style-type: none"> <li>ICT technology / fibre</li> </ul>		1. GTP + Utilities	Ongoing	?	?	
			Facilitate inward investment	• Facilitate large-scale projects	<ul style="list-style-type: none"> <li>Facilitating the unlocking of large land parcels</li> </ul>	<p>The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation</p> <p>Programme 1.1 (e) Planning and regulation programme - Business process improvement initiatives</p>	1. SPUD 2. WESGRO	Ongoing	Nil	N/A
					<ul style="list-style-type: none"> <li>Adopt permissive approach (potentially via overlay zone mechanism) to parking, bulk and road capacity requirements in light of PT availability, except in priority freight/logistics/services movement corridors</li> </ul>		1. SPUD + PBDM	Ongoing	Nil	N/A

THEMES	STRATEGY (just the name)	OBJECTIVE (what do we wish to achieve)	INTERVENTION (What should be done)	ACTIONS (What can the City do)	POLICY ALIGNMENT (IDP: Strategic Focus Area/Objective/Programme)	RESPONSIBLE PERSON / DEPARTMENT	TIMEFRAME	BUDGET	FUNDING SOURCE / MECHANISM	
		Adaptation	• Accommodate economic adaptation		• Removal of restrictive regulations which inhibit redevelopment in commercial and mixed use areas • Create greater flexibility in land use regulations to allow for response to market • Ensure new buildings in PT areas are adaptable e.g structured car parking have floor to ceiling height that will allow conversion to other use.	The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation Programme 1.1 (e) Planning and regulation programme - Business process improvement initiatives	1. SPUD + PBDM	Ongoing	Nil	N/A
RESIDENTIAL	Residential	Intensification: Increased number of people living in the well-located, well-served (by public transport and public facilities) areas of the VRC	• Increased delivery by private sector and housing institutions		• Engage with private sector and housing institutions to determine incentives for more development and necessary regulatory reforms	The Caring City Objective 3.2 Ensure increased access to innovative human settlements for those who need it	1. SPUD + HS	Ongoing	Nil	N/A
			• Expedited release of state-owned and parastatal land holdings suited to residential intensification		• Facilitate engagements with role-players to effect the release of large state-owned land holding suited to residential intensification	The Caring City Programme 3.2 (e) Densification Programme Proactive promotion of densification in prioritised locations	1. Intergovernmental Working Group on Western Cape Public Land	Ongoing	Nil	N/A
			• Encourage fine-grained, incremental intensification in appropriate locations		• Assess regulatory impacts and make necessary amendments (Density overlay zone) in appropriate locations	The Caring City Programme 3.2 (e) Densification Programme Proactive promotion of densification in prioritised locations	1. SPUD + PBDM 2. Utilities	Ongoing	Nil	N/A
		Mix: A wider range of accessible housing opportunities (size, type, affordability)	• Increased provision of social and affordable housing as a lever for regeneration and to ensure that regeneration does not result in displacement of work force		• Pipeline of sites for packaging and release • Investigate methods for cross-subsidisation	The Caring City Objective 3.2 Ensure increased access to innovative human settlements for those who need it Programme 3.2(a) Innovative housing programme	1. SPUD + HS	Ongoing	Nil	N/A
			• Increased provision of student housing		• Assist with packaging and releasing appropriate land		1. SPUD	Ongoing	Nil	N/A
					• Engage with tertiary institutions and carry out a study to identify appropriate areas and land parcels		1. GTP	Ongoing	Nil	N/A
PUBLIC FACILITIES	Public facilities	Capitalise on the concentration of high order public facilities	• Identify opportunities for clustering in areas of high accessibility		• Identify opportunities for clustering in areas of high accessibility	The Opportunity City Objective 1.5 Leverage the city's assets to drive economic growth Programme 1.5 (a) Investigate all the City's strategic assets	1. SPUD + Sports & Rec + PGWC	Ongoing	Nil	N/A
		Capitalise on the high levels of accessibility in VRC for concentration of public facilities	• Cluster public facilities around public transport interchanges		• Assess public facilities provision	The Opportunity City Objective 1.5 Leverage the city's assets to drive economic growth Programme 1.5 (a) Investigate all the City's strategic assets	1. SPUD + Sports & Rec + PGWC + TCT	Ongoing	Nil	N/A
		Ensure sufficient public facilities capacity given future residential intensification	• Optimise use of existing facilities to ensure maximum capacity availability • Protect well-located vacant land currently reserved for social amenities		• Facilitate cooperation between Curo and PGWC Education		1. PGWC + Sports & Rec + Social Dev	Ongoing	Nil	N/A
				• Functionally integrate open space network • Improve public land management strategy by ensuring appropriate land reservations are in place for future social facilities and open spaces • Identify areas of deprivation requiring intervention	The Caring City Objective 3.2 Ensure increased access to innovative human settlements for those who need it Programme 3.2(b) Use property and land to leverage social issues	1. Parks 1. SPUD + Prop Man	? Ongoing	? Nil	? N/A	
	Tertiary Education Institutions	Consolidate VRC as nexus of tertiary education institutions	• Develop linkages and symbiosis between tertiary education institutions		• GTP to play facilitatory role	The Inclusive City Objective 4 Ensure responsiveness by creating an environment where citizens can be communicated with and responded to Programme 4.1(a) Building strategic partnerships	1. GTP	Ongoing	Nil	N/A
			• Develop linkages and symbiosis between tertiary educations institutions and business		• GTP to play facilitatory role	The Inclusive City Objective 4 Ensure responsiveness by creating and environment where citizens can be communicated with and responded to Programme 4.1(a) Building strategic partnerships	1. GTP	Ongoing	Nil	N/A
			• Grow scope and capacity of tertiary education institutions		• Assist with land assessment and availability		1. SPUD + PGWC	2017	Nil	N/A
		Tertiary education facilities and accommodation as driver of urban regeneration	• Development of tertiary education facilities and accommodation in regeneration areas		• Identify appropriate locations	The Opportunity City Objective 1.1 Create an enabling environment to attract investment that generates economic growth and job creation	1. GTP 2. SPUD	Ongoing	Nil	N/A