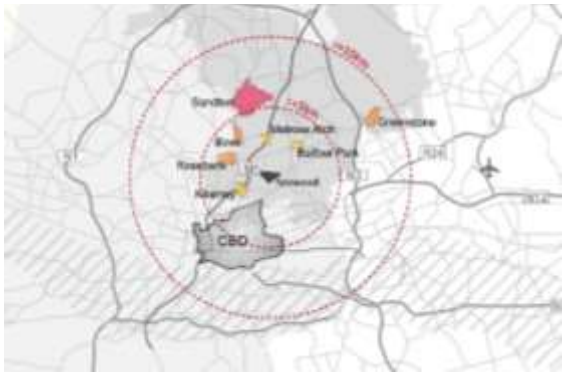
GRANT AVENUE

NOVEMBER 2016

PRECINCT PLAN AND MANAGEMENT FRAMEWORK



Recovering sense of urbanity, local identity reflecting a diverse community

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LIST OF ABBREVIATIONS

BRT – Bus Rapid Transit
CBD – Central Business District

COJ – City Of Johannesburg

GDS – Growth and Development Strategy

GSDF – Gauteng Spatial Development Framework

IDP – Integrated Development Plan

ITP – Integrated Transport Plan

JDA – Johannesburg Development Agency

JMPD – Johannesburg Metropolitan Police Department

JHB- Johannesburg

JRA – Johannesburg Roads Agency

MUD – Mixed Use Development

NMT – Non-Motorised Transport

RSDF – Regional Spatial Development Framework

SAPS – South African Police Service

SDF – Spatial Development Framework

SDP – Spatial Development Plan

TIA – Transport Impact Assessment

UDF – Urban Design Framework

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CHAPTER 1

1. Introduction

The Grant Ave Precinct Plan commissioned by the City of Johannesburg (CoJ) and the Johannesburg Development Agency (JDA); was prepared by a multi-disciplinary professional team including urban designers, town planners, architects, economic analysts, transport, traffic and engineering services, and urban management specialists. The work was undertaken in close co-operation between the JDA and officials from Region E and the City Transformation Unit, in addition to extensive public engagement through a participatory planning process (documented separately).

Grant Ave has potential to function as an inclusive mixed use environment, which is connected to the rest of Johannesburg through the emerging public transport system along the Louis Botha Corridor. As well as tapping into a range of economic, social amenities and housing opportunities being developed within the broader area.

The formulation of the Grant Ave Precinct Plan thereby seeks to respond to the area's inherent locational advantages.

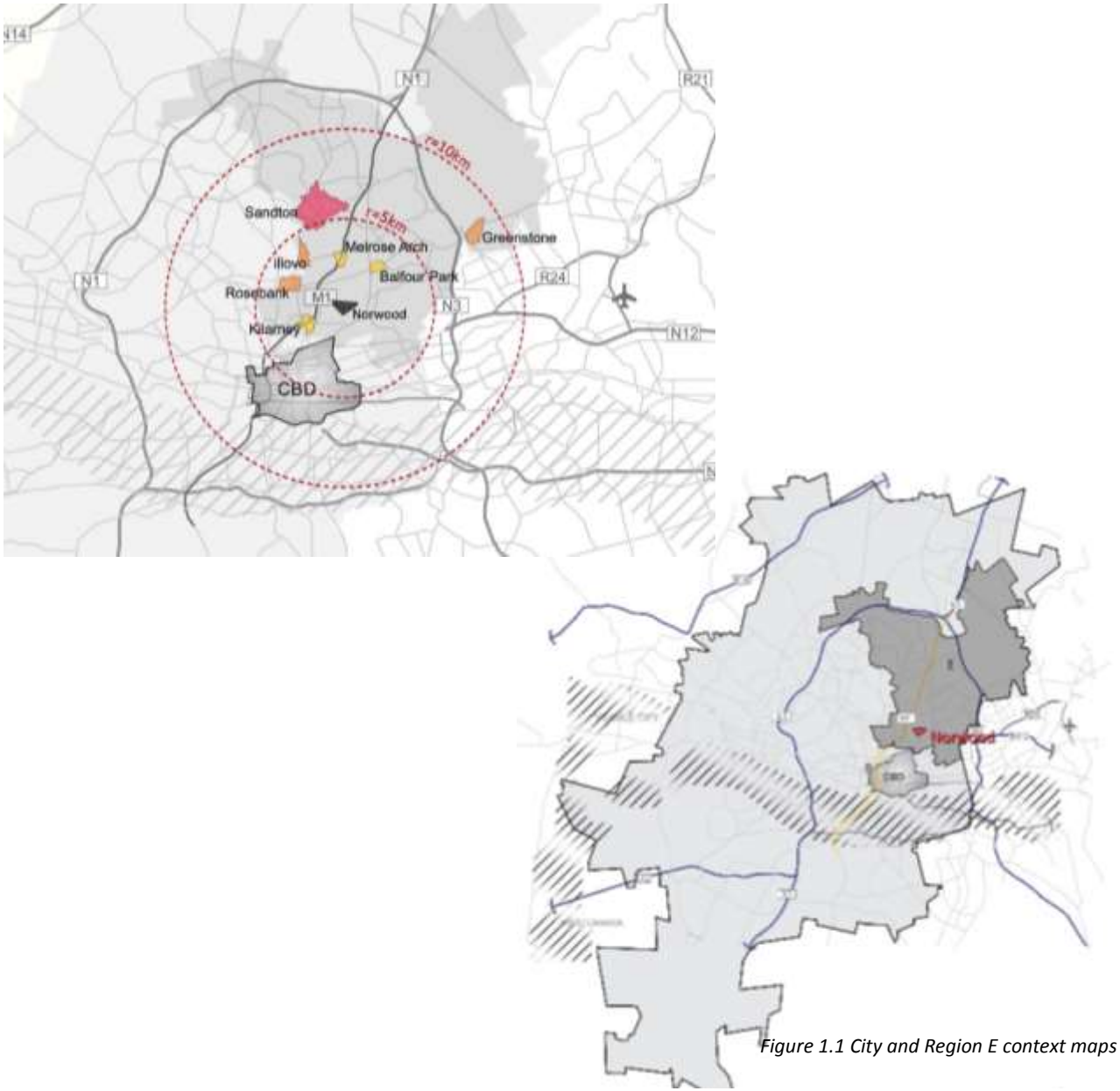

Figure 1.1 City and Region E context maps

1.1 Background

a) At the time of the formulation of this framework, there was no Local Area Urban Development Framework in place for Norwood and surrounding areas to the north and west. In this regard the development principles of the current 2010/2011 Region E RSDF apply. The latter includes an existing more localised land use policy pertaining to Grant Avenue high street, "*Norwood: Erven Permitting Offices in Existing Structures*" (Plan 56, Region E RSDF). Norwood borders on the east with the Louis Botha-Corridor of Freedom Strategic Area Framework, for which development proposals have been prepared and approved by the City. Specific projects that the City is undertaking include the proposed Paterson Park residential development, the construction of the Paterson Park community centre, library and sport complex, the Orchards clinic as well as the BRT public transport infrastructure along Louis Botha Avenue.

b) Private development initiatives are dominated by one major high profile project; The Houghton residential apartments and hotel. At a smaller scale they include improvements and the gradual densification of Norwood as led by developers and individual property owners.

c) The analysis of the area has been conducted through desk top studies, observations and mapping and is complemented by specialist studies that cover socio-economic surveys, transportation and services infrastructure, as well as stakeholders and area management.

d) The planning process is also informed by the application of innovative interactive public engagement techniques, resulting in the **co-production of a plan** that reflects the interests and priorities of a wider and diverse stakeholder base.

e) As indicated in the economic study (Annexure C), Grant Ave has historically played an important role as being a well performing mixed use commercial strip supporting the community of Norwood, Orchards, Gardens, Victoria, Fellside, Orange Grove, Houghton, Berea and beyond. Thus the relevance of setting up growth directives to guide the land use optimisation and integration of Grant Avenue with the surrounding areas.

The assessment establishes the following:

- Identifies current trends and future desired policy development direction, which has implications on the future development of the precinct.
- Establishes current constraints and shortcomings; both from a policy and physical perspective.
- Identifies opportunities for future development and potential growth.

1.2 Report structure

This report includes:

a) Critical findings and planning criteria to guide the incremental intensification and optimisation of the Precinct development, taking into consideration issues and opportunities deriving from an intense and well supported participatory process.

b) A Contextual Spatial Plan and Precinct Guidelines including:

- The vision derived from the engagement with various stakeholders and residents organisations.
- Land use proposals to guide the incremental development of the precinct allowing for guided intensification retaining its character and enhancing its role in the city.
- Accessibility and mobility plans highlighting potential interventions to improve the functionality of the High Street by connecting it to an interconnected public transport network.
- Strategies and recommendations to improve and to introduce extended NMT routes and interventions to make the system safer and more pedestrian friendly.

c) Catalytic Projects include:

- The land use optimisation and potential redevelopment of a centrally located municipal parking area which through potential PPP could deliver a civic square and additional parking and bulk to support the growth of the node.
- Urban upgrade projects to improve the identity, safety and enhance the experience of Grant Avenue shoppers and residents.
- NMT interventions to improve the walkability of the main connecting routes to the BRT and Rea Vaya services.
- Traffic calming and other measures to improve movement and walkability along Grant Avenue.

d) Area Management

This is a critical component of the plan and includes:

- The preparation of a social development programme to actively address the high prevalence of poverty within the high street precinct;
- Utilising Jozi@Work to promote greater economic inclusivity of emerging businesses to service the needs of the high street and residential neighbourhood;
- Formalisation of functioning management body which will work with the City of Johannesburg, and other authorities and agencies, to manage the public realm and support the social development and CAPEX development projects identified in this plan.

The report is structured in 8 chapters and is supported by specialist reports and studies reflecting the multidisciplinary approach undertaken in the production of the work. The supporting documentation further serves to provide more detailed analysis and observation into the processes which were engaged in the formulation of this Plan as well as providing detail around specific areas of concern.

1.3 Locality

Figure 1.2: Defined boundary of precinct area.

The Precinct is bounded by Henrietta Road on the North, Fanny Ave to west, Lucy Lane/ Paterson Park to the east and Arthur Rd to the south including Grant Ave extension to Osborn Road. The proposed Grant Avenue Precinct is located within the suburb of Norwood, within Region E of the Johannesburg municipal area.

The introduction of the BRT along Louis Botha Avenue will impact on the accessibility and land use mix of the extended study area, bringing new opportunities and challenges that will need to be factored into future planning, as well as taking into consideration possible conflicting views, needs and aspirations of a diverse constituency, affected by and interested in the future of Grant Avenue. The plan calls for a development strategy which incorporates and is anchored on the growth optimization of the existing High Street. Which has the potential to function as an inclusive mixed use environment which is well connected to the rest of Johannesburg through the introduction of the new public transport system, routes and networks. Furthermore, the objective of the plan is to develop a high street that can support a range of economic, social amenities and housing opportunities.

1.4 Historical Context

The study area was the original site of the Viljoen farm, centred primarily on what is today known as Orange Grove. A mid-way rest point for travellers developing to the point of creating a wayside house with added attractions and amenities. These included recreational facilities such as a tea garden and swimming pools. In 1889 the plots were portioned and advertised for sale. In March 1902 remaining freehold plots were advertised in Orchards, followed by Norwood in June and in The Gardens in July.

Proclaimed in 1902, development in Norwood was slow until the extension of the Orange Grove horse-drawn tram as far as the intersection of Iris Road and Grant Ave. The effect of the tram was immediately visible on that intersection: simple corrugated iron structures were built, soon replaced with brick and mortar buildings, and the evolution of Grant Avenue from a residential street to a high street was underway. Electric trams reached the intersection of Iris and Grant in 1910, and extended along The Avenue as far as The Gardens by 1930.
(Brett McDougall 2015)

The heritage of the area is also more recently defined by a number of key personages who played a role in the liberation struggle of the country and lived, worked or frequented the area such as antiapartheid activist Helen Joseph and anti-war activist Mahatma Gandhi as well as key buildings like the St Luke's Church, Uxolo Guest House and 10 Terrace Road.

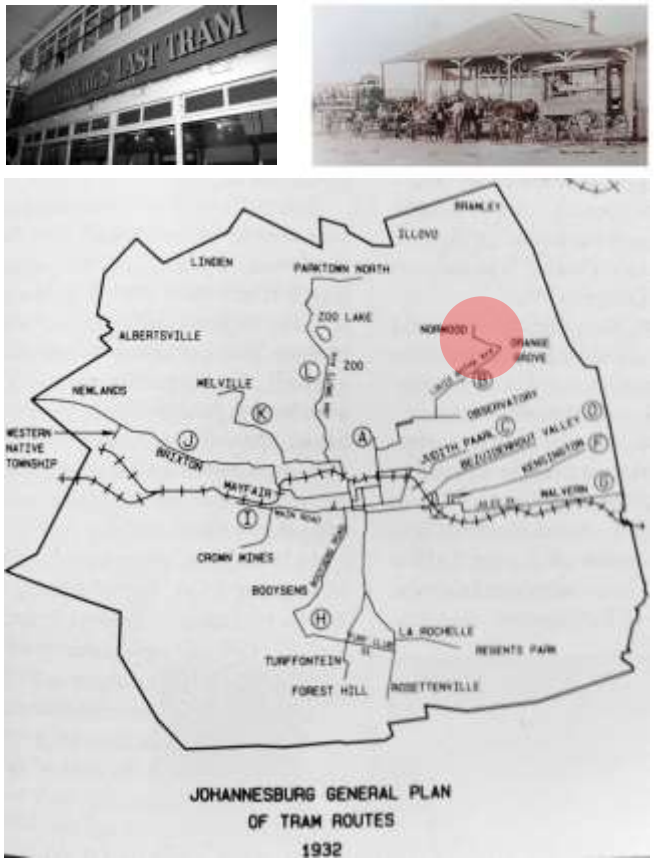

Figure 1.3: Historic tram line indicating tram route

Figure 1.4: Historical figure from the area

1.5 Strategic Development thrusts and objectives

The **Conceptual Framework** illustrated in Figure 1.5, depicts the key informants of this plan. This includes; the current urban development policies defining the growth and development of Johannesburg, the priorities defined in the Regional Development Framework for Region E, the role that centrally located neighbourhood can play in the urbanisation and long term sustainability of the city and Grant Avenue high street as the backbone of Norwood providing a local economic base, direct access to facilities and a destination place within the city.

As Jane Jacobs states the fundamental function of planning is to improve the quality of life of the citizen by providing a resilient, liveable, sustainable urban environment (2040 GDS) – underpinned by a low carbon emission infrastructure.

The conceptual drivers of this process thereby revolve around fostering relationships between the stakeholders identified in figure 1.5 and the city as the sum of parts that need to be knitted together to improve the performance of the urban system.

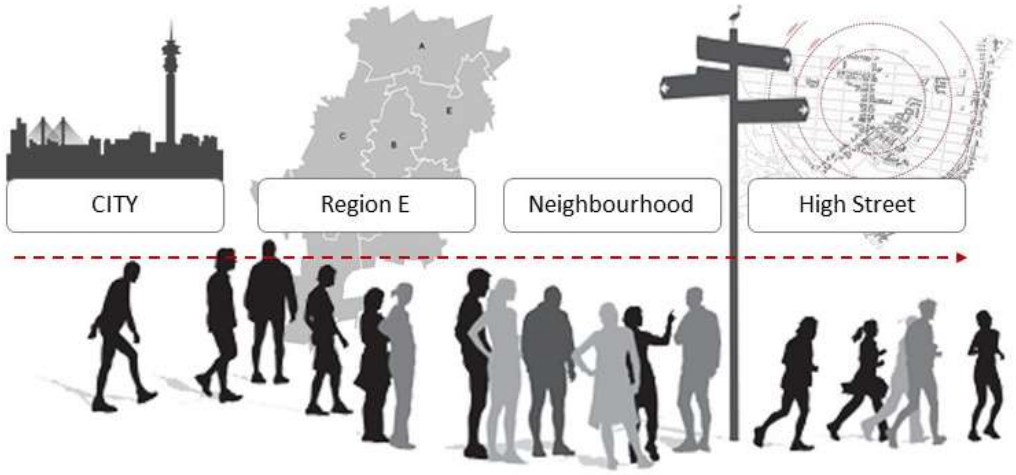

Figure 1.5: Strategic Development Thrust – Conceptual Framework

Figure 1.6: Grant Avenue Precinct Plan Public Engagement

1.6 Strategic Development Objectives

The Precinct Plan is guided by principles which are aimed at building a more inclusive and resilient local area, in support of the activation and improvement of the commercial potential and environmental conditions of Grant Avenue.

In doing so the Plan explores best practices related to well performing high streets, sustainable neighbourhoods and local area-based urban management systems that can assist in building robust public-private partnerships to inform the prioritisation and implementation of viable projects and guide investment over time.

The core objectives of the Plan are thereby to identify effective and viable ways in which to develop Grant Ave through measured public and private interventions that can serve to revitalise the Precinct to ensure:

- Social and economic inclusivity
- Optimal functionality of the space
- Building a people centred place – collaboration and partnership with stakeholders and community
- Creating a walkable and mixed use high street environment
- Connecting the high street to broader networks and surrounding residential community
- Assessment of building stock and density to identify potential improvements
- Accessibility and mobility through the high street and the precinct as a whole
- Assessment of built environment and its condition
- Mixed use and mixed income development

The assessment of existing policies and conditions formed a part of the Status Quo analysis which highlighted the opportunities which have already emerged within the environment and which form the foundation for further strategic interventions identified within this Plan.

1.7 Approach and Methodology

The method applied for the production of the Plan included four components:

- A Status Quo Analysis,
- Action Research,
- The Precinct Plan,
- An Area Management Plan.

The Status Quo formed the foundation of the work providing the basis for the Plan, this processes included:

- Desktop study and literature review
- Interactive mapping and analysis of the built form
- Assessment of existing development plans, guidelines and bylaws;
- Ethnographic studies – Culture of Grant Avenue and environs
- Previous city lead initiatives, efforts and outcomes- interviews
- Socio-demographic profile
    - Grant Ave users, movers and shakers
    - Interviews
    - Users of the street
- Precedent studies

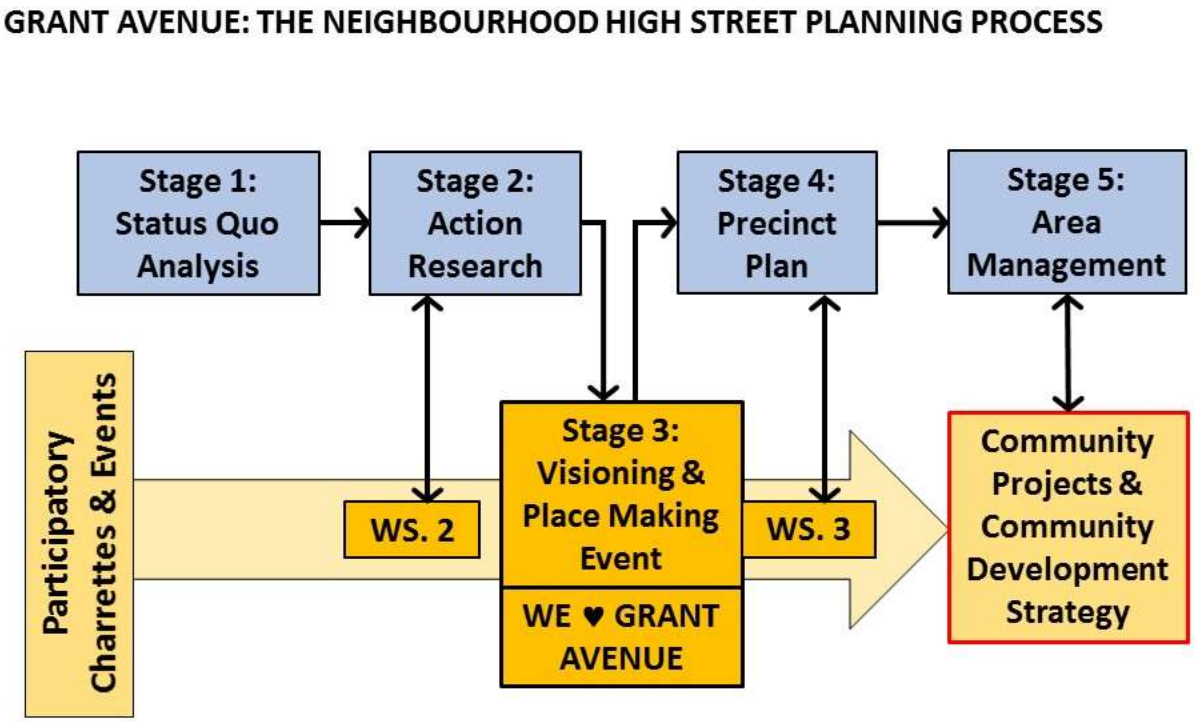

Figure 1.7: Planning process diagram

The Action Research involved

- a process of observational analysis,
- community workshops and engagements,
- concept testing through placemaking techniques.

The Precinct Plan production involves a consolidation of these components and provides assessment and recommendations for future planning and development for the area.

The final component refers to the Area Management Plan which forms a framework from which the community, business owners, property owners and other stakeholders within the area are able to form a representative body to drive management and serve as a facilitator for future projects.

1.8 Public engagement strategy

The public engagement strategy has been a central component of the Action Research Process which was a key driver of the production of this plan and was facilitated through a series of interactions including:

- Public Meetings
- Meetings with Focus Groups namely the Action Committee established for the purpose of the project
- On street Surveys
- Design Workshops
- Idea Test Days (Action Research)

Tactical urbanism techniques/ action research approach was employed as it served to test design concepts and public space changes which were proposed through community engagements and design workshops. This allowed for an identification of the relevance of proposed ideas by assessing how they worked within the physical space.

Furthermore, the activation programme which was initiated through the public engagement was pursued from an aim to connect a **diverse community** and create opportunities for meaningful engagement and participation. Providing a **space in which tangible ideas are put to the test** so as to construct a plan which is responsive to the realities at a street level rather than imposing a plan solely based on what looks good on paper.

The planned activations also intended to revitalise and mobilise the community which surrounds the high street and motivate them into playing a more active role in the transformation that occurs in their environment.

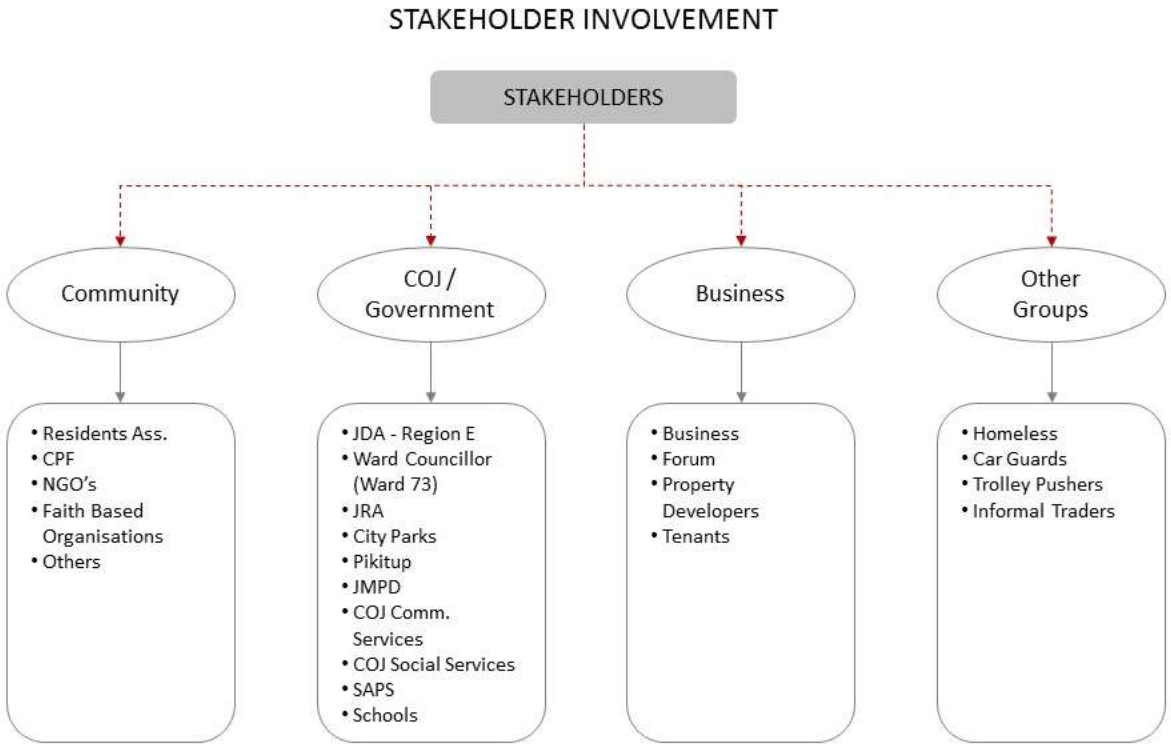

Figure 1.8: Stakeholder breakdown diagram

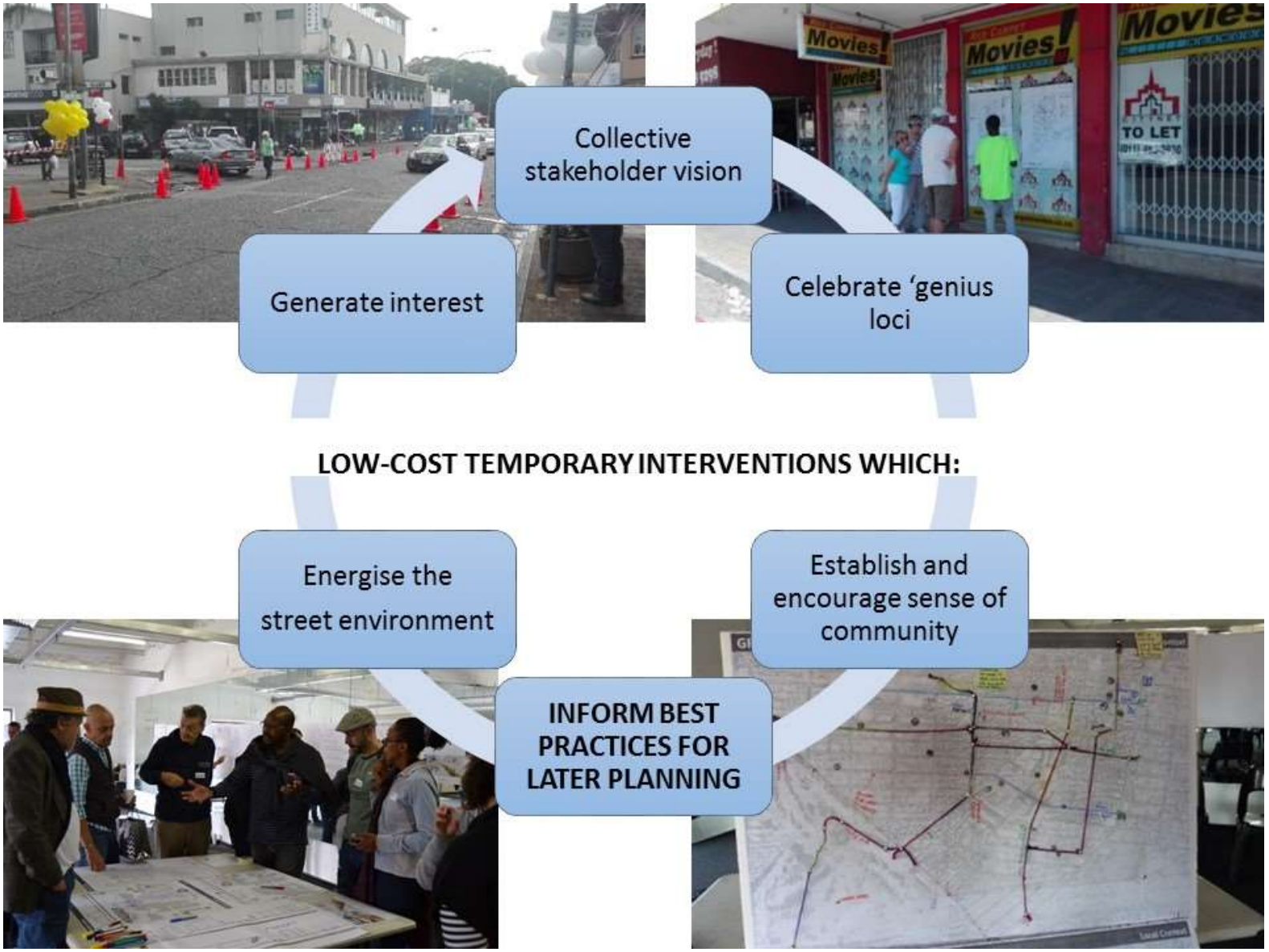

Figure1.9: Public participation objectives and process

CHAPTER 2

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2. Study area definition

The proposed Grant Avenue Precinct is located in the suburb of Norwood, **within Region E** of the Johannesburg municipal area. Critical to the study is the assessment and understanding of the socio economic dynamics and physical conditions defining Grant Avenue as a high street, and the prime business strip of Norwood. Which is shaped by changing demographics and economic patterns within the precinct, the neighbourhood and the broader urban context.

The understanding of the functional and physical relationship between the high street and the broader spatial and social context of the neighbourhood is essential to the planning process.

Even though the focus of the study is Grant Avenue, the surrounding area has been assessed in terms of the level of synergy that exists between the residential fabric and the commercial strip, including changing land use patterns, socio-economic challenges, public transport, traffic, parking, and services infrastructure, quality of the environment and availability and conditions of public spaces.

In terms of the information obtained from the socio-economic assessment, the profile of the defined study area is as follows:

Figure 2.1: Broader area definition map

Figure 2.4 : Existing Zoning

Figure 2.2: Land use map

a) Study Area Profile

Total Area:	26.4 ha
Population:	1,108 people
Households:	443 (estimated)
Household size:	2.5 people
Dwelling units:	375

The dwelling units consist of: 330 houses & cottages / 2nd dwellings combined; plus 45 apartments.

Population Density:	42 p/ha
Dwelling Density:	14 du/ha (gross)

Note: Calculated with information sourced from the socio-economic study.

Within the neighbourhood there is one primary school, a library that will be relocated to the new social facilities cluster currently been upgraded and developed by the city, a police station, and religious institutions (one located on the edge of the precinct) as well as churches, mosques and synagogues located in close proximity to the study area.

The population profile is mixed with 51% combined African / Indian / Asian & Coloured; 47% White and 2% “Other”. This indicates the trend of a diversified population profile

Figure 2.3: Broader area linkages

2.1. Demographic and Economic Profile

The urban planning study, based on a spatial assessment of existing accessibility of road networks, public transport services and walking distance, defined an immediate spatial area of influence to be a **1km radius** from the Grant Avenue high street. This range essentially includes:

- A very distinct overlap with a section of the Louis Botha Corridor of Freedom to the east, forming the eastern edge. From the Louis Road / Louis Botha Avenue TOD in the north-east along Louis Botha Avenue to the Fellside TOD in the south-east. This includes the western fringe of Orange Grove.
- It includes Victoria and Fellside in the south.
- The greater Norwood area to the west; and the Houghton Golf Course in the south-west.
- The southern half of Oaklands in the north-west.
- Three quarters of Orchards in the north.

From the defined spatial sphere of influence, the following demographics and densities were established. Information sourced from the economist report, a projection based on 2011 census data. (Table 2.1):

- An estimated total population of 10,400 people reside within a 1km radius of Grant Avenue (including Norwood and portions of the adjoining suburbs). This is approximately 3,800 households.
- In broad terms this forms the immediate market for Grant Avenue.
- The household size ranges from 2.5 to 3.0 persons per family, with an average of 2.7 persons.
- The average gross population density is 43 p/ha (4,300 p/km²).
- For Norwood it is 42p/ha (gross); and Orange Grove it is 63p/ha (gross). This is a low density threshold; insufficient to support public transport; which is estimated to require 100p/ha.
- The socio-economic analysis, by Demacon notes as follows:
  - 70% - 80% of the population have an education level of Grade 12 and higher.
  - Norwood age range: 1/3 is 25-44 years; 1/4 is 45 – 64 years; 1/3 is 0 -24 years; with about 1/10 in

	Suburb (1km radius)	Suburb/area Size (ha)	Population (2016) No.	Households (2016) No.	Household Size (p/hh)	Dwelling Units (Est.2016) No.	Gross Pop Density (p/ha)	Gross Dwelling Density (du/ha)
1	Norwood	80.2	3,365	1,341	2.5	1,341	42	17
2	Orchards	66.5	2,064	737	2.8	737	31	11
3	Oaklands	21.6	460	153	3.0	153	21	7
4	Orange Grove	43	2,712	968	2.8	968	63	23
5	Victoria	17.1	1,409	469	3.0	469	82	27
6	Fellside	10.3	338	150	2.3	150	33	15
TOTAL/AVERAGE		**238.7**	**10,347**	**3,819**	**2.7**	**3,819**	**43**	**16**

Table 2.1: Neighbourhood Demographics

retirement age (65+ years).

- Unemployment levels are very low across all suburbs 2% - 5%; the exception being Orange Grove
- Income levels: Predominately medium to high income households. 84% of the population are LSM 4-9 range. The weighted average annual household income in the market area (LSM 4 – 10+) amounts to R423 668 per annum, which translates into R35 306 per month (Source: Demacon, 2016).

Figure 2.4: Study Area in context

2.2. Alignment with city policies and public infrastructure investments

The City of Johannesburg applies the following hierarchy of planning areas approach:

- Metropolitan SDF
- Regional SDF (RSDF) for Region E
- **Strategic Area Framework (Louis Botha Corridor of Freedom)**

The Louis Botha Corridor of Freedom project is a major development initiative within Region E.

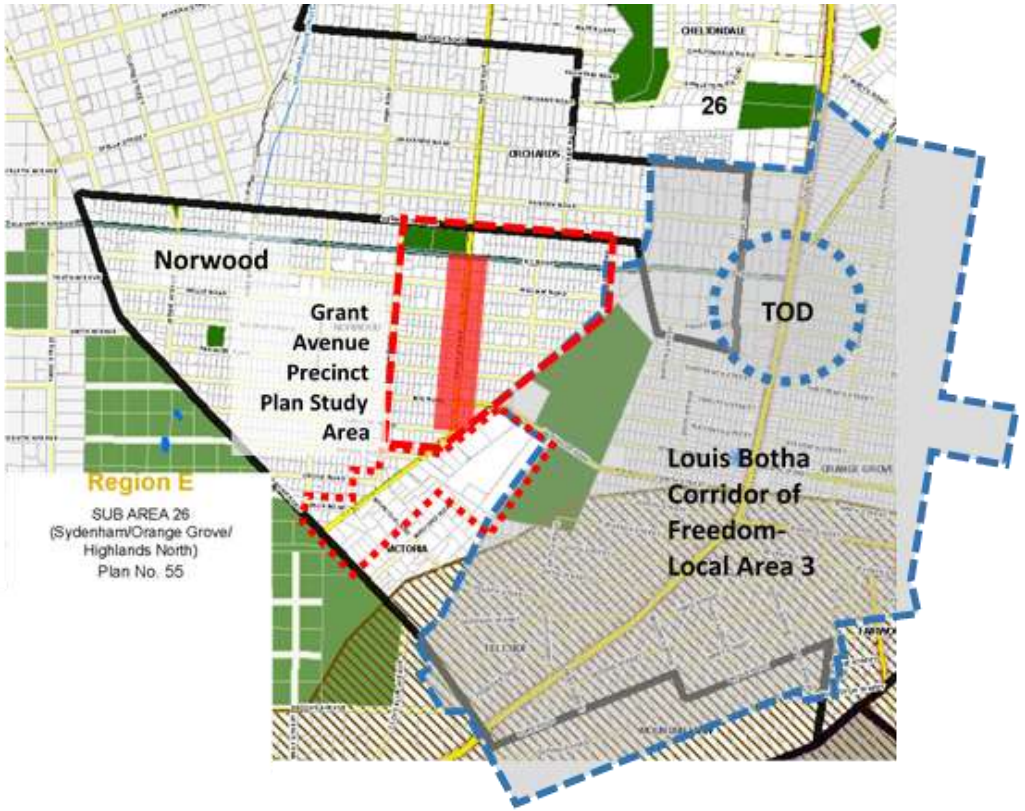
Norwood borders on the Orange Grove section of the corridor. Development proposals include residential densification and the development of mass public transport infrastructure (BRT), as well as the identification of Paterson Park as a key development opportunity.

The suburb of Norwood and the Grant Avenue Study Area; are located within **Sub-Area 26 of Region E**.

The Local Area Plan (dated 2010/2011) for Sub-Area 26 identifies a hierarchy of routes; aimed at containing the intrusion of non-residential development, and maintaining the residential character.

It also includes **Local Area 3 of the Louis Botha Corridor of Freedom** initiative. This consists of a TOD node at the intersection of Louis Botha and Louis Road.

The focus of this study is the Grant Avenue Precinct Plan. The study area comprises of the Grant Avenue High Street at its centre; with residential and institutional 'Support or Interface Zones'.



Grant Avenue Precinct Plan Study Area within the context of local planning initiatives.

Figure 2.5: Local area planning

2.2.1 SDF /RSDF/Home Enterprise Plan

The CoJ Spatial Development Framework 2040 (approved 2016) establishes the vision of a compact polycentric city. "*Here the Inner City would form the strong urban core linked by efficient public transport to dense, mixed use (residential and commercial), sub-centres, situated within a protected and integrated natural environment*". A key element to realise this spatial vision is the development of the Corridors of Freedom, to consolidate growth and development opportunities around existing and future public transport infrastructure. These form part of the *Transformation Zone* where public (CoJ) investment is prioritised for future urban intensification and growth, as they have the capacity to trigger positive effects on a metropolitan scale.

In this new policy context, the regional objective of the 2010/2011 RSDF, is to maintain the residential character and ambience of the Sub-Area and contain non-residential uses, which will also be adjusted to enable a desired compaction and densification.

INTERVENTIONS:

- Contain existing non-residential development:
    - Contain the lateral expansion of non-residential development (Norwood Pn'P; Louis Botha)
    - Permit medium to large-scale home enterprises in Norwood in terms of the Norwood Home Enterprises Plan (adjacent plan).
- Grant Avenue, Norwood, (between Ivy Road and Dorothy Road) has been classified as an Activity Street
    - Parking to be provided on site, as per Town-Planning Scheme.
    - Contain non-residential development on Grant Avenue as detailed in the Norwood Home Enterprises Plan.
    - Storm water issues.
- Mobility Routes proposed. Current initiatives re-look at the road classifications.
- Louis Botha defined as a Mobility Spine. Louis Botha Corridor of Freedom Strategic Area Framework now applicable.
- Upgrade Paterson Park as a park. New development being explored; higher density residential.
- Protect and improve the environment. Protect and enhance public parks; provide urban management (particularly along Louis Botha).

Figure 2.6: Current planning boundaries

2.2.2 Corridor of freedom and related investment programmes

The Grant Ave Precinct is situated between the Louis Botha corridor development (east) and the M1 Freeway (west). Existing main arterials and major link routes indicate a predominant E-W movement pattern.

Houghton golf course forms a physical movement barrier; all routes around it function as major link routes E-W and N-S.

The envisaged development intensification for Louis Botha and Paterson Park will cause increased movement and access to the freeway. In the current configuration Paterson Road is an alternative E-W connector; and Grant Avenue an alternative N-S connector. Grant Avenue precinct is the interface zone of the corridor and local neighbourhoods

2.2.3 CoJ Complete Street Guidelines

The Objectives of the CoJ's Complete street initiative include: Safety; Access and Mobility; Context; Livability; Sustainability; Visual Excellence and Cost Effectiveness.

2.3. Study area location and competitive advantages

- The destination appeal of the Grant Avenue node lies in the **uniqueness** of its **retail** and **business offering** due to the **individual and locally embedded enterprises** and **limited national retail business presence**.
- The Grant Avenue node is an area that creates an **attractive and nurturing environment** for **small businesses and enterprises**, offering opportunities for building renovations and **competitive rentals** appreciably **lower** than those offered in **conventional retail centres** & new office developments.
- As such, the area has attracted over the years a unique blend of small scale businesses and enterprises that would otherwise **not have been viable** in a **conventional retail centre environment**.

Figure 2.7: Precinct boundaries in local area context

2.4. Grant Avenue in context, SWOT and Perception Analysis

2.4.1 Socio-economic

Strengths

- Multi-cultural consumer market and healthy distribution of age cohorts opens a range of specialised goods/services that can be provided.
- Educated, well-earning consumer market.
- Good accessibility.

Weaknesses

- Highly urbanised area inhibits physical development for new development offerings.
- Lack of parking can inhibit future commercial and retail growth in Grant Avenue.

Opportunities

- Good locational attributes to interact with discerning consumer market.
- Offering specialised goods and services not usually associated with retail centre type developments.
- Well-balanced mix of land uses due to demographic profile of local population can produce a liveable and unique urban environment.

Threats

- Perceived potential change in east-west traffic patterns through Norwood could possibly influence the unique, small-scale built character of the high street, e.g. change in vehicular traffic patterns, pedestrian movement, pollution levels, etc.

2.4.2 Transportation and services infrastructure.

The mobility and access into the area relies on the high level of permeability provided by the iron grid layout of the neighbourhood accommodating a flexible and adaptable movement pattern.

The services infrastructure is considered to be sufficient to support additional residential growth. However, a consolidated plan will have to be drawn up reflecting the integrated and comprehensive proposals of what would be achievable along the Louis Botha corridor and the level of densification and accommodation that the adjacent areas can absolve.

2.4.3 Road upgrade

The road upgrade that could be achieved will be conditioned by limited road reserves. The recommendation indicated on the traffic engineers reports, recommends that the emphasis is put on the optimisation of the existing road capacity through traffic calming measures and management to accommodate future demands.

2.4.4 Parking

Parking provision for commercial and residential developments will be the major challenge that urbanising suburban neighbourhoods will face. **Changes of the behaviour and expectations of the population will have to be promoted to get people to shift from a total dependency on the car, to walking, cycling and adopting public transpor**t.

Technological advantages such as self-driving cars and more affordable rates for the use of taxis and other forms of people movers must be taken into consideration in looking at solutions to access the precinct and the broader area.

2.4.5 Spatial and Functional assessment

The neighbourhood is defined by a system of small blocks running along an east west direction with a typical plot size of about 495m2. This provides for a very desirable condition to allow for a range of development configurations and densities which is explored and illustrated on the precinct plan section.

The Grant Avenue High Street provides a good example of a local convenience and diverse shopping strip which acts as a nursery for new businesses with a strong local content. The relevance of this study area is to assess how more diverse and balanced land uses can assist in building a more supportive urban system.

Furthermore, the Grant Avenue strip presents a good example of a flexible built form that can accommodate commercial and residential uses while retaining a human scale making the precinct a more appealing space to **live and work.**

This is represented by the 3-4 story buildings some of which have well defined and developed courtyards and intermediate spaces which are activated at different times of the day enhancing the experience of those visiting and using the area.

2.4.6 Local Area Management

There are a number of issues identified through the public participation process, interviews and observations clearly defined within the specialist report including:

- Unattended public realm
- Poor public lighting
- Increasing number of homeless people
- Safety and security
- Unorganized and in some cases aggressive car guards
- Lack of Bylaw enforcement etc.

Figure 2.8: High street conditions

2.4.7 Social Dynamics

The social dynamics were most directly explored through a combination of a series of public meetings and engagements, and ethnographic type studies which included observational analysis, informal interviews and destination mapping surveys. The key themes discussed below were key narratives which emerged from people on the street reflecting on their experience, of how they use and interact with the environment.

- PARKING

Parking was expressed extensively by both users and businesses along the high street as a key area of concern. The availability of free parking is seen as a key draw for the area and the life blood for smaller businesses which depend on the fluidity of movement and convenience that on street parking provides. This has thereby been a central concern addressed within the design of the high street and how to maximize parking within an area with limited space available. Conversely the cars which park illegally along the high street are a big problem for some as they create obstacles for motorists. Suggestions were made for parking to be better managed which included suggestions to regulate the times at which people could park in the street, namely limiting on street parking to the evenings when there is less traffic.

- IMPROVED PUBLIC UPGRADE HIGH STREET

The walkability to and through the high street was raised as an area for improvement, concerns included cluttering of the pedestrian environment, limited space for walking in certain places, and a lack of lighting in the evenings making the environment less safe and visible.

Through the Test conducted along the high street it became very apparent that there are a number of children who walk along the high street to catch transport or who live within the area. Ensuring that the pedestrian space is also aimed at their use is essential. Improving the high street could also encourage shop owners to upgrade their shop fronts.

Providing entertainment spaces along the high street in general is seen as a priority for users some calling for “cinema’s, casino’s or recreational centres”. This illustrates the idea behind creating more of a destination place which draws people into to work, live and play in the area.

- IMPROVED PARK

The Park is a community asset and should provide a platform for community development programs, a safe space for children who live in the area to play, adequate facilities and an open space for activation through events or markets. The NORA residents association has earmarked the Park as a space they want to actively engage and be a part of the programming and revitalisation of this facility. It is first and foremost a space for everyone in that community and should be improved to maximize its value and use.

- SERVICES AND FACILITIES

Public realm facilities and maintenance services need to be upgraded along the street, this includes a demand for increased police presence.

Services include cleaning as well as security. Facilities which have yet to be adequately resourced include toilets, the Park has some facilities however they are not adequately managed as they are often locked.

- SAFETY (refer to figure 2.9)

Safety is a central concern across the city, and this is very much the same in this area respondents were asked where they feel safe along the strip and where they do not. The general trend is that people feel safe along the high street, whereas intersections are areas of concern particularly for pedestrians who are not currently given priority.

However the key areas of concern are the Norwood Park and Paterson road, the latter is a key problem as this is the connective route to the police station and Louis Botha Avenue. The main issue around the Park relates to the current trend of homeless people who use the Park as a refuge, this is a very delicate issue which requires a response from the city social service departments as well as the community.

Lighting along side streets is a key concern as the lack of lighting makes the side streets very unsafe.

- MANAGEMENT

The perception is that management is essential, this includes security and cleaning which are the main concerns along the strip. A comprehensive management strategy is necessary to ensure the provision of ongoing services and to enhance the functioning of the high street.

Figure 2.9: Perceived areas of safety defined through interactive destination mapping

- TRANSPORT (TAXI)

There are mixed reactions to the informal Taxi pick up area at the intersection of William and Grant, for many residents it seems to be an obstacle to walking along the street. However, those who use and depend on that service would like the rank to be retained in that location as it is convenient and safer than other locations.

Figure 2.10: Informal Taxi stop on William Road

- JOB SECURITY

There is an opportunity to provide employment through a coordinated parking management system to include and train car guards operating in the area.

The plans below illustrate pedestrian movement patterns at different times of the day. This ethnographic study included in the status quo report demonstrates the changes of intensity of pedestrians moving from Louis Botha along Ivy/Louis and Iris /Paterson Road and Grant Avenue, morning, noon and afternoon. The assessment indicates a greater intensity along the high street when people return from work in the afternoons and evenings. They also show behavioral patterns related to points of concentration and interaction along Grant Avenue and Louis Botha. Indicating a strong synergy and relationship between the two systems which need to be harnessed and improved. This information is of critical importance in understanding current movement trends and connections between the precinct and the Louis Botha Corridor, which need to be understood and planned for as an interconnected system.

Figure 2.11: Pedestrian Mapping – Morning

Figure 2.12: Pedestrian Mapping – Evening

2.4.8 Precedent studies

The following precedents studies were conducted to assess the performance of Grant Avenue in relation to other local high streets.

4th Avenue Parktown,

- Lower intensity
- Destination street – trendy designer's shops
- Homogeneous population group- discerning shopper
- On street parking permitted
- Traffic calming measures
- High street activity impact negatively on residential
- Self-managed
- Low volume of pedestrians
- Night and weekend users
- Increased offices and retail space

Figure 2.13:4th Ave High street environment, Parktown

7th Avenue Melville

- Medium intensity with mixed traffic
- Convenient local retail and meeting places
- Students, residents, neighbours, bohemia
- On street parking permitted
- Traffic calming measures
- High street activity impact negatively on residential
- Self-managed
- High level of pedestrian movement
- Activities throughout the week
- Issues with drug dealing, safety and security due to clubs

Figure 2.14:7th Ave High street environment, Melville

High Street, Melrose Arch

- Lower intensity
- Destination street
- Business, tourist, high income (higher LSM)
- Limited on-street parking permitted
- Traffic calming measures
- Managed space
- Low level of pedestrian movement
- Predominantly weekend users
- Exclusive gated environment

Figure 2.15: High street environment, Melrose Arch

2.5 Conclusion

Grant Avenue has a unique character and role within the city, it currently lacks an organised local management vehicle to improve the up-keep of the public realm, promote and market what the high street has to offer, to reinforce its locality and other advantages; as well as requiring a managed and improved parking and public transport provision.

The high street has a diverse mix of activities which provide convenience services to Norwood and surrounds. This is complemented by a range of restaurants and fast food outlets, (catering to the cultural diversity of the area), specialist retail facilities and a hotel that position Grant Avenue as a destination for both local and international visitors.

What makes a good neighbourhood?	Already in place in Norwood	Room for improvement in Norwood
A discernable center	✓	
Housing within a five minute walk of the center	✓	
A variety of dwellings types	✓	
A variety stores and commercial activity	✓	
Flexible backyard "ancillary" buildings for working or living	✓	
A school within walking distance	✓	
Playgrounds near all dwellings		✓
Connected Streets	✓	
Narrow, shaded streets conducive to pedestrians and cyclists		✓
Buildings close to the street at a pedestrian scale	✓	
Parking or garages placed behind buildings away from street frontages		✓
Prominent civic and public buildings		✓
A community decision process for maintenance, security and neighbourhood development		✓

Table 2.2: Neighbourhood Criteria and Assessment of Precinct area

CHAPTER 3

3. Precinct Plan

3.1. Development Rationale

Learning from international and local precedents and best practices the development rational is to build a more resilient and sustainable city by enhancing the role that people play in defining its character and potential; strengthening its components and functional areas which are composed of neighbourhoods, nodes, blocs and streets. In doing so:

- **Reinforce sense of urbanity**
- **Build on the local identity, reflecting diverse communities**

Figure 3.1: Urbanizing well located neighbourhood

3.1.1. Sustainable neighbourhoods

LEED (Leadership in Energy and Environmental Design) proposes a series of best practices to guide development that promote sustainable and green design initiatives. The lessons that can be drawn from these principles relate to consolidating the neighbourhood and tapping into its potential for sustainable growth.

A neighbourhood is more than a place within a boundary drawn on a map. At best, it is a place with its own unique character and function, where people can live, work, shop, and interact with their neighbours.

The most sustainable neighbourhoods tend to exhibit high levels of walkability, a sense of place, social cohesion and stability, and neighbourhood resiliency amidst changing economic and socio-political conditions. Examples of good traditional neighbourhoods include:

- A discernible center
- Housing within a five-minute walk of the center
- A variety of dwellings types
- A variety stores and commercial activity
- Flexible backyard “ancillary” buildings for working or living
- A school within walking distance
- Playgrounds near all dwellings
- Connected Streets
- Narrow, shaded streets conducive to pedestrians and cyclists
- Buildings close to the street at a pedestrian scale
- Parking or garages placed behind buildings away from street frontages
- Prominent civic and public buildings
- A community decision process for maintenance, security and neighbourhood development

(LEED-ND)

Using these characteristics as a measure by which to analyse the Grant Ave Precinct it is clear that this area is a neighbourhood with some room for improvement yet a clearly defined space which complies with the necessities defined above.

This provides a base point from which to establish a coherent neighbourhood identity which although based around the principles outlined above is defined additionally by the users of the space drawing both on ideals of neighbourhood and community.

The checklist defining the best practice for neighbourhoods includes:

- Connected neighbourhoods
- Public transit
- Efficient land use
- Diverse and convenient
- Walkable streets
- Reduced parking
- Bicycle friendly design
- Mixed uses and community spaces
- Environmentally sensitive design
- Reuse and recycling

The assessment of a sustainable neighbourhood is thereby based of three criteria namely:

- Smart Location and Linkage — where to build
- Neighbourhood Pattern and Design — what to build
- Green Infrastructure and Buildings — how to manage environmental impacts.

(Source: A Citizens Guide to LEED for Neighbourhood Development. http://www.nrdc.org/cities/smartgrowth/files/citizens_guide_LEED-ND.pdf)

3.1.2 Achieving Sustainable Neighbourhood Development

Urban Development Performance Measures

The City of Johannesburg SDF 2040 (approved 2016) sets out the following general urban performance measures:

- Street Area including sidewalks (Public Realm) as a percentage of Total Area: 30% – 45%.
- Population Density (15 000 – 60 000 people/km2); or 150 to 600 people/ hectare.
- Economic Floor Area as a percentage of Total Floor Area: 40% - 60%.
- Residential Floor Area as a percentage of Total Floor Area: 30% - 50%.
- Single Tenure Residential Floor Area as a percentage of total Residential Floor Area: 0 – 50%.
- Inclusionary / Low income / affordable Housing units as a percentage of total Residential units (neighbourhood level): 20% – 50%.
- Single function block Area as percentage of total neighbourhood area: 0 – 10%.
- Job Density: 0.5 to 10 jobs per resident.
- Access to Transit: 30% of new housing opportunities within 1km of public transit stops, 70% within 2km of public transit stops.
- Street Connectivity (Intersections/km2): 80 – 120 Intersections/km2.
- Public open space (parks, squares, playgrounds, sports fields etc.) as a percentage of total area: 15% – 20%.

These are specified development targets that aim to achieve the optimum performance of the urban environment. In establishing performance measures for sustainable neighbourhoods, the CoJ SDF and SHSUP (Sustainable Human Settlement Urbanisation Plan) guidelines were incorporated, as were the CSIR Human Settlement Guidelines, and the guidelines from the LEED for Neighbourhood Development.

They are average measures, with the result that they will be higher in certain parts of the city and lower in other parts. The performance measures are utilised in conjunction with the relevant densification guidelines and the establishment of form-based codes. These measures have as their overarching objective to establish sustainable human settlements, establishing an appropriate quality of living environment, with efficient residential densities and integrated land use patterns, and the improvement of the design and quality of urban public space.

Sustainable Neighbourhood Performance Measures

In the context of the overall urban performance development measures which the city has established; a set of development performance measures have been established for the development of a sustainable neighbourhood (Table 3.1).

The development of sustainable neighbourhoods aims to undertake “smart growth” which retains open and public space, revitalises communities, keeps residential development affordable and provides more transportation choices. It establishes public transportation and non-motorised transport as a key component of the character of the neighbourhood, aims to reduce traffic, establishes more vibrant suburbs and neighbourhoods, establishes a more robust economy, directs development to a cleaner and greener environment, provides a diversity of residential choices, that is well planned and improves the quality of life.

These principles and supporting performance measures are informed by the applicable performance measures from the draft CoJ SDF (2016) and the CSIR Human Settlement Guidelines.

WHAT MAKES A SUSTAINABLE NEIGHBOURHOOD	DEFINITION	TARGET
Area extent that is walkable.	A sustainable neighbourhood is of a size that is a walkable distance, with access to public transport and supports non-motorised transport such as cycling.	Up to 1km radius from the centre or maximum of 15 minutes. Approximately 7 minutes to a public transport boarding point (400m-500m) (LEED)
A discernible centre with a variety of stores and commercial activity.	A mixed use retail core either in the form of a high-street or neighbourhood shopping centre, located at the centre of the neighbourhood.	Neighbourhood shopping convenience centre: 5,000m²-12,0000m² GLA, 25-50 stores, 1.5-3.6ha land area, serving a trade area of 1.5km-2km. (Economic standard)
Housing within a five-minute walk of the centre.	The mixed use retail is supported by residential development surrounding it.	5min=400m radius, appropriate residential density as per CoJ SDF 2040 recommendations, 30% of new housing opportunities within 1km of public transport, 70% within 2km.
A variety of dwelling types.	Establishment of a variety of residential housing typologies & tenure to support residential viability and social diversity.	See Form-Based Codes.
Flexible backyard “ancillary” buildings for work and living.	To enable work from home, home office and home industries.	See Form-Based Codes, as per Town Planning Scheme requirements.
A school within walking distance.	Provision of schooling facilities: crèche, primary and secondary school as per minimum standards.	5-10min walk (400m-800m); 1 crèche/5,000 people, Schools: 1 primary/7,000 people; 1 secondary/12,000 people. (CSIR Sustainable Human Settlement standards)
Playgrounds near all dwellings.	Provision of public parks and open space recreation areas. Playground size range: 450m² - 1,000m².	Within 400m/5min walk; 15-20% of total area for parks, open space & recreation areas. (LEED & SDF2040)
Connected streets.	Establishing an interconnected grid street network, linked with wider road network.	80-120 intersections per km², Street Area, Sidewalks& Public Spaces: 30%-45% of total area. (SDF 2040)
Narrow, shaded streets conducive to pedestrians and cyclists.	Development of streets to establish walkable pedestrian paths and cycle lanes.	Street Design-CoJ Complete Street Guidelines.
Buildings close to the street at a pedestrian scale.	The neighbourhood built form must define the street edge & establish a human-scale environment.	Form-Based Codes; Height 2-3 storeys, Build-to lines.
Parking or garages placed behind buildings away from street frontages.	Appropriate location and provision of parking areas, /structures, integrated into the area through design & materials.	Form-Based Codes.
Prominent civic and public buildings.	Provision of social facilities and public buildings, which form key functions and anchors in the neighbourhood.	As per Social Facility Standards; located within walking distances up to 1km (15min) (CSIR Sustainable Human Settlement standards)
A community decision process for maintenance, security & neighbourhood development /planning.	Undertake the entire planning process with the community, include practical working sessions & test ideas, involved in implementation and management.	Tactical urbanism; Participatory Planning, Urban Management Company/PPP

Table 3.1: Sustainable Neighbourhood criteria

3.1.3 Performing high streets criteria

"High streets are uniquely placed to deliver something new. I believe that our high streets can be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community...I also fundamentally believe that once we invest in and create social capital in the heart of our communities, the economic capital will follow" (Mary Portas). With that in mind the following high streets located in Johannesburg have been considered and assessed:

Typical High Street performance indicators include:

- Connectivity
- Permeability
- Identity and Character
- Comfort
- Robustness
- Adaptability
- Amenities
- Diversity

There is a lot of emphasis in the literature reviewed that talks about the quality of the high street. This mostly relates to two distinct aspects, the economic performance assessing its relevance in relation to today's consumer patterns and secondly the socio-spatial dimension which look at the role it can play in building social cohesion at the local level as it is the place that everyone meets.

In terms of the experience that it can offer to visitors there are three critical aspects to consider

- Attractiveness
- Vitality
- Safety

Figure 3.2: High street profile

Figure 3.3: Gateway intervention improving the public interface with the high street

3.2. **Development Vision**

The vision emerging from the participatory process and also reflecting current urban policies and trajectory as well as the performance criteria described in chapter 2 is:

To create a well-connected, walkable, diverse and vibrant urban neighbourhood, supported by a performing, rich and varied high-street benefitting from its proximity to integrated community facilities and served by a convenient public transport network.

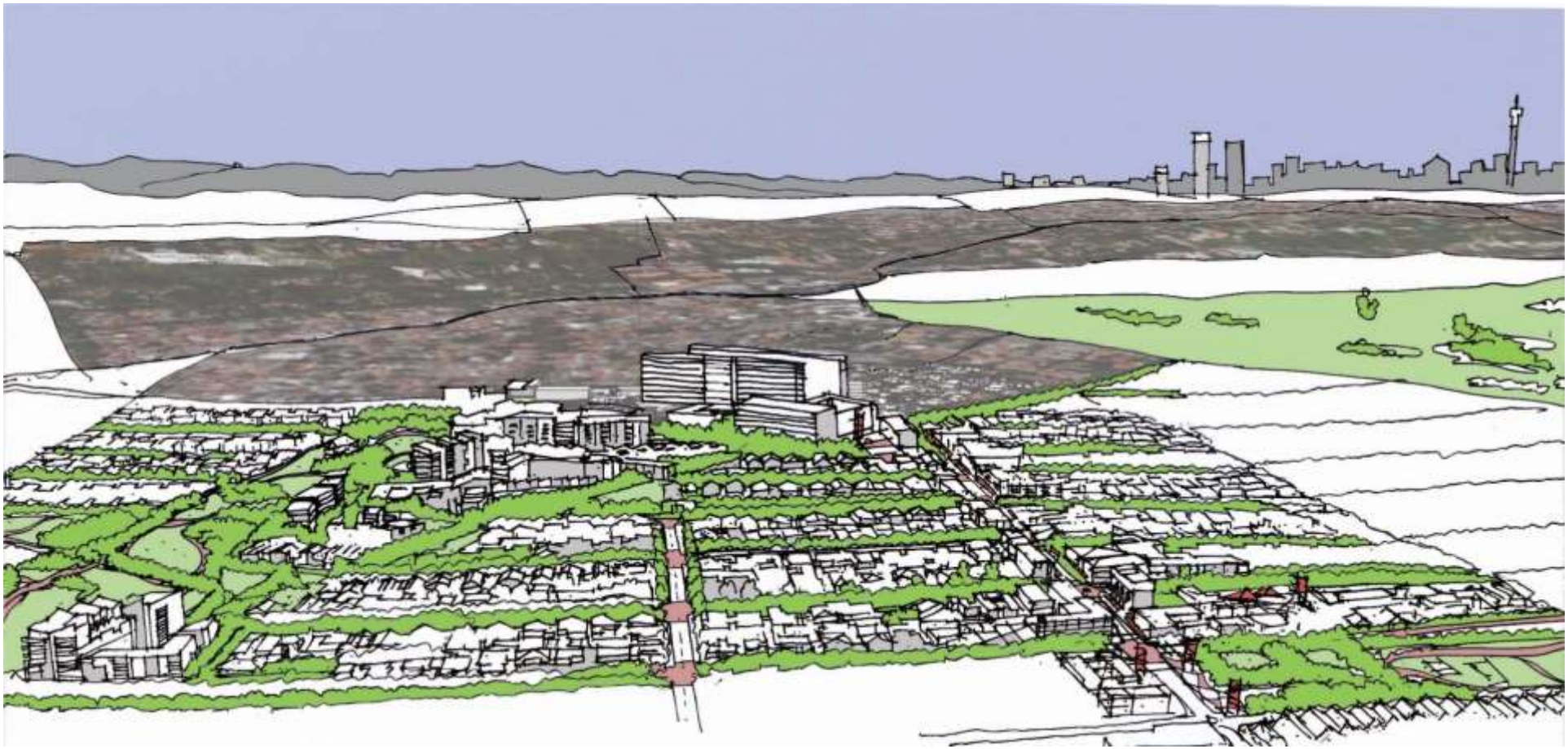


Figure 3.4: Development Vision

3.3. **Development Objectives**

The objectives from a developmental perspective are to forge stronger linkages between current infrastructure programs and established urban neighbourhoods with the aim of building more integrated communities.
At the local level the intention is to:

- Enhance the functionality of the high street to reinforce its economic role in providing job opportunities and rates revenue for the city,
- Promote the development of convenient commercial strips within the fabric of a residential areas which have traditionally been served by public transport,
- Adopt an Urban Neighbourhood intensification and optimisation strategy. (Ref/intensifying London suburbs)
  Balance their inherent advantages with higher density and amenity value. Twofold approach:
    - Intensification of local main streets as mixed-use nodes with increased housing, improved services and amenity provision; enabling owner/occupiers to develop their land, creating rich diversities of housing (choice, affordability, typology).

3.4. **Urban Design Principles**

The urban design parameters which guide the incremental intensification and land use optimisation of the neighbourhood are premised on the principles listed below with specific emphasis on promoting the development of a more transit oriented neighbourhood. In doing so, reinstating the importance that public transport has played historically in the development and consolidation of the Grant Avenue High Street.

3.4.1 Sustainability /Compact City

- Optimise the neighbourhood development potential while retaining its residential character and function
- Encourage residential intensification in close proximity to public transport routes
- Support local economic activities and compatible uses

3.4.2 Walkability

- Provide universal access and well defined pedestrian movement routes connecting destination points
- Create a safe and secure environment to encourage walkability

3.4.3 Diversity

- Promote a range of land uses along the high street
- Accommodate cultural and ethnic diversity
- Within a well-defined building form accommodate a range of architectural responses and characters

3.4.4 Quality of life

- Accessible
- Live and work opportunities
- Attractive public realm
- Social cohesion

- Proximity to social facilities

3.4.5 Place making

- Quality and diverse public realm
- Understand the street as part of the public space
- Identity and character
- Legible
- Value added

3.5 The Precinct Plan Components

The Precinct Plan is made out of three interrelated components, each one of them refers to the guidelines and criteria listed above;

- Contextual Framework: Locating the precinct in relation to the border area
- The Precinct
- The Grant Ave High street

Figure 3.5: Promoting a vibrant high street environment

3.6 Contextual Spatial Framework

The plan (Figure 3.6) indicates the intension to reinforce the linkages between Grant Avenue Precinct structured primarily on the north - south direction and the surrounding areas strengthening the east-west connections and by doing so, knitting Norwood to the rest of the urban system.

The proposal is to build upon the current pattern of urban growth connecting existing nodes and activity clusters with future proposed transport oriented nodes and corridors.

Paterson Park, Norwood Park, Norwood primary school, sport grounds and Houghton Golf Course frame the precinct providing interconnected green lungs that can support further intensification and development.

Tree lined streets along William Road and Paterson/Iris Road extend the connective system in an east west direction.

Figure 3.6: Mobility spines

Figure 3.7: Proposed Southern Gateway, showing public interface

Figure 3.8: Neighbourhood conditions

Figure 3.9: Contextual Spatial Framework

3.6.1 Accessibility and Movement network

(Figure 3.10)

The contextual framework builds on the potential to create an integrated public transport system and walkable neighbourhoods, reducing car dependency that is compromising future generation's wellbeing and the long term sustainability of JHB which is premised on the introduction of the principles discussed below.

3.6.2 Integrated public transport system

Currently the main investment is focusing on the provision of the Louis Botha BRT, this will be followed by an extended feeder system that as indicated by JRA and transportation department will connect the subsidiary neighbourhood transport network, connecting the suburbs back to the trunk routes. The proposals include:

- Integrated Public Transport
  - Along Louis Botha Corridor
- Feeder Routes with a localised network along:
  - Iris / Louis Road on the north
  - Grant Avenue connecting north south
  - Ivy /Paterson Road
  - Investigate Osborn to extend the loop route to increase potential ridership
- NMT Routes along
  - William Rd
  - Osborn Road
  - Nellie Rd
  - Fanny Ave
  - 9th St/ Paterson Rd/ Iris Rd

These are main arterials that traditionally have functioned as main distributors serving the wider district which cannot be compromised.

Furthermore, the main routes have < 20m road reserve making the upgrade of sidewalks and carriage way a lot more challenging, in addition due to the presence of mature plane trees this is further complicated as they will need to be retained.

3.6.3 Walkability

Further to the above the aim is to get people out of the comfort of their cars and to start engaging with the city as pedestrians. This is a challenge not only affecting previously disadvantaged people but new urbanites and the middle class that holds onto the opportunity to be economically and physically mobile.

The plan is structured around 400m: 5 minutes walkable distance and permeability with the understanding that /ease of access is facilitated by:

- Streets network
- Regular Blocks: Norwood's layout provides a very flexible condition to improve connectivity and future growth
- Supporting Built form

3.6.4 Promoting walkability

Looking at the physical constraints of having to work within road reserves that are < 20m as indicated on the WSP transportation engineers report (Annexure C) flexible and cost effective solutions are proposed to accommodate parking and NMT requirements. To achieve this the width of sidewalks will have to be extended and hence the roadway will need to be reduced to about 3.6-m / lane to accommodate vehicular traffic and public transport.

Flexible on-street parking along the western side of Grant Avenue with designated Public transport stops are proposed as illustrated on Figure 3.10.

Better crossings:

- Properly demarcated,
- safer and more pronounced / visible,
- universally accessible (ramps, tactile paver blocks, etc.)

Wayfinding signage

- (bus and taxi stops, major destinations).

Traffic / speed calming treatments

- by means of 'gateway' treatments in places

New sidewalks / pathways

- linking to the Patterson Park and through to the BRT stations along Louis Botha Avenue.

Removal of 'obstacles' such as

- rubbish bins,
- unnecessary sign posts,
- motorcycles parked on sidewalks, etc.

(WSP- Annexure D)

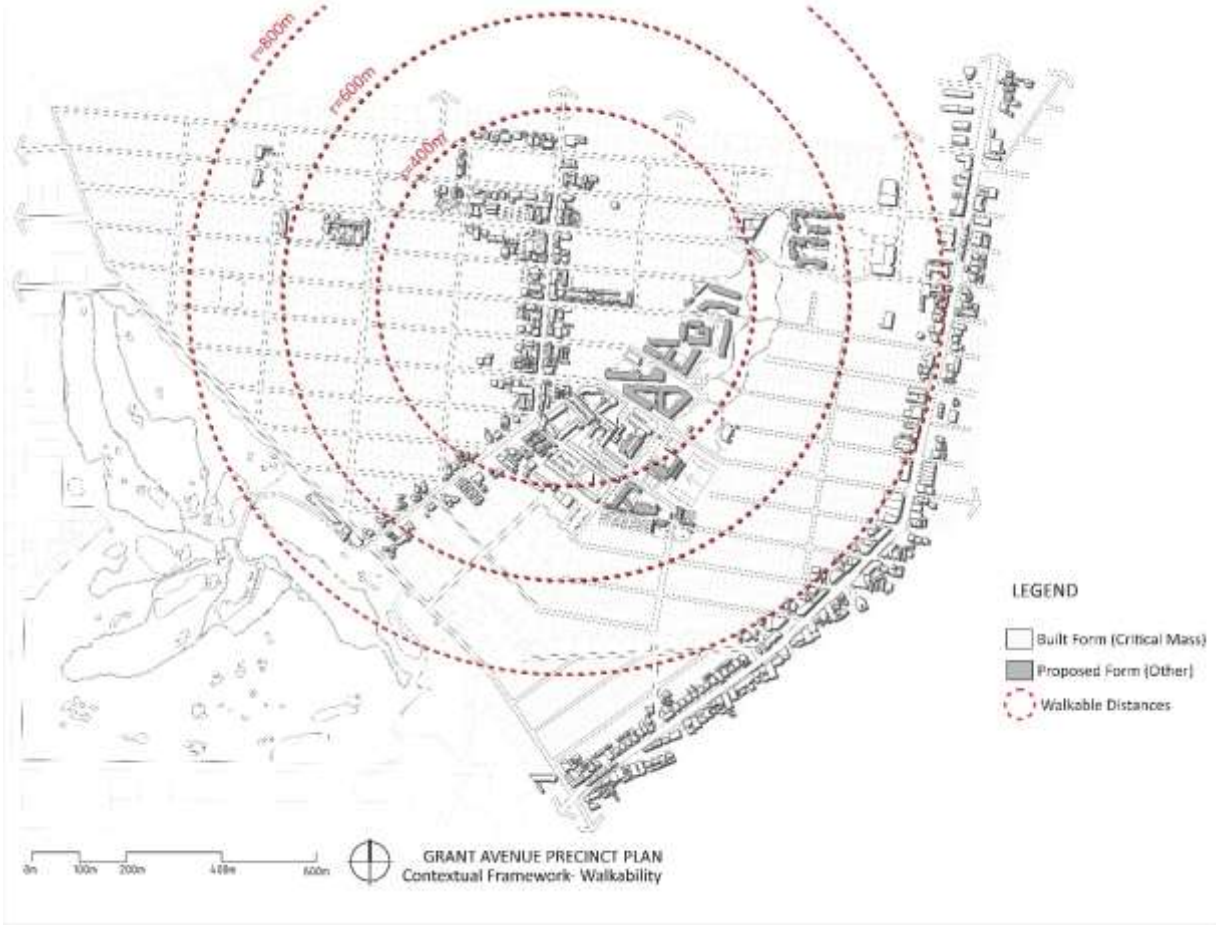


Figure 3.10: Walkability boundaries

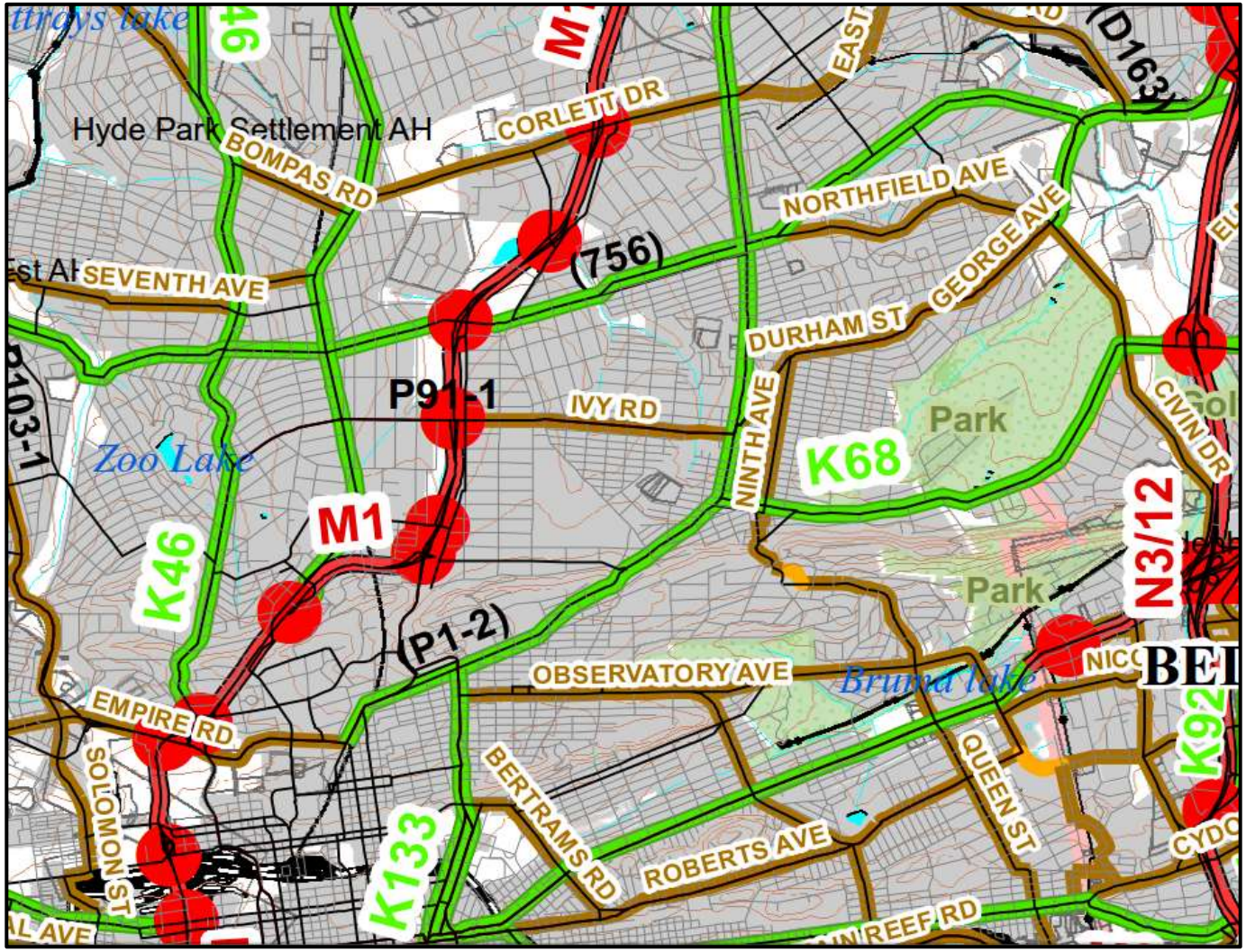


Figure 3.11: Area Based access network

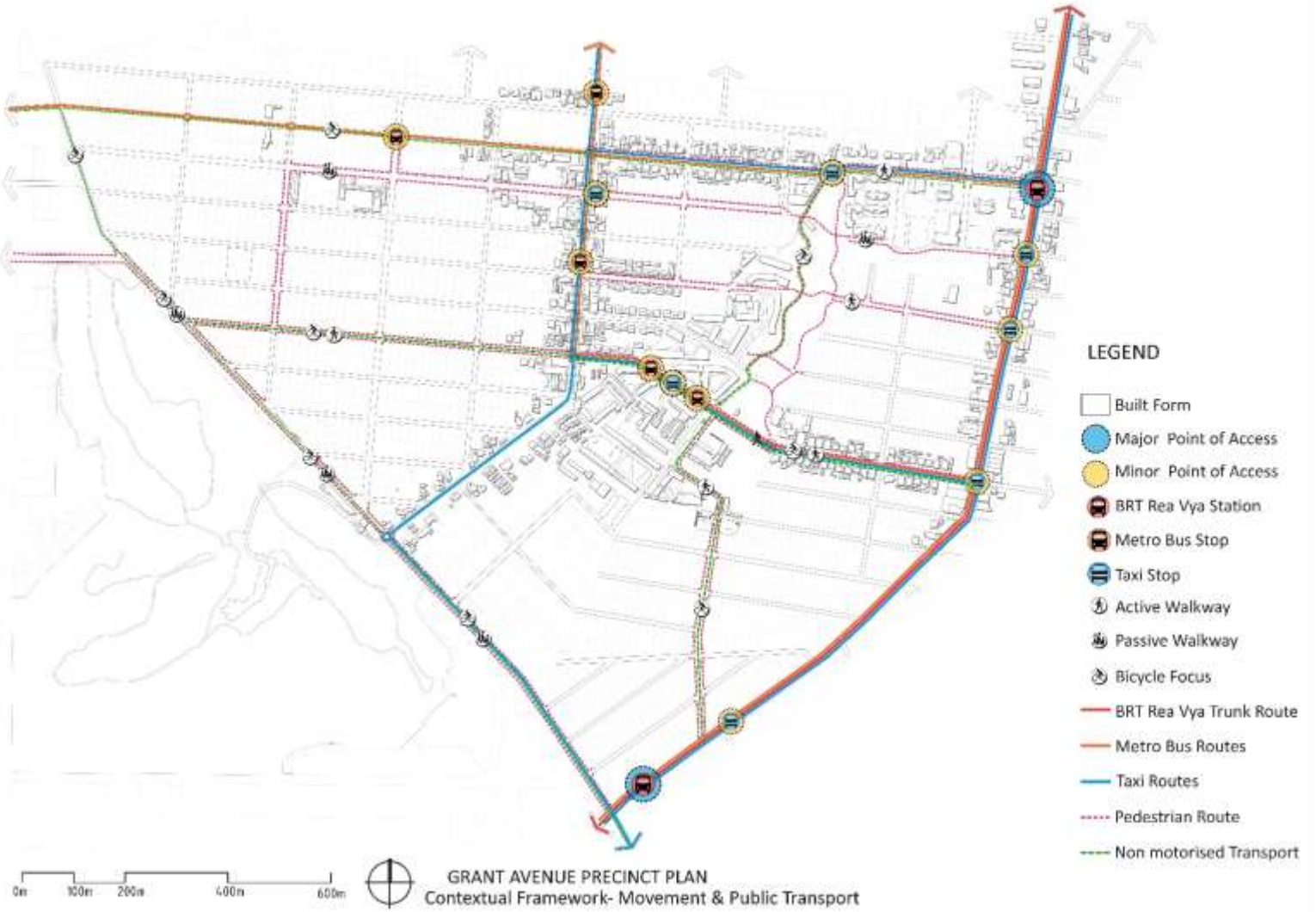


Figure 3.12: Accessibility and Mobility Network

3.6.5 Public open space, ecology, access and function

The study area is located on a ridgeline running north to south. The ground slopes north-eastward and north- westward into local valleys.

The valleys are formed by two streams; tributaries to the Sandspruit river. These streams originate in the Houghton Golf Course and in Paterson Park respectively.

There is a limited opportunity to extend the provision of public spaces.

i) **Community Spine:** The spatial plan proposes to structure William Road as an east west community spine connecting Norwood School to Paterson Park and the Short Street Park. The intention is to create a well-defined pedestrian route connecting these facilities to Louis Botha.

i) **Paterson Park**: is currently being developed to improve its ecological function and support the proposed adjacent residential development.

ii) Norwood Park: has been neglected and it is proposed to be upgraded to support the existing residential community, promote social cohesion and activate it through community programming. Nora resident's association has indicated their wiliness to engage with City Parks to assist with the management and improvement of the park.

iii) **Productive Gardens:** There are opportunities to engage in the establishment of productive garden programs. They could assist in providing support to social programs with food production and potential employment creation.

3.6.6 Community Facilities

i) **Paterson Park Community Centre:** currently being constructed will provide a new home to the public Library, well developed sport grounds, a multipurpose hall and other supporting uses.

ii) **Local schools**
Norwood primary and Paterson School should be upgraded to accommodate an expanding residential population.

Figure 3.13: Norwood Park

Figure 3.14: Precedent of productive gardens initiative

Figure 3.15: Park activation and community greening initiatives

Figure 3.16: Green open space network

3.7 Development strategy

The main objective of the plan is to build sustainable partnerships that can facilitate the detailed design of the proposed interventions, protect investments and contribute to ongoing management and operation of the proposed facilities.

To achieve the aforementioned development strategy, it is proposed that the development be structured into clearly defined focus areas as nodes and clusters. These will be supported by key stakeholders and affected parties that can drive development over time.

These are interconnected and mutually reinforcing, the purpose is to consolidate relationships between stakeholders around common objectives to allow for a more efficient engagement at the local level.

3.7.1 Neighbourhood Anchors

Neighbourhood Anchors:

- Norwood Node/Park and Square
- Southern Gateway
- Paterson Civic Cluster Community Centre
- Education Cluster
- Louis Botha BRT Stations

Figure 3.17: Neighbourhood Cluster development nodes

CHAPTER 4

4.1 Characteristics of the Precinct and its High Street

The precinct is within a well-established neighbourhood with residential and business organisations that co-ordinate community actions and involvement in the area. There is evidence of emerging trends focused on upgrading existing residential units and new small scale infill residential developments on some of the streets which are perpendicular to Grant. This is seen favourably within the Plan as it promotes a better land use mix bringing more people in close proximity to the high street.

Grant Avenue high street includes a range of uses and activities with a series of courtyard spaces accessible from the street, extending the experience, adding interest and enriching the spatial quality of the precinct.

There are no public spaces located along Grant Avenue with approximately 18.000 m2 of commercial space including ground floor retail, a Boutique hotel and 40-50 residential units from Dorothy to Henrietta Road.

The following includes design guidelines for the neighbourhood, the precinct and the high street to guide development over time addressing different scales and aspects of the plan.

Figure 4.1: The Precinct and High Street

4.2 The Precinct Plan Public Realm

The public realm is the collective term for all the spaces within an urban area to which the public has access. This includes streets, squares, green spaces, parks, footpaths and outdoor spaces such as public areas in front of or associated with public buildings and recreation facilities.

The public realm should not be seen in isolation but in the context of its adjacent buildings, their uses and its location in a wider network of public and private space.

Quality public places are vital for creating harmonious, socially inclusive communities. It is increasingly recognised that investing in quality public space generates tangible, fiscal benefits; stimulating growth in the visitor economy, raising property values and increasing income and profit for local businesses. Public realm investment has been shown to boost confidence in an area, reverse a cycle of decline and stimulate inward investment.

From this it is evident that the quality of the public realm within the urban area directly impacts upon the quality of life of the people who live and work in the area, and on the sustainable functioning of the urban environment. This quality is impacted by the following elements:

- The buildings that enclose / front on to and define the space.
- The design and function of the space itself; and
- The way in which people utilise that space and the activities that take place in the space.

The precinct plan has established that the public realm comprises (Figure 4.2):

- The Grant Avenue High Street public environment.
- Various precinct streets. These are residential in nature and are to be more pedestrian orientated
- Various parks: The local Norwood park, and the more regional Paterson park.
- Gateways at key street intersections.
- Local piazza's, pocket parks, small squares and forecourt public spaces in front of public buildings, as located in the identified precinct nodes.
- Parking courts.

The design and development guidelines direct everyone that is to be involved in the design and construction of the identified public realm elements, on the type and quality of design as expected from the precinct plan outcomes.

The guiding principle is the knowledge that good design is not about increased cost; but rather it is a creative approach, involving careful planning at the outset, that can create good public places to live and work in; that are easy to maintain.

Figure 4.2: The Public Environment Elements

4.3 Built Form Design Guidelines

The design guidelines are in part built-form based. That is the building form is a priority in the way it responds to the public environment elements. The purpose is to achieve the design of a particular place, type of place and urban environment as envisaged by the precinct plan.

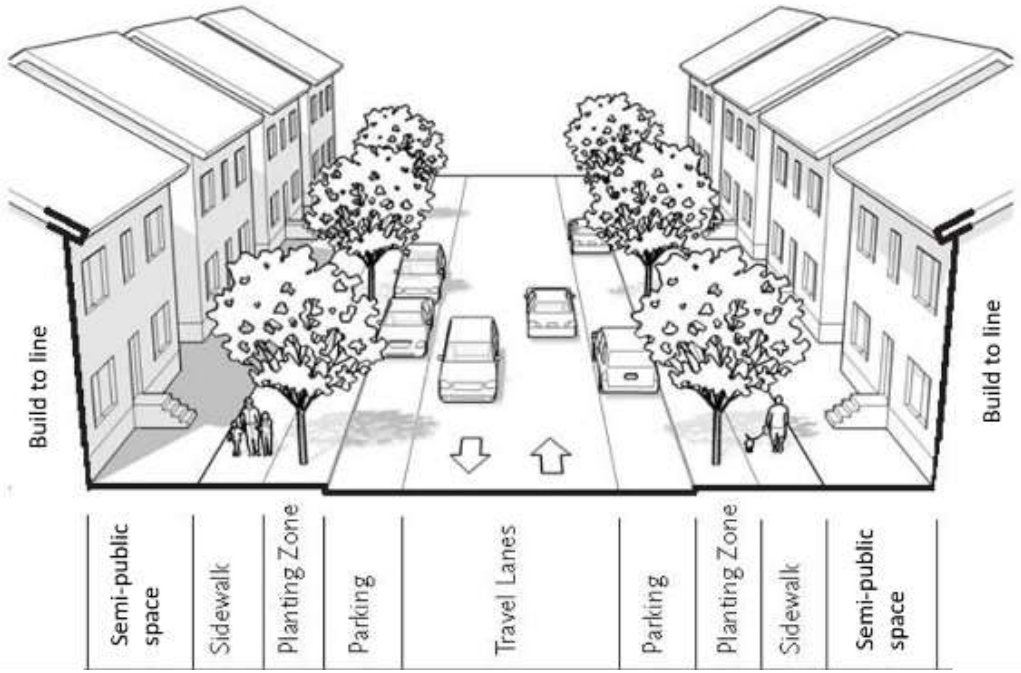
4.3.1 Built Form Response to the Public Realm

The way in which the built form responds to the public realm forms a key facet to the creation of a vibrant and well-designed public realm. In this regard built-form guidelines have been established to direct the building response to the public environment (Figure 4.3):

- To ensure that building scale and height is in accordance with the envisaged street character of the area.
- To position the building to the street edge of the property.
- To establish an appropriate building frontage, that engages with the street, and allows for passive or active surveillance.
- To develop a building typology that builds on existing residential developments, and introduces new ones that best fit the residential densification of the precinct plan and keeps the neighbourhood character intact.

Figure 4.3: Example of form-based

(Source: Source: http://walksteps.org



4.3.2 The Nature of Existing Residential Growth

The proposed built form guidelines, and the land use distribution and associated development rights recommendations, are informed by the existing incremental residential densification and the aim to establish a sustainable neighbourhood living environment.

4.3.2(i) Residential Intensification

An analysis of the existing built form development of Norwood shows that an incremental intensification has taken place. Figure 4.2, a detailed aerial photograph of the Nellie / Fanny / Algernon / Scholtz residential block in Norwood, shows that many of the erven have been developed to capacity by the horizontal extension of the buildings. This has occurred in a number of ways, where house owners have:

- Extended their dwelling houses through a number of additions over time. In one instance nearly the entire property (typically 495.5m²) has been taken up, resulting in a house size of approximately 450m² (this includes garages).
- The development house extensions combined with outbuildings.
- The development of a combination of outbuildings, a cottage (second dwelling) and some extensions to the main dwelling house.

These developments have not all been horizontal and single storey at ground level. In some instances, house owners have built a second storey over the main house and have added a cottage on top of the garage.

The resultant development parameters of an existing typical Norwood residential block are estimated to be:

- 22 properties at a site size of 495.5m², on average with 1.2 dwellings per site.
- A street block residential density of 24 dwelling units per hectare (net). The suburb has an average residential density of approximately 15 dwelling units per hectare (gross).
- The developed floor area on any given site ranges from 295m² to over 500m². This covers the site from anything between 60% t–o 90%.
- The sites open space has been reduced over time from approximately 40% (which would include gardens and open parking), down to as little as 10%, leaving a small yard or swimming pool area.

Typical Site Size	Covered Floor Area Range	Covered Site Area %	Site Open Space	Street Block Density
495.5 m² (A)	295 m² (B) to 445 m² (C)	60% (B) to 90% (C)	40% to 10%: Yard or pool area, some parking space.	24 du/ha

- High building coverage of the properties, with one main building and additions, with extensive outbuildings.
- Predominantly single storey; with some sites having 2 storey development.
- Mainly 1 dwelling per site, some properties have a second dwelling.

Figure 4.4: Existing Built form

4.3.2(ii) Sequencing of Residential Growth

In overall terms the residential growth has taken place from the existing single storey rights with a permissible coverage of 60%, to maximising the rights, increasing floor area through horizontal expansion and additional height to 2 storeys in parts. In the process the open space areas of the sites have been reduced, including parking space. In terms of the existing parking requirements a site with house and cottage would require to have 4 to 5 parking bays, depending on the size of the dwellings.

Figure 4.5: Incremental Residential Intensification

4.3.2(iii) Recent Residential Developments

More recent residential developments that reflect the type of residential densification into the area are shown in Figures 4.4. The typical development parameters of these development are:

- They have been developed on the consolidation of two sites and larger; i.e. from a 1,000m² upwards.
- Generally not more than 2 storeys in height; and a building coverage range from 30% - 60%.
- The site density ranges from 40 – 60 du/ha (net); translating into an average suburban or town density of 30 – 43 du/ha (gross).
- All parking has been accommodated on site.

These developments reflect the low impact type of densification that the property market in the area is delivering. They generally leave more open space on the site than the existing residential buildings on a single Norwood site. This implies that developments with increased residential density should only take place on property sizes of 1,000m² and larger.

Figure 4.6: Existing examples of possible bulk increasing

4.3.3 Typologies: Residential Intensification

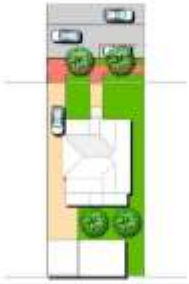
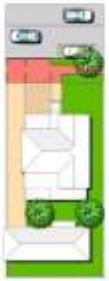
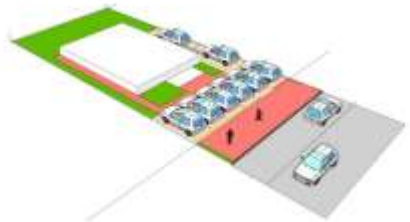
	Free Standing	Supplementary Dwelling	Home Business Conversion
Schedule Zoning Erf Size Area (Main Building) Area (Outbuilding) Total Built Area Coverage FAR Height	Residential 1 495 sqm 155 sqm 75 sqm 230 sqm 46% (allowed 60%) 0.46 (allowed 1.2) 1 Storey (allowed 3) 	Residential 1 495 sqm 300 sqm 220 sqm 450 sqm 52% (allowed 60%) 0.91 (allowed 1.2) 1 Storey (allowed 3) 	Business 4 495 sqm 155 sqm 0 sqm 155 sqm 31% (allowed 60%) 0.31 (tbc) 1 Storey (allowed 3) X 
Form & Edge Conditions			New applications will be required to accommodate parking at the rear of the building 
Density Dwelling Units People	(1) 20 Du/Ha Nett (4) 80 People / Ha Nett	(2) 40 Du/Ha Nett (8) 160 People / Ha Nett	155sqm = 6 parking bays @ 4 bays/100sqm
Typical Site Configuration			

Figure 4.7: Current Building Typologies

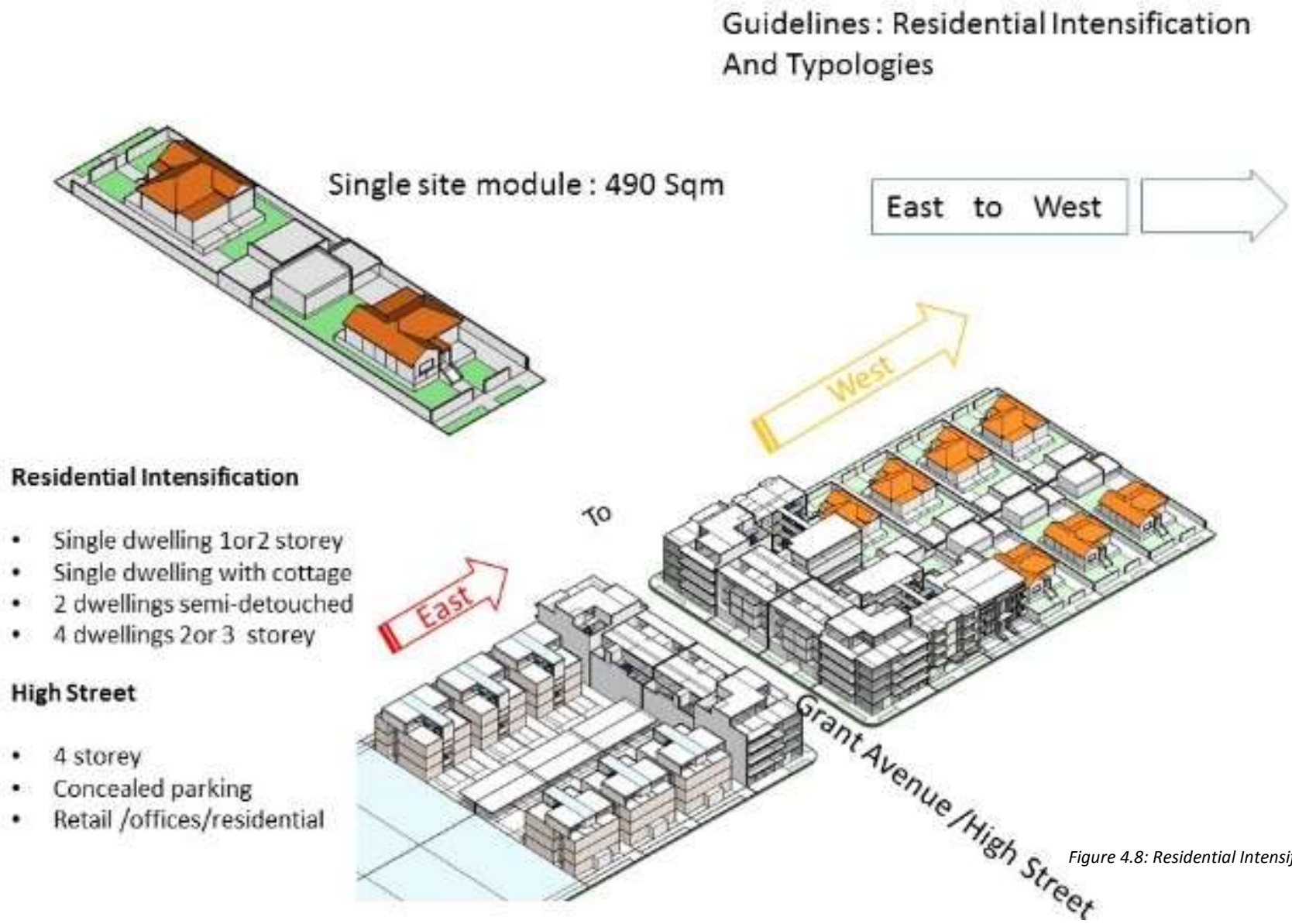


Figure 4.8: Residential Intensification Built Form

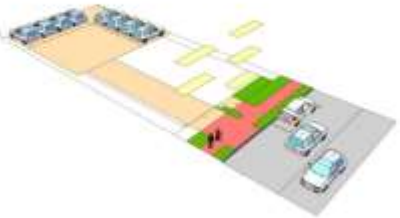
	Semi-Detached	Maisonette	Apartment Block
Schedule			
Zoning	Residential 1	Residential 4	Residential 4
Erf Size	495sqm	495sqm	495sqm
Area (Main Building)	85sqm + 85sqm	385sqm	450sqm
Area (2nd Building)	0sqm	195sqm	0sqm
Total Floor Area	170sqm	580sqm	450sqm
Coverage	20%	55%	55%
FAR	0.35	1.2	0.91
Height	2 Storeys	3 Storeys	3 Storeys
Du Size	85sqm	90sqm	90sqm
Form & Edge Conditions			
Density			
Dwelling Units	(4)	(6)	(5)
Du/Ha (Nett)	81 Du/Ha (Nett)	121 Du/Ha (Nett)	101 Du/Ha (Nett)
People	(16)	(24)	(20)
People/Ha (Nett)	323 People/Ha (Nett)	485 People/Ha (Nett)	404 People/Ha (Nett)
Typical Site Configuration			

Figure 4.9: Proposed Residential Typologies

Figure 4.10: Residential Typologies

4.3.4 Safety by Design

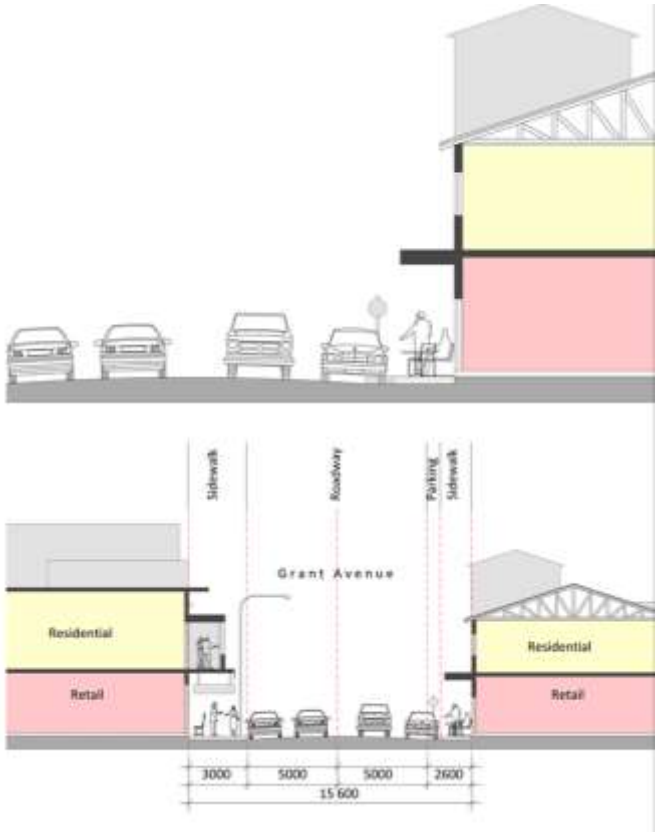
Passive surveillance – Visibility is key

- Eyes on the street
- Removing walls and obstacles to the line of sight for both residents and street users
- lighting
- creating safe routes which are legible, well used
- buildings overlooking, streets, public squares and parks to increase surveillance
- landscaping and public walkways designed with surveillance and ease of movement in mind to ensure safe walkways and that users aren't bottlenecked or exposed
- public environment should be designed at a human scale, shop fronts should open to the public domain to improve visibility

Territoriality

- management of buildings and spaces is essential as they are controlled spaces
- scale of spaces should reflect the capacity for their management
- Boundaries of safe zones identified through precinct character branding using elements such as lighting, public furniture, and planters etc. to define the area.

(*Guidelines for human settlement and design*)



Active shopfronts and sidewalk activities leaving adequate space for pedestrians to circulate freely.

Eyes on the street, balconies and windows opening to Grant Avenue promoting passive surveillance and street activation.

Figure 4.11: Safety by design

4.4 Design Guidelines: High Street and Precinct Street Typologies

Development guidelines have been established for a number of the streets within the precinct plan area (Figure 4.12)

Type A is the Grant Avenue High Street; which forms the primary focus of the guidelines.

The remainder are particularly for properties fronting on to the following streets:

- Type B: Ivy Road and parts of Iris / Paterson Roads.
- Type C: William Road
- Type D: General Residential Cross-Streets (Francis, Algernon and Nellie Roads)
- Type E: Extension of Grant Avenue

The guidelines for each particular type are outlined in the following sections.

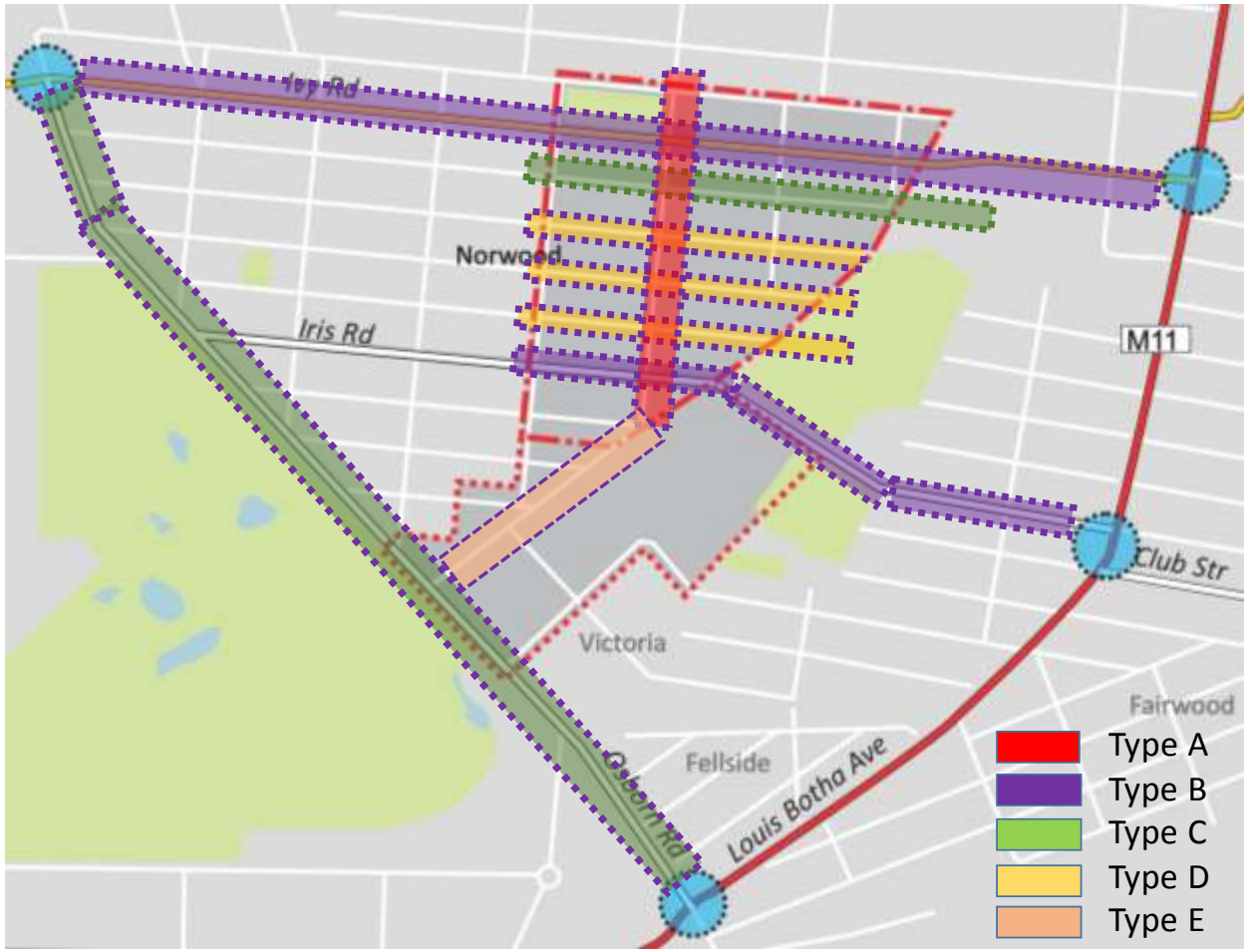


Figure 4.12: Location of Precinct Street Typologies

4.4.1 Grant Avenue High Street Design Parameters

4.4.1(i) High Street Design Elements

a) Legibility

Improve the sense of place and arrival through the incorporation of clearly defined gateways and signage with de: **Gateways, Nodes, edges and landmarks,** including corner articulation.

b) Walkability

Adopt a minimum of a 3-meter sidewalk with complete street standards and reinforce law enforcement in terms of activities encroaching into the pavement space allowing for a minimum of 1,5 m meter clearance and uninterrupted space for pedestrians to move through.

c) Parking

To be provided as per scheme with no relaxation permitted unless approved by Area Management Association. Refer to Section 5.2 for further detail.

d) Architectural character

Reinforce existing architectural language of articulated facades with overhanging canopies

Figure 4.13: Architectural parameters and existing fabric

e) Scale and massing

Retain maximum height of 4 storeys along the high street, with animated roof tops overlooking the high street.

f) Activity Distributions

Promote a range of ground floor activities and uses that activate the ground floor space without encroaching into the pedestrian right of way space.

g) Shop Fronts

No less than 70% of all ground floor facades should be transparent and or used to display goods with consistent lighting levels and see through roller shutters or gates.

h) Public Realm

Consistent planting and place making elements should be introduced to reinforce the character of the high street, especially related to lighting, seating, canopies, rooftop, way finding signage and landscaping.

i) Heritage

Preserve existing heritage structures along the High street. Adaptive reuse or redevelopment to conform to current legislation and approval procedures including Nora heritage and conservation parameters.

Figure 4.14: Defining the high street

Figure 4.15: Scale and Massing

Figure 4.16: Existing Shop Front Conditions

Figure 4.17: Public Realm definition, Norwood Square Proposal

Figure 4.18: Preservation of Historical structures, The Factory Renovation

j) Built Form directives

Build to line along the high street should be enforced defined by with active and transparent street fronts.

Corner accentuation should be encouraged with overhangs and canopies extending existing conditions.

k) Branding and Marketing

Consistent shop front treatment and signage standards should be followed as per codes developed by the local area management vehicle to establish an acceptable local standard that can be easily maintained and promoted.

Figure 4.19: Built form directives

Figure 4.20: Test of branding strategy, creating 'Gateways' into the Precinct

I) Balanced land use mix

Promote a mix of activities and uses distribution with special emphasis on reintroducing more residential along and in close proximity to the high street.

Figure 4.21: Current Land use mix and distribution

Physical Performance indicators

Permeability
Connectivity
Comfort
Robustness
Adaptability
Identity and Character
Amenities
Experience
Identity – Sense of Place

Key drivers:

Walkability
Sense of Place - building from the Local
Functionality / sustainable densities
Diversity of needs and wants
Balanced land uses
Safe and secure
Manageable

ENHANCED PUBLIC REALM

IMPROVE SIDEWALKS

PROMOTE RESIDENTIAL DEVELOPMENT

PARKING DISTRIBUTION AND MANAGEMENT

Attractiveness +Vitality +Safety

Figure 4.22: Physical Performance Indicators

4.4.1(ii) High Street Development Guidelines

Site Development Plans and building plans submitted in response to the Grant Avenue Precinct Plan and high street development proposals will be evaluated using the set of guidelines outlined below, which may be amended from time to time. Site specific conditions will be taken into account in the application of these guidelines. The SDP's will further be assessed by the Urban Design Advisory Committee (UDAC), to ensure that the built form outcomes are achieved in the precinct and along Grant Avenue High Street

	GRANT AVE NORWOOD	**DEVELOPMENT GUIDELINES**
	Element	Guidelines
1.	**Zoning and FAR**	• Business 1 • As per existing rights: 2.1; subject to compliance with the Guidelines and Town Planning Scheme. Note: Execution of rights will be impacted by parking requirements.
2.	**Site Consolidation**	• Sites fronting on to Grant Avenue may be consolidated to a maximum of 3 sites deep into the street block. The consolidated site area may not exceed 1,500m². • The fourth site from Grant Avenue will act as an interface between the residential fabric and the high street, where business in existing structures / house will be permitted.
3.	**Coverage**	• As per the existing Town Planning Scheme: For Business- 70%; Residential up to 2 Storeys- 50%; Residential 3 Storeys- 30%. Note: Coverage is linked to height and by parking requirements and related structures; as garages are included in coverage calculation.
4.	**Building Heights** • Minimum of 3 Storeys and maximum of 4 Storeys facing on to Grant Avenue. • All new storeys that are added to the existing building height may only be used for residential purposes. • Building stepped height reduction as specified	• All redevelopments are recommended to increase to a height of 4 Storeys. • The developments are subject to rezoning, to meet height, parking, coverage and floor area requirements. • The ground floor height should be in the range of 3, 6 - 4, 5 metres to allow for interactive uses with vertical façade articulation. • Building ground levels must be level with the pavement to enable universal access. Any envisaged grade changes must be accommodated within the interior of the building or property, and may not encroach into the sidewalk / pavement. • The building heights are stepped downward from the high street as follows: 4 Storeys for properties facing on to the high street; 2-3 storeys behind, and up to 2 storeys on the 3rd property from the high street.

Table 4.1: Development Guidelines

GRANT AVE NORWOOD

Element

5. Land uses

Ground Floor Retail
Residential floors above
Articulated roof top residential units
Offices are permitted subject to meeting on-site parking requirements as per Town Planning Scheme 1979.

6. Building Placement, Orientation, Frontage & Coverage

- According to the defined building envelope.
- Coverage as per the Town Planning Scheme requirements.

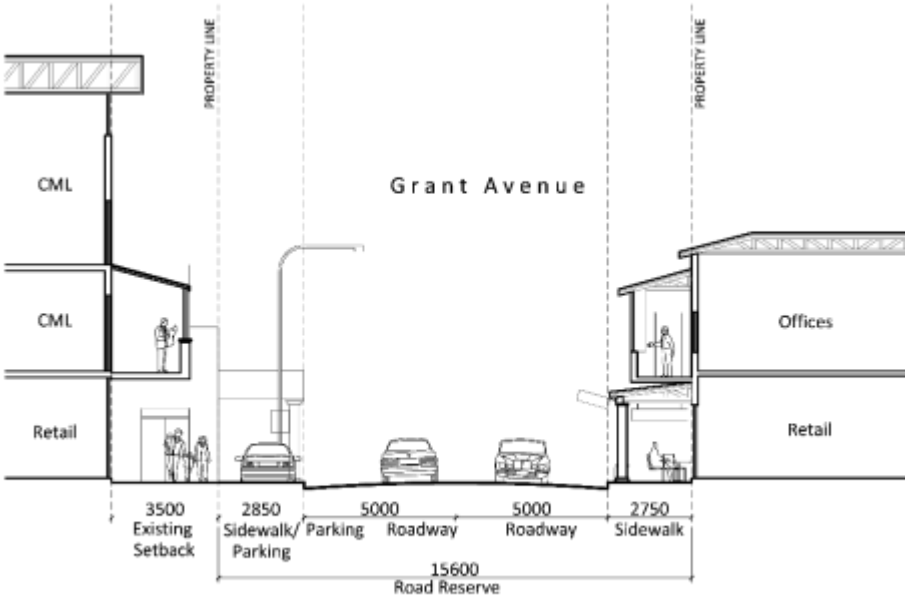
7. Architectural Treatment

8. Services, Loading and Drop-off Areas.

DEVELOPMENT GUIDELINES

Guidelines

- Ground Floor retail
- Unused floor area rights are to be used for residential purposes only.
- The existing rights, combined with parking requirements, aim to achieve a mixed use development with retail on the ground floor and residential units above. This plan promotes this use and typology as a priority.
- Residential development is specifically encouraged to increase the residential mix within the high street. The developments are subject to rezoning, to meet parking, coverage and floor area requirements
- An active ground floor / street level edge is promoted.
- Mixed use developments are promoted, with ground floor retail activities & residential above.
- **Street Front**: All buildings facing on to Grant Avenue require to have an active edge along the entire building length. This may be interrupted to accommodate vehicular or other access.
- **Building Placement:** The buildings along the high street must be built to the front property line (build-to-line), to create a continuous active street edge.
- **Set back**: A 2m set-back line may be permitted along part of the frontage, in order to create a wider pavement space to accommodate activities such as restaurant seating, entrance lobbies, entrance courtyards and the like. This is subject to UDAC review.
- Shade and protection from the elements should also be provided by means of a continuous colonnade / canopies over sidewalks. This could also include balconies from apartments above the retail.
- 3/4 Storey with clean lines best fit the area in terms of scale and façade articulation including overhangs and façade modulation.
- The architectural resolution should permit design innovation and energy efficiency over a particular architectural style.
- They may not interfere with pedestrian circulation and movement.
- They may not be physically intrusive, either by posing a physical obstruction, causing a change in pavement / sidewalk level, or being a visual obstruction.
- They should be located at the rear or the side of the building, and screened from public view.
- Refuse and solid waste containers must be located within the property.



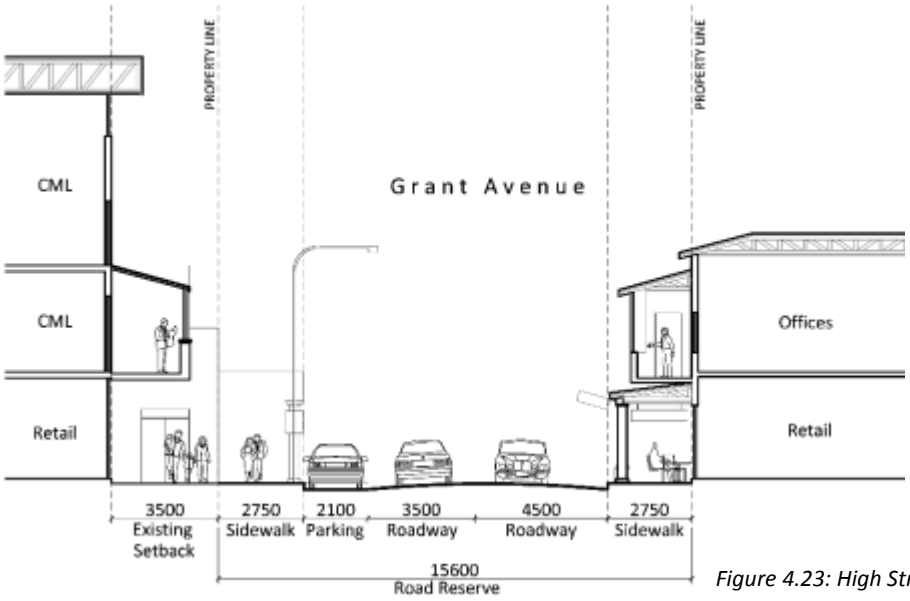
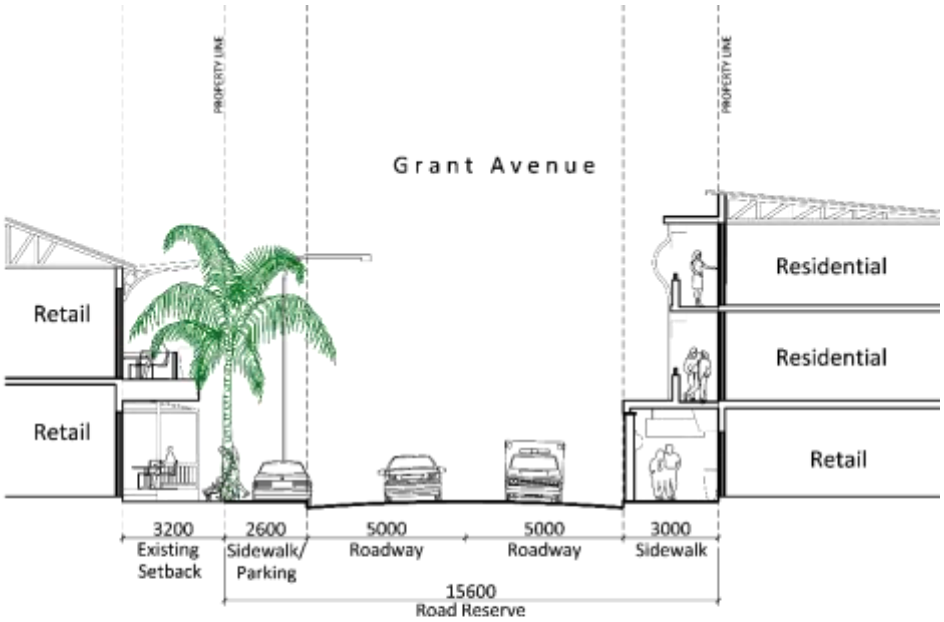


Figure 4.23: High Street Section, indicating on street parking options



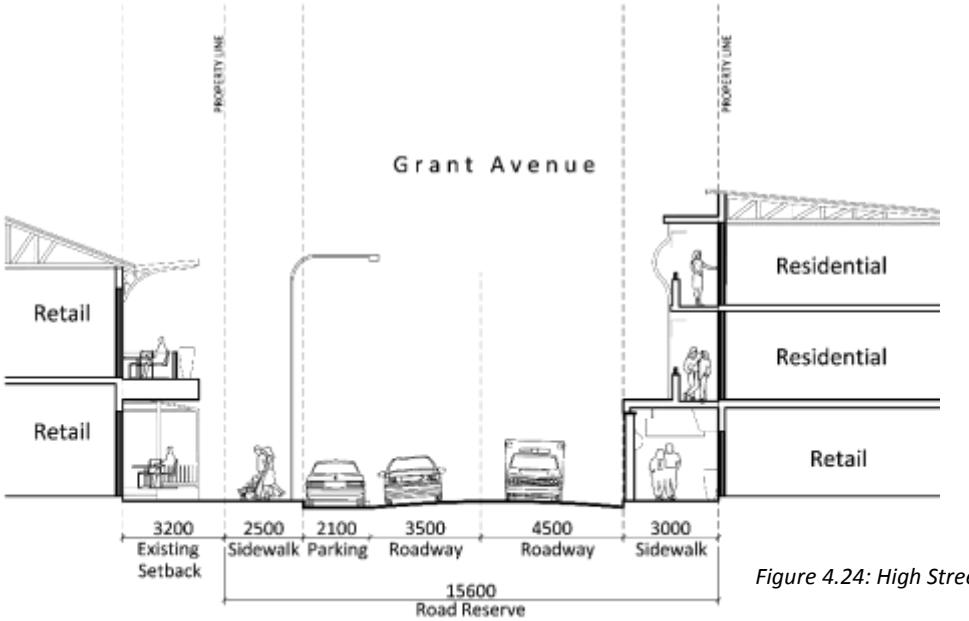


Figure 4.24: High Street Section, indicating on street parking options

GRANT AVE NORWOOD Element	DEVELOPMENT GUIDELINES Guidelines
1. Parking • As per Town Planning Scheme requirements. • To be accommodated on site as per guidelines- in structure or on surface.	• Application for the reduction of parking requirements may be undertaken as per the Town Planning Scheme procedures and conditions. The impact of the city's NMT and public transport services within the precinct and along the high street will be a consideration in this regard. • A shared parking strategy is recommended; whereby parking areas are shared with properties and / or between activities, to optimise the utilisation thereof: day-time for retail and business; evenings for restaurants; residential apartments. • In overall terms, no on-site parking may face on to the street frontage of the property. • Surface parking is to be located at the rear of the property with an active edge facing the street front of no less than 3 meters. • The design and layout of surface parking is to include extensive landscaping, lighting, planting strips and landscape design to establish a quality environment. The area may not be tarred. A permeable paving solution must be applied. The standard of 1 tree per 3 bays is recommended as a minimum. If parking structures (carports / garages) are permitted, their design and roof details must be in keeping with the surrounding architectural character. • The surface parking landscaping, or other parking area screening devices, should not obstruct overall visibility to compromise safety and security. • Above-ground structured parking is permitted; up to a maximum height of 2 storeys. This can form part of the building structure, enabling more efficient utilisation of the site space. The street front must be treated as part of the building with an active façade on ground floor and an integrated facade on first floor. • Structured parking is not permitted to front directly on to the street, and must be placed behind a single width or retail or residential unit at each floor level. This maintains the active street edge / interface at all levels of the building. • The structured parking is to be designed such that is can be converted to residential use. This flexibility is to enable future development once public transport has come into effect and allows for the reduction of parking requirements. • Vehicular access to parking structures should be located at the rear and/or side of buildings away from the main building and street frontage.

4.4.1(iii) Parking Guidelines

Parking supporting commercial development accessible from side streets must be adequately screened with residential and/or ground floor retail.

Figure 4.25: Proposed parking resolutions along the high street.

4.4.2 Ivy Road Intensification Guidelines

The following development and design guidelines must be adhered to:

- **Land Use:** Business in existing structure / Residential.
- **Public parking:** with ground floor retail on specified site (council owned land).
- **Consolidation:** Residential densification must take place on no more than two sites
- **Floor Area Ratio:** 0.5 for Business with on-site parking / Residential: 80 – 120 Du/Ha Nett (per site)
- **Height:** 2 to 3 storey
- **Coverage**: 50-60%
- **Building Placement**: 3 m built to line along street front.
- **Façades:** 50% of façade must be transparent from the street.
- **Vehicular Access:** maximum 5m per site with well-defined pedestrian access from the street.
- **Parking**: at the rear of building and covered with roof/pergola or shade net. Provision as per Scheme.
- **Architectural Treatment**
  - Robust buildings with articulated facades with balconies and overhangs overlooking the street.
  - Apply green building principles and energy efficient solutions
  - Corner accentuation to enhance legibility and sense of place
  - diverse and personalised.
- **Landscaping**: water wise, low edges and lawns along the street front.
- **Roof top:** activation with concealed Services and where possible roof top gardens and greenery.
- **Fences:** Only low walls up to 600mm high and columns with transparent fences up to 1800mm high will be permitted.
- **Heritage**: Preserve existing heritage structures along the street. Adaptive reuse or redevelopment to conform to current legislation and approval procedures including Nora heritage and conservation parameters.

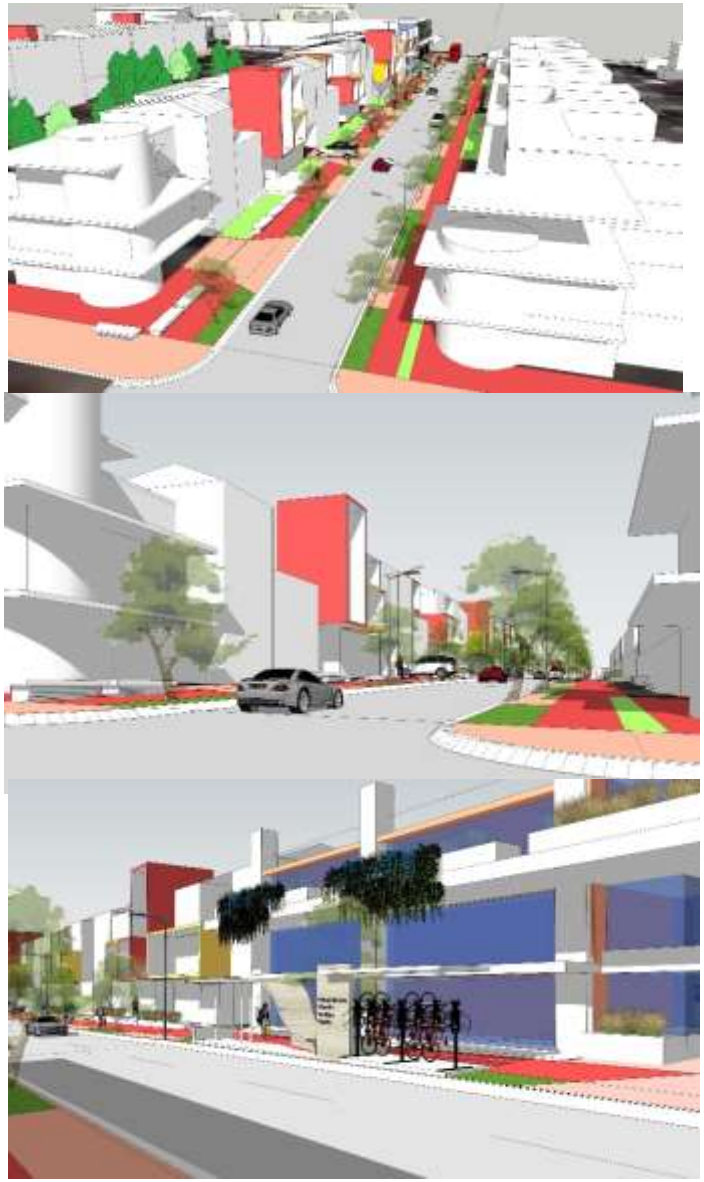


Figure 4.26: Ivy Road Densification Guidelines Applied

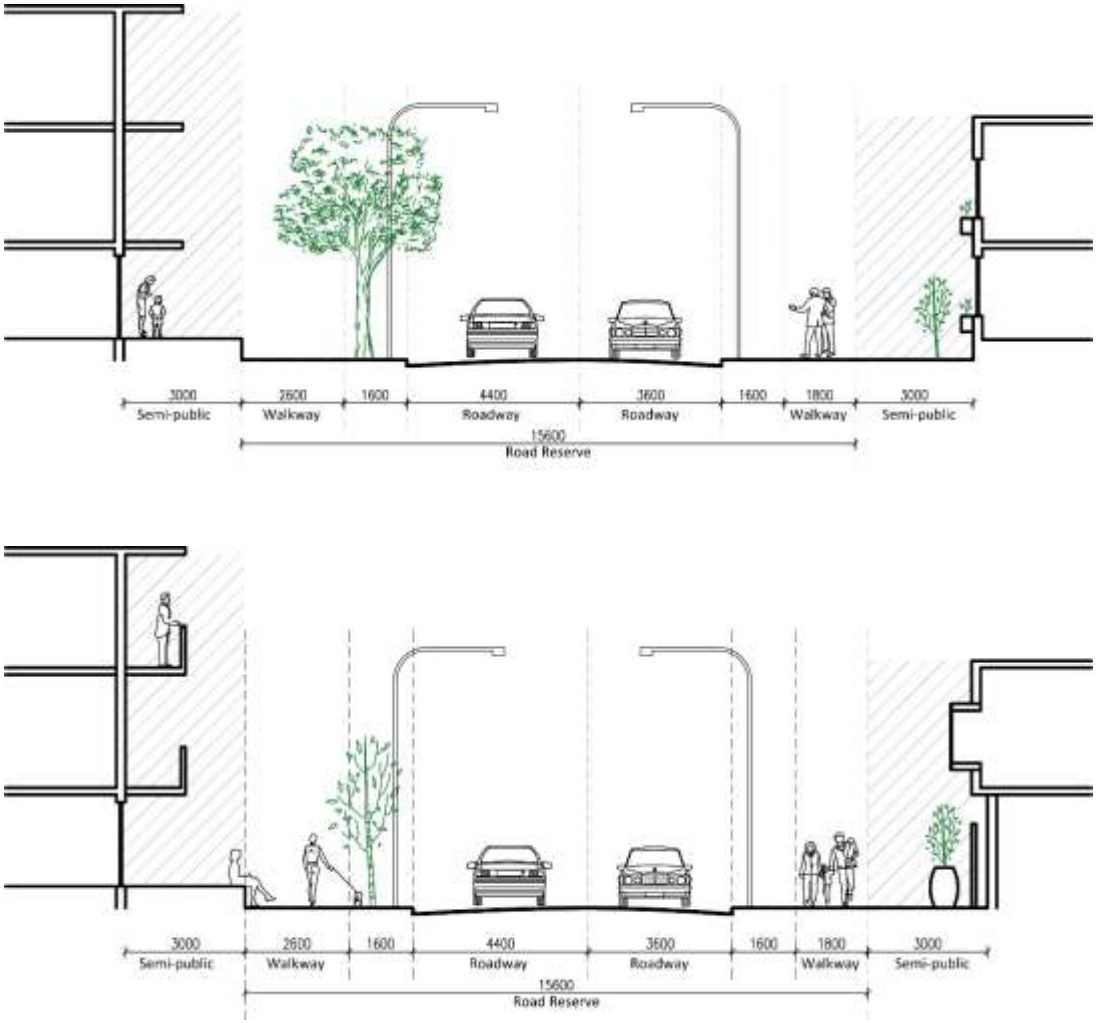


Figure 4.27: Ivy Road sections and precedents Guidelines Applied

4.4.3 William Road Intensification Guidelines

The following development and design guidelines must be adhered to:

- **Land Use:** Residential / 80 – 100 Du/Ha (Nett / per site)/ Live and work (studio) /short stay accommodation.
- **Height**: 2 to 3 storey
- **Coverage:** 50-60%
- **Building Placement**: Built to line and 1.5 m setback along street front to allow for facade articulation, well defined pedestrian access, stoep and landscaping.
- **Façades**: 50% of façade must be transparent from the street.
- **Vehicular Access**: maximum 5m per site with well-defined pedestrian access from the street.
- **Parking**: at the rear of building and covered with light roof/pergola or shade net or as per code. Provision as per Scheme.
- **Architectural treatment**
  - Articulated facades with balconies and overhangs.
  - Corners Accentuation
  - Roof top activation
  - Diverse and personalised
- **Landscaping**: water wise and low edges
- **Heritage**: Preserve existing heritage structures along the street. Adaptive reuse or redevelopment to conform to current legislation and approval procedures including Nora heritage and conservation parameters.

Figure 4.28: William Road Densification Typology Examples

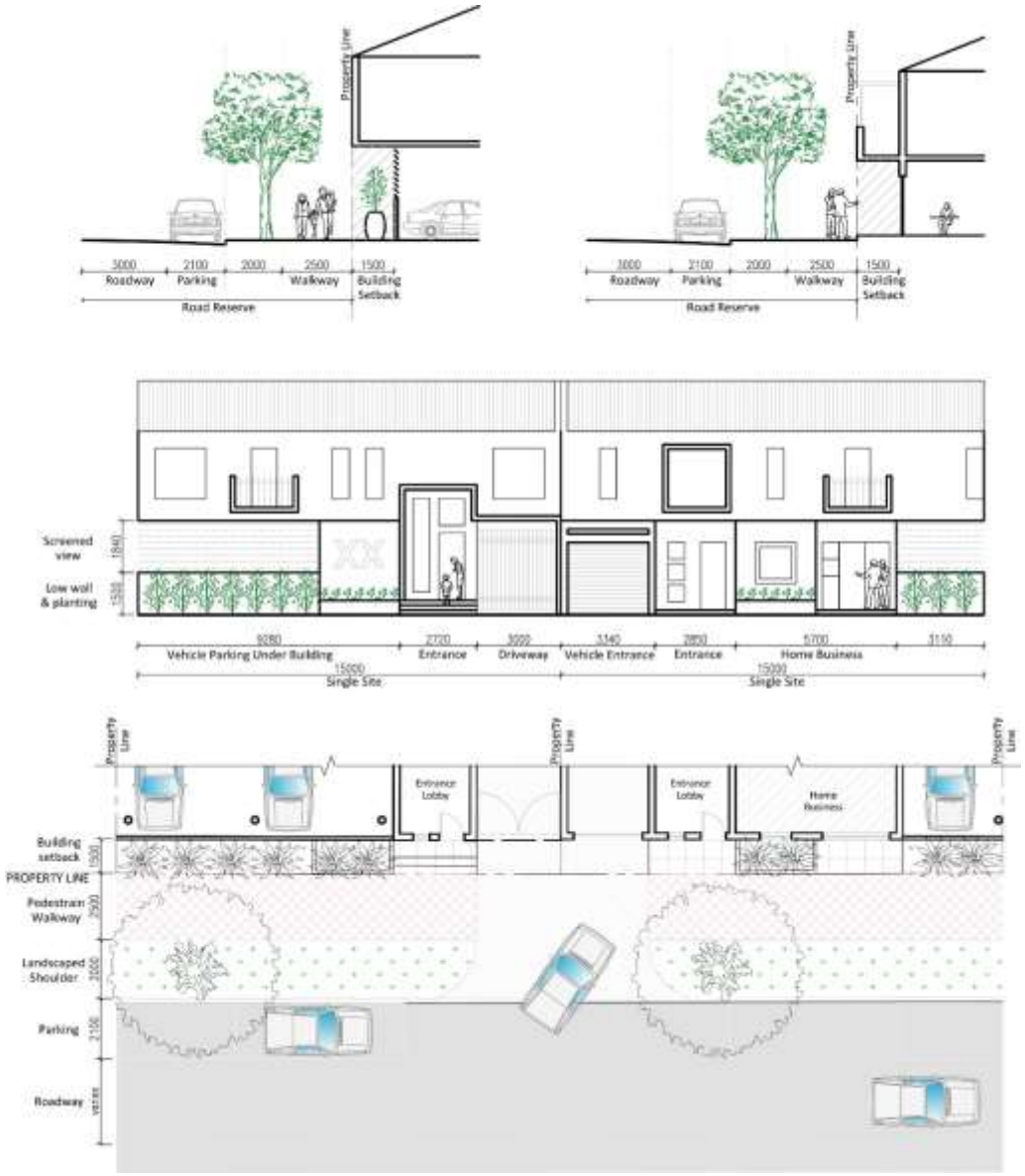


Figure 4.29: William Road General Guidelines

4.4.4 Francis, Algernon and Nellie Roads Intensification Guidelines

The following development and design guidelines must be adhered to:

- **Land Use**: Residential at 60 – 80 Du/Ha Nett (per site)
- **Height:** 2 storey
- **Coverage:** 50-60%
- **Building Placement**: 1.5 m built to line along street front.
- **Façades:** 50% of façade must be transparent from the street.
- **Vehicular Access**: maximum 6m per site with well-defined pedestrian access from the street.
- **Parking:** at the rear of building and covered with light roof/pergola or shade net or as per code. Provision as per Scheme.
- **Architectural treatment**:
  - Roof top activation
  - Diverse and personalised
  - Articulated facades with balconies and overhangs
  - Corners Accentuation
- **Landscaping**: water wise and low edges
- **Heritage:** Preserve existing heritage structures along the street. Adaptive reuse or redevelopment to conform to current legislation and approval procedures including Nora heritage and conservation parameters.

Figure 4.30: Residential Streets- Guidelines Applied

4.4.5 Grant Avenue between Osborn and Iris Road

The following development and design guidelines must be adhered to:

- **Land Use:** Medium Density Residential
- **Floor Area Ratio:** Residential: 80 – 120 Du/Ha Nett (per site)
- **Height:** 2 to 3 storey
- **Coverage**: 50-60%
- **Building Placement**: 3 m built to line along street front.
- **Façades:** 50% of façade must be transparent from the street.
- **Vehicular Access:** maximum 5m per site with well-defined pedestrian access from the street.
- **Parking**: at the rear of building and covered with roof/pergola or shade net. Provision as per Scheme.
- **Architectural Treatment**
  - Robust buildings with articulated facades with balconies overlooking the street.
  - Apply green building principles and energy efficient solutions
  - Diverse and personalised.
- **Landscaping**: water wise, low planting edges and lawns along the street front.
- **Roof top:** activation with Concealed services and where possible rooftop gardens and greenery.
- **Fences:** Transparent fences or low walls up to 600mm high and columns with transparent panels up to 1800mm high will be permitted.
- **Heritage**: Preserve existing heritage structures along the street. Adaptive reuse or redevelopment to conform to current legislation and approval procedures including Nora heritage and conservation parameters.

Figure 4.31: Osborn/Iris Roads, General Guidelines

(Source: Google Earth)

4.5 Proposed Land Use Activities and Distribution

The proposed land use distribution is shown in Figure 4.32. An overall incremental residential intensification is proposed for the neighbourhood study area. This is a key component of a sustainable neighbourhood, maximising the utilisation of existing infrastructure and facilities, improving walkability and establishing thresholds that support public transport.

The proposed land use expansion includes a number of categories, with a variety of densification (up to 80 du/ha suburban density (gross)) possibilities, which can occur incrementally over time, combined with low key business activities in specified locations.

The proposed "Interface zone" of the properties behind the Grant Avenue high street mixed use activities (Business 1 properties), mostly around two sites, should be used for business purposes relating to the activities along the high street and / or for parking purposes (parking courts). They are not allowed to have retail, restaurants or medical consulting rooms. The parking courts should be designed according to the requirements and design guidelines of the Council, in order to establish an appropriate interface with the adjoining residential properties.

Where densification of erven adjoin lower density residential properties, the following mitigation measures are to be included:

- Stepping down of heights towards low density erven.
- Retention of mature landscaping bordering lower density erven.
- Planting of screening landscaping on the boundary with lower density erven.

The build-to line is the line at which the construction of the building facade / front is to be placed on the site. It runs parallel to the street front boundary of the property, at a specified distance from the street boundary. This is to ensure a more or less even building facade line on the street, to enclose and define the street space and its public environment. It also acts as a building line, because no buildings may be constructed in the space between the build-to line and the street facing property boundary. The proposed build-to line for this precinct plan is as follows:

- A 1.5m build-to line along William Road to allow for building articulation.
- A 3m build-to line along Ivy Road to allow for possible future road expansion and public sidewalks.
- A 3m build-to line along Paterson and Ivy Roads to allow for possible future road expansion and public sidewalks.
- For the remainder of the study area building lines are to remain unchanged. Any application to have such relaxed must be motivated; showing how the outcomes of the proposed adjustments realise the outcomes of the precinct plan. Assessment and approvals are subject to CoJ Urban Design Advisory Committee (UDAC) review.

Note that the land uses defined in table 4.32 are proposed land use activities that will be ratified through appropriate town planning applications with the applicable "use zone" definitions. It is noted that the proposals of this plan do not negate any existing land use rights in terms of the City of Johannesburg Town Planning Scheme 1979; which was the approved town planning scheme at the time this study was undertaken. Furthermore, the design guidelines as set out in this precinct plan, also need to be adhered to. In this regard rezoning and development applications may be subject to the UDAC for comment and approval.

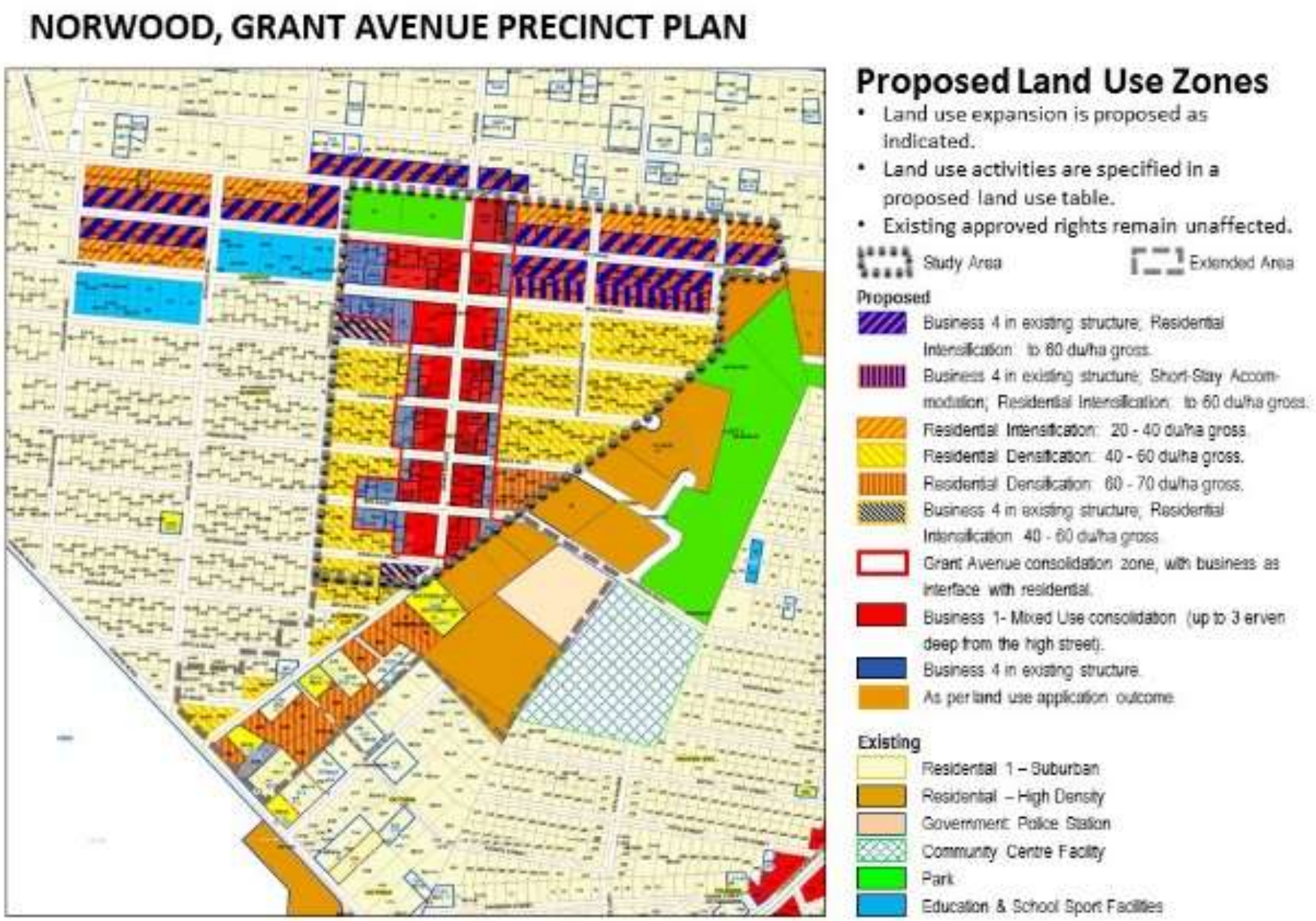


Figure 4.32: Land use zones

Land Use Zone		**Business in Existing Structures, Residential Intensification**
Land Use Activities		(a) Low intensity business in the existing structures: Offices, institutional, administrative & professional services, small studios (artist / photographic), places of instruction. Impact of the activities (e.g. noise and type) must be compatible with the surrounding residential environment / neighbourhood. (b) Dwelling houses, residential units and buildings. (c) Uses can be mixed.
Excluded Land Uses		Land use activities excluded: Retail (shops), restaurants, dry cleaners and launderettes, medical consulting rooms, entertainment or place of amusement, short-stay accommodation (hotel, bed & breakfast, etc.), public garage or auto-motive workshop, industrial building or noxious industry.
FAR		Up to 1.2 for Residential; full FAR can only be achieved with 2 storey development over 2 consolidated sites (990m² or larger) to comply with coverage and on-site parking Business FAR: Limited to the existing structures on the site. Business maximum up to 0.3.
Residential Dwelling Unit Density		Up to 60 du/ha gross (80 du/ha net). Cannot be applied to a single site. Site area must be 2 consolidated sites; or 990m² or larger. Requires the consolidation of at least 2 sites, to comply with coverage requirements and on-site parking requirements. Compliance with design guidelines; Form-based codes; and UDAC comment and approval.
Coverage		As per Town Planning Scheme: 60% for 1 Storey; 50% for 2 Storeys, which may be increased to 60% in terms of an SDP.
Height		Maximum of 3 storeys.
Building Line		Build-to line as per Form-Based Code; amendments subject to UDAC approval.
Parking		As per Town Planning Scheme requirements. Must be accommodated on site, and comply with coverage requirements. Reduction for parking requirements can be applied for as per the Town Planning Scheme; to be assessed on an individual basis. Refer to additional guidelines in the section on *Parking Management*.
Property & Building Frontage Semi-Public Interface Zone		The street-frontage of the property is to include a servitude area forming a semi-public interface zone with the street sidewalks and public environment. The width of this semi-public zone will depend on the location of the site. These details are set out in the built form directives and street guidelines.
		Note: *Town Planning Scheme* refers to *City of Johannesburg Town Planning Scheme 1979*

Table 4.4: Businesses in residential structure conversion

Land Use Zone		**Business in Existing Structures, Residential Intensification, Short-Stay Accommodation**
Land Use Activities		(a) Low intensity business in the existing structures: Offices, institutional, administrative & professional services, places of instruction. Impact of the activities (e.g. noise and type) must be compatible with the surrounding residential environment / neighbourhood. (b) Dwelling houses, residential units and buildings. (c) Short-stay accommodation (hotel, bed & breakfast, etc.). (d) Uses can be mixed.
Excluded Land Uses		Land use activities excluded: Retail (shops), restaurants, dry cleaners and launderettes, medical consulting rooms, entertainment or place of amusement, public garage or auto-motive workshop, industrial building or noxious industry.
FAR		Up to 1.2: Full FAR can only be achieved with 2 storey development over 2 consolidated sites (990m² or larger) to comply with coverage and on-site parking. Business maximum up to 0.3.
Residential Dwelling Unit Density		Up to 60 du/ha gross (80 du/ha net). Cannot be applied to a single site. Site area must be 2 consolidated sites; or 990m² and larger. Requires the consolidation of at least 2 sites, to comply with coverage requirements and on-site parking requirements Compliance with design guidelines; Form-based codes; and UDAC comment and approval.
Coverage		As per Town Planning Scheme: 60% for 1 Storey; 50% for 2 Storeys, which may be increased to 60% in terms of an SDP.
Height		Maximum of 3 storeys; recommended 2 Storeys for residential.
Building Line		Build-to line as per Form-Based Code; amendments subject to UDAC approval.
Parking		As per Town Planning Scheme requirements. Must be accommodated on site, and comply with coverage requirements. Reduction for parking requirements can be applied for as per the Town Planning Scheme; to be assessed on an individual basis.
Property & Building Frontage Semi-Public Interface Zone		The street-frontage of the property is to include a servitude area forming a semi-public interface zone with the street sidewalks and public environment. The width of this semi-public zone will depend on the location of the site. These details are set out in the built form directives and street guidelines.
		Note: *Town Planning Scheme* refers to *City of Johannesburg Town Planning Scheme 1979*

Table 4.5: Businesses in residential structure – short stay accommodation

Land Use Zone		**Residential dwelling houses, residential units and buildings (Intensification 20 – 40 du/ha gross)**
Land Use Activities		(a) Dwelling houses, residential units and buildings. (b) Council home office policy as per Clause 29 of the Town Planning Scheme.
Excluded Land Uses		Land use activities excluded: All non-residential activities, short-stay accommodation (hotel, bed & breakfast, etc.).
FAR		Up to 1.2
Residential Dwelling Unit Density		Up to 40 du/ha gross (60 du/ha net). Development will permit up to 3 dwelling units per site (495.5m²). The design must comply with coverage requirements and on-site parking requirements.
Coverage		As per Town Planning Scheme: 60% for 1 Storey; 50% for 2 Storeys, which may be increased to 60% in terms of an SDP.
Height		Maximum of 3 storeys; recommended 2 Storeys.
Building Line		Build-to line as per Form-Based Code; amendments subject to UDAC approval.
Parking		As per Town Planning Scheme requirements. Must be accommodated on site, and comply with coverage requirements. Reduction for parking requirements can be applied for as per the Town Planning Scheme; to be assessed on an individual basis.
		Note: *Town Planning Scheme* refers to *City of Johannesburg Town Planning Scheme 1979*

Table 4.6: Residential Dwelling low density

Land Use Zone		**Residential dwelling houses, residential units and buildings (Densification 40 – 60 du/ha gross)**
Land Use Activities		(a) Dwelling houses, residential units and buildings. (b) Council home office policy as per Clause 29 of the Town Planning Scheme.
Excluded Land Uses		Land use activities excluded: All non-residential activities, short-stay accommodation (hotel, bed & breakfast, etc.).
FAR		Up to 1.2
Residential Dwelling Unit Density		Up to 60 du/ha gross (80 du/ha net). Development will permit up to 4 dwelling units per site (495.5m²). The design must comply with coverage requirements and on-site parking requirements.
Coverage		As per Town Planning Scheme: 60% for 1 Storey; 50% for 2 Storeys, which may be increased to 60% in terms of an SDP.
Height		Maximum of 3 storeys; recommended 2 Storeys.
Building Line		Build-to line as per Form-Based Code; amendments subject to UDAC approval.
Parking		As per Town Planning Scheme requirements. Must be accommodated on site, and comply with coverage requirements. Reduction for parking requirements can be applied for as per the Town Planning Scheme; to be assessed on an individual basis.

Table 4.7: Residential dwelling medium density

Land Use Zone	 **Residential dwelling houses, residential units and buildings (Densification 60 – 70 du/ha gross)**
Land Use Activities	(a) Dwelling houses, residential units and buildings. (b) Council home office policy as per Clause 29 of the Town Planning Scheme.
Excluded Land Uses	Land use activities excluded: All non-residential activities, short-stay accommodation (hotel, bed & breakfast, etc.).
FAR	Up to 1.2
Residential Dwelling Unit Density	Up to 70 du/ha gross (90 du/ha net). Typical developments include town-houses & walk-up apartments, as per existing developments in the area. Cannot be applied to a single site. Site area must be 2 consolidated sites; or 990m² and larger. Requires the consolidation of at least 2 sites, to comply with coverage requirements and on-site parking requirements.
Coverage	As per Town Planning Scheme: 60% for 1 Storey; 50% for 2 Storeys, which may be increased to 60% in terms of an SDP.
Height	Maximum of 3 storeys.
Building Line	Build-to line as per Form-Based Code; amendments subject to UDAC approval.
Parking	As per Town Planning Scheme requirements. Must be accommodated on site, and comply with coverage requirements. Reduction for parking requirements can be applied for as per the Town Planning Scheme; to be assessed on an individual basis.
Property & Building Frontage Semi-Public Interface Zone	The street-frontage of the property is to include a servitude area forming a semi-public interface zone with the street sidewalks and public environment. The width of this semi-public zone will depend on the location of the site. These details are set out in the built form directives and street guidelines.

Table 4.8: Residential dwelling high density

4.6 By-Law Considerations

There are 3 bylaws identified that may impact on the proposed Precinct plan

a) The Street Trading Bylaw,
b) The Roads Bylaw and
c) The Informal Trading Bylaws
    - The impact of the former will need to be considered in respect of pavement seating and the displaying of goods for sale on pavements
    - Current precedent is for restaurants to ensure that there is enough space, usually between 1 and 1.5 meters of unrestricted walkway
    - The main restrictions imposed by the bylaws look at the freedom and safety of movement for pedestrians.
    - Other relevant restrictions relate to required width of the pavement and distance from intersections where trading is allowed.

Informal trading will be governed by the Informal Trading Bylaw which we believe needs to be informed by the recent work that has been done in this regard in the inner city.

Figure 4.33: Current condition of pedestrian space being limited by restaurant overflow on pavements and sidewalk traders

CHAPTER 5

5. Area Based Management Framework
   - 5.1. Economic Profile
     - 5.1.1. Tenants and Household perception survey
   - 5.2. Parking
   - 5.3. Public Realm
   - 5.4. City Funded develop programmes and schemes
   - 5.5. Social/community development programme
   - 5.6. Branding and Marketing Strategy
   - 5.7. Overall Strategy

5. Area Based Management Framework

The implementation of the plan will require the logistical and strategic support to be provided by a management vehicle which is still to be formed, to ensure that the public sector investment is matched and supported by the private sector. Furthermore, that capital investments derive maximum social and economic benefits in the form of employment opportunities, social development programs and capacity building at the local level.

The attached report (annexure E) prepared by RMS presents all the aspects to be addressed by the proposed Voluntary Management Body including representation of different stakeholders and city structures.

The economic study (Annexure C) provided by Demacon will also inform the production of a business plan design not only to address short term issues but also to project and market the Grant Avenue Precinct to achieve its full potential while retaining its unique character, hierarchy as a retail strip and ensure that it continues to serve the neighbourhood and the city as an example of a mixed use, historical and well performing High Street, which is walkable, easily accessible by NMT and well connected to regional transportation network.

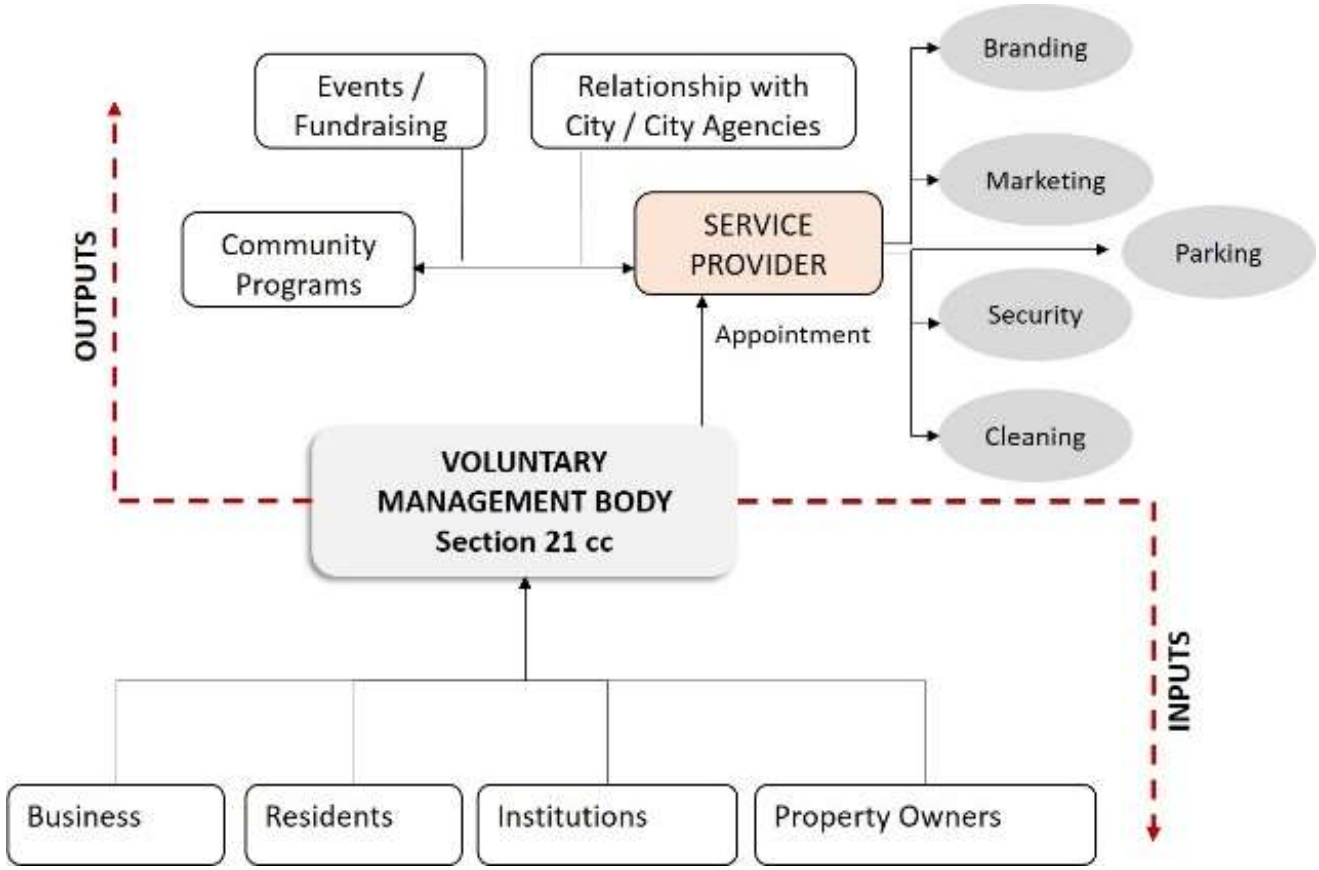


Figure 5.1: Management vehicle breakdown

The neighbourhood is made up of Norwood and includes parts of Orange Grove, Orchards, the Gardens, Victoria and Fellside.

The dominant perception is that the quality of the environment is 'old and dilapidated, but showing signs of improvement and new development' (Demacon.2016 Executive Summary).

Older business nodes such as Grant Ave are an essential part of the business hierarchy as they play a supportive role in nurturing small-scale enterprises which cannot afford comparatively high shopping centre rentals.

The character of Grant is unique as most local business enterprises are SMME's and do not form part of a larger nation chain/franchise network.

Most consumers frequent Grant for food and groceries indicating a solid base for the "convenience-oriented" character of the node. Consumers visit Grant both daily and weekly it thus plays an important role in the daily retail needs of the local population and this function should be supported in future development proposals.

5.1.1. Tenants and Household Perception Survey

The following are some points of interest that will have to be considered in moving forward with the branding and marketing of Grant Avenue by the Management body.

Salient points of interest:

a) Businesses in the Grant Avenue node tend to be small to medium-sized businesses, of which more than half have been operating in Grant Avenue for more than a decade. Almost a third of the businesses in the tenant survey have been operating in Grant Avenue for less than 5 years.

b) 22% of participating tenants perceive a need for physically expanding their business in Grant Avenue, meaning that there is a demand from existing tenants for more physical commercial space. **The policy implication is that the current approximate 7.73ha of commercial and home-office conversion space allocated by local development policy will not be enough to absorb the anticipated future business growth. Commercial erven will have to be allocated to erven outside of the current commercial node boundary.**

c) The **policy implication** is that **parking requirements will need to be addressed thr**ough providing **more parking space** (by creating new parking space on sites currently built-over or providing underground or rooftop parking of existing buildings). **Total pedestrianisation of Grant Avenue should not be considered** as pedestrianisation can act as deterrent for most consumers.

d) **Although perhaps not advisable to endeavour to regulate either the type of business or tenant directly, spatial planning policy may have intended (and unintended) causes and effects in this regard. A delicate balance will have to be struck between facilitative versus restrictive policy interventions.**

e) Household survey

The participating consumers perceived themselves to **choose a retail environment** based on the following:

- A **feeling of community**,
- **Safety** & **security**,
- A **pleasurable shopping** experience,
- The **price** offered by a retailer,
- The **variety of brands** offered,
- **Convenience**,
- **Proximity**, and
- **Physical accessibility**.

Salient features of household perceptions:

- The Grant Avenue node delivers a convenience retail function to consumers in Norwood and directly surrounding neighbourhoods, but is also supported by a destination function by delivering niche products and services which are presented by local brands.
- The node is often both a work and retail/entertainment space for local households, meaning policy-wise the node supports the City's vision to provide integrated work and living spaces for its citizens.
- The consumer market has an international component and is mostly represented by middle to higher income individuals aged 20 to 40 years.
- These age groups – Millennials and Generation Xers – prefer brands that are of good quality, but affordable, ecologically responsible and contributes to their health, meaning that expansion of commercial space in the Grant Avenue node should focus on niche markets that fulfil the shopping needs of this group of consumers.
- Extending shopping hours, upgrading the buildings in the street, and more parking are considered to be the aspects that will improve the shopping environment provided by Grant Avenue.
- The policy implication for the feedback from the household survey is that design guidelines for renewal of building facades and the pedestrian spaces will need to feature strongly in future development policy for the area.
- In addition, parking requirements will need to be addressed through providing more parking space (by creating new parking space on sites currently built-over or providing underground or rooftop parking of existing buildings). Total pedestrianisation of Grant Avenue should not be considered as pedestrianisation can act as deterrent for most consumers.
- Although not perhaps advisable to endeavour to regulate either the type of business or tenant directly, spatial planning policy may have intended (and unintended) causes and effects in this regard. A delicate balance will have to be struck between facilitative versus restrictive policy interventions.

(Demacon.2016.Executive Summary)

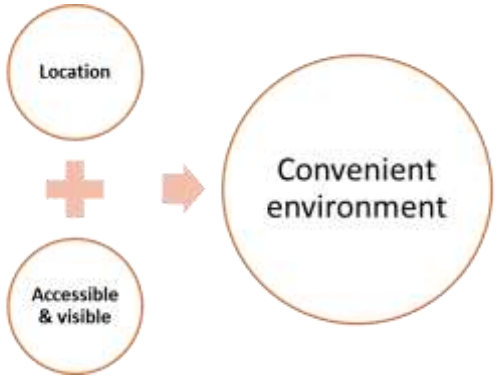


Figure 5.2: Features of a successful high street

The Grant Avenue node thereby serves as:

- **A destination**
- **Convenience-oriented function**,
- **Entertainment function.**

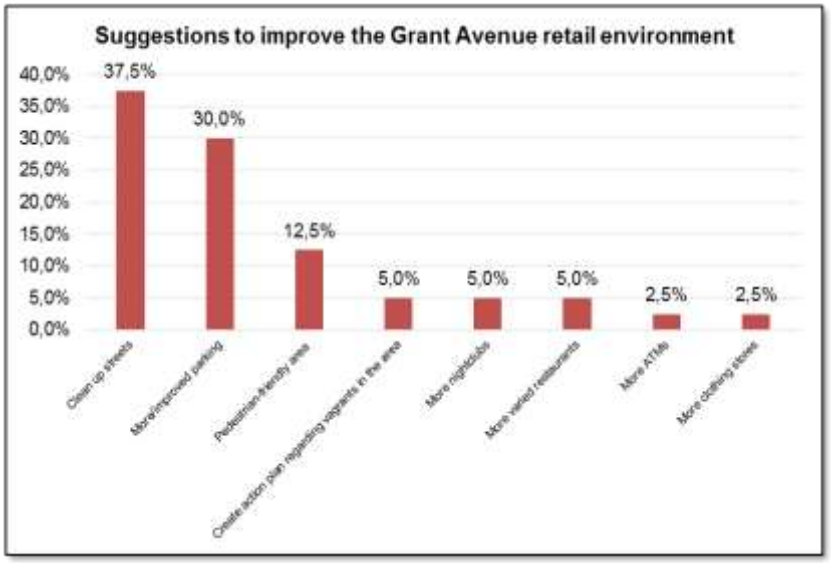


Figure 5.3: Retail improvements

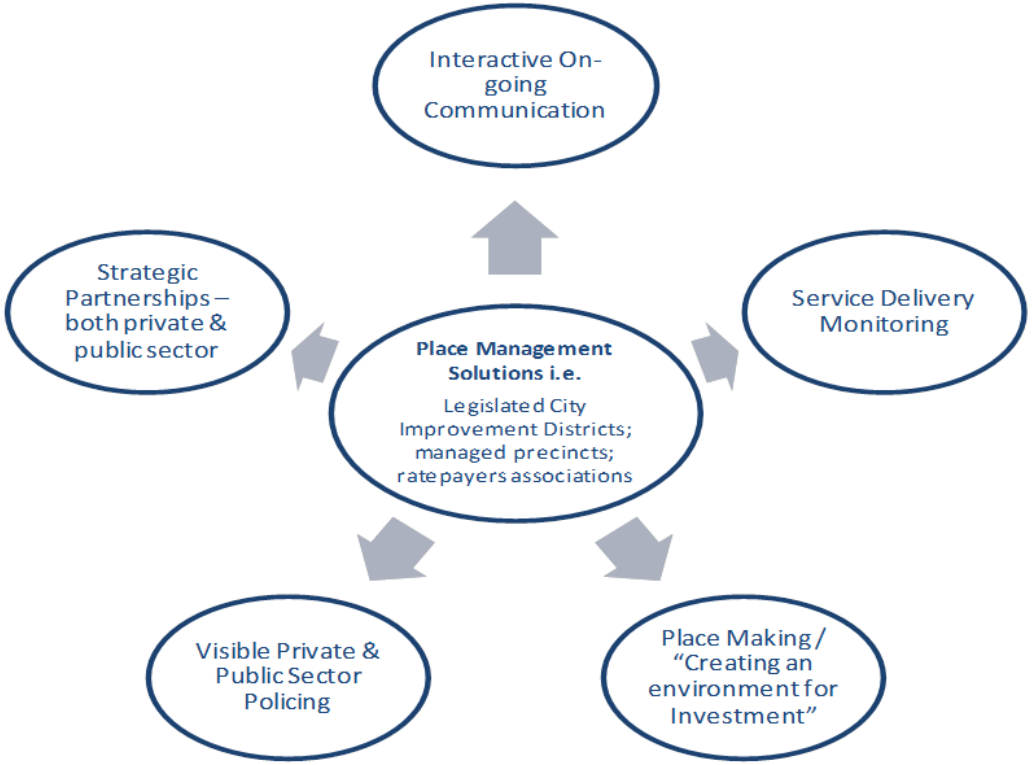


Figure 5.4: Place Management Components (RMS)

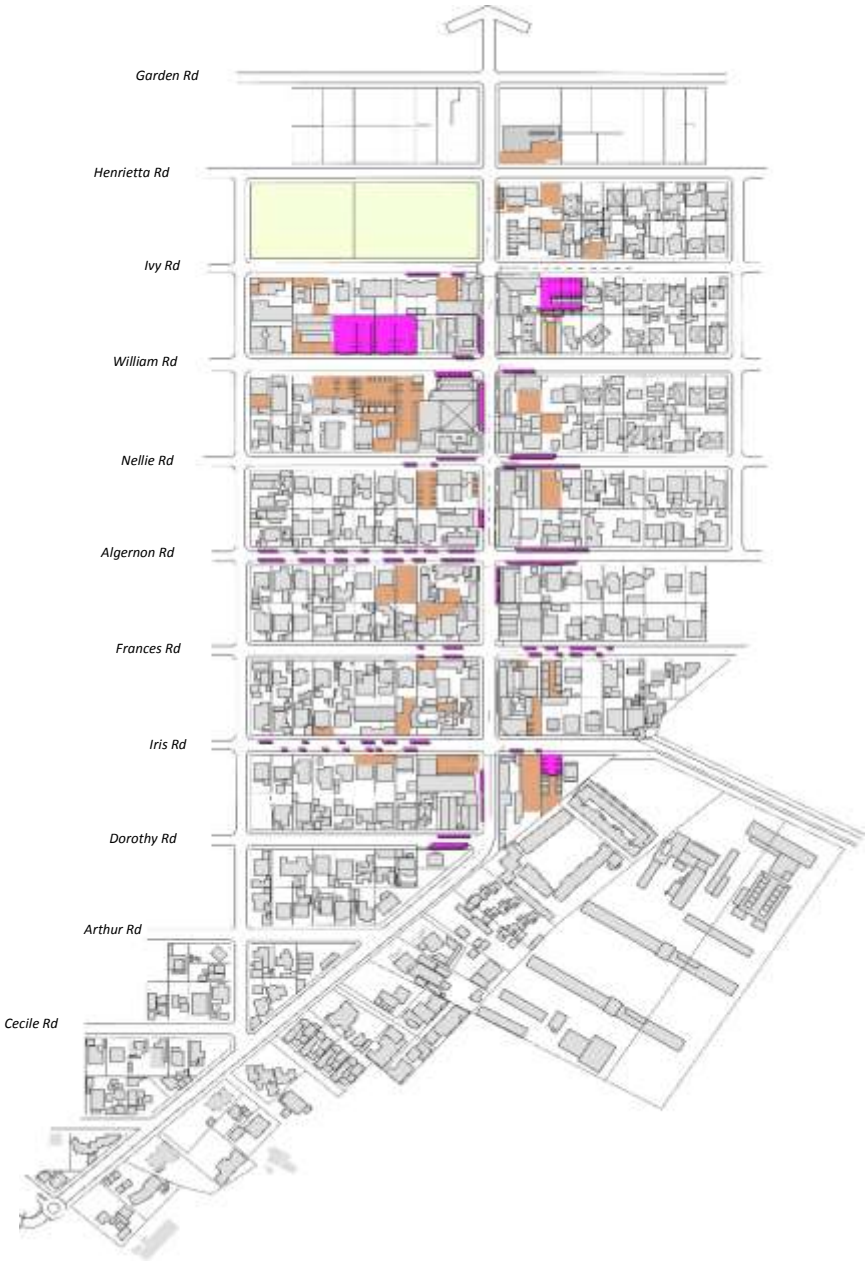
5.2. Parking

The commercial strip consists of approximately 30, 000m² of commercial space of which 18, 000m² is retail space fronting Grant Avenue with more than 200 shops (Demacon.2016), which rely heavily on the provision of public and on street parking to offer the level of convenience and access required to support their existing businesses.

The parking survey study conducted by WSP and ASM (see Annexure B1 and D) demonstrates that there is sufficient parking to support the current bulk. However, to improve the performance of well-located and accessible parking there is an urgent need to set up an appropriate management structure to improve the safety and security, as well as the visibility of available parking and access especially at night and on weekends. This could include the leasing of suitably located private parking areas for after hours and / or on weekends.

This is one of the projects which is recommended be undertaken by the management Forum /Agency.

No further parking relaxation should be supported for individual sites unless it is



There are approximately 300 public parking bays provided on the street and on publicly owned land with a number of concessions that the city has made over the years to support development, compared to an estimated 430 bays provided within private properties.

The estimated parking requirement, as per town planning scheme standards, is approximately 964 bays. The existing 430 private bays are just under half of what is required. If the existing 300 public bays are added; then an existing total of 730 bays is available (75% of the requirement). This highlights that existing parking supply in the precinct is already effectively at a reduced parking ratio, which, according to the survey, suffices to service the precinct. However, surveys of both users and businesses highlight requests for additional parking spaces and improved

Figure 5.5: Parking count mapping

5.3. Public Realm

The public realm is the most visible and significant component of an urban space which in many areas tends to be neglected and in some cases abused through the encroachment of illegal activities by businesses and individuals, lack of maintenance, law enforcement and in some instances provides a refuge for the vulnerable and disposes.

To address the above the management plan for Grant Avenue High Street in Norwood looks at effective ways of:

- reinstating civic pride
- building cooperation between the business community, tenants and the residents
- add character and value into the area
- activate and market the street
- improve safety and security
- build more cohesive communities and place.
- Address socio-economic issues manifested in the form of homelessness, unemployment and informal peddlers among others.

5.4. City Funded development programmes and schemes

One of the aims of the project is to create a platform for ongoing engagement with the City's social development programmes by building upon the relationships and opportunities created through this process, involving Region E management structures, residents, and businesses.

5.5. Social/community development programme

Even though the study area is classified as having high living standards it is not exempt from reflecting social and economic problems affecting the city and the region. Rapid urbanization, lack of employment opportunities, housing shortages and poverty are some of the issues that the city administration is trying to address building upon the support of a wider community and political base through setting up more collaborative and open processes. This is reflected by the contribution that councillors and local activists have made in shaping and informing this precinct plan.

5.6. Branding and Marketing Strategy

This component will be articulated through a more detailed process which will include input from various stakeholders defining clear objectives in taking the plan forward.

The intention is to build on the competitive advantages identified in the Grant Avenue perception study and the potential of the area to provide an example of urbanizing neighbourhoods, adapting and adding value to this local area and region E.

5.8 Overall Strategy

The commercial component can capitalise on the potential growth forecasted, reinforcing what the precinct and in particular the High Street has to offer. All of the above is clearly unpacked with the urban management framework prepared by RMS (see Annexure E) including the potential of the area to become a destination place supporting a range of businesses and activities reflecting its location and enhanced competitive advantage.

As indicated in the report prepared by RMS .- Considering that Grant Ave is a high street, all public space management and initiatives should be about and in terms of maximising this unique environment –

"A high street should provide a rich mix of activities. It should be a destination that people want to be in and a hub for community activity. The high street should offer retail, housing, sports facilities, educational and cultural enterprises, while developing and sustaining new and existing markets and businesses." *The Portas Review 2011*

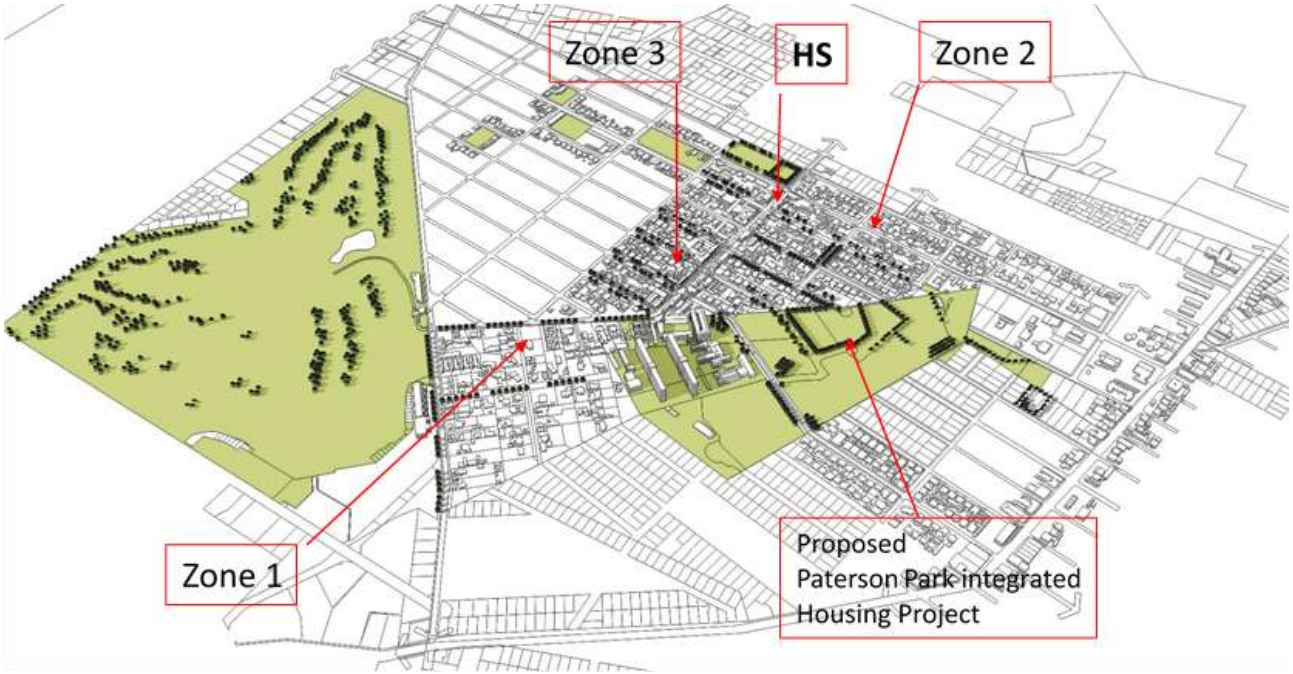
This review refers to what goes into making a great high street space which should be the very heart of every community, bringing people together, providing essential services and creating jobs and investment by -

- caring about all in the community
- high streets are a really important part of pulling people together in a way that supermarkets or shopping malls, however convenient, entertaining and slick, just never can do
- high streets should be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community
- by investing in and creating social capital in the heart of our communities, the economic capital will follow
- by delivering that vision by getting high streets to run like businesses and getting the basics right to allow businesses to flourish

The concept of Place Managing solutions for a well-managed area includes strategic partnerships in both the private and public sectors in order to deliver the required service delivery of creating a safe, clean and dynamic environment for continued investment and sustainability for property owners, their tenants, the residents and the users of this space.

From achieving a safe and clean environment, this is the platform for place making solutions to be developed and defined together with the property owners, their tenants and the residents of this area to develop and maximise on the unique character of the district.

Figure 5.6: Process diagram for organising Management



CHAPTER 6

6. Catalytic projects

The projects identified include interventions which connect the precinct to the wider context, aimed at forging functional linkages between the high street, the precinct, the neighbourhood and the city.

These projects are also conceptualized to reinforce and support current public sector investments related to the Corridors of Freedom such as the Paterson Park Community Centre, the proposed NMT routes, Paterson Park residential development and the future expansion of the BRT feeder system.

However, despite the many efforts made through this process to coordinate technical information and integrate more resolved proposals, some of these initiatives are still at the investigative stage and once they are completed, it will be possible to refine the proposals at the design development stage, tailored to specific budgets and implementation processes.

6.1 Project classification

The selection of projects reflects the priorities highlighted through the public engagement process and can be categorised as:

a) Urban Linkages
b) Neighbourhood facility improvement, Norwood Park and Police Station Forecourt
c) Grant Avenue High Street revitalization and public environment upgrade
d) Social development programmes
e) Institutional/local area management framework

6.2 Implementation programme

In terms of the implementation programme, the actions are divided into the following time frames: quick wins, short term 1-2 years, medium 2-3 years and long term 2-5 year interventions.

6.3 Projects structure

The projects are also structured along the proposed clusters and nodes creating well defined areas to complement and maximize the impact that public and private investment can make in the area and also how these investments will be managed and protected post implementation.

In the section that follows, each project gets described and illustrated, reflecting the proposed brief and design concept for further design development and implementation.

6.4 List of projects

The list below establishes the identified projects. The funding required for these projects still needs to be motivated and approved by the city departments in terms of their annual and five years CAPEX budgets.

6.4. 1 Urban Upgrade projects

- Ivy/Louis Road NMT
- Paterson Park Rd NMT
- William Road, NMT and public environment upgrade
- Norwood Square (Phase 1 and beyond including land regularisation and parking optimisation = 18 bays)
- Police Station Fore court and public interface upgrade
- Norwood Park Upgrade
- Grant Avenue walkable street
  - Public transport
  - Traffic calming and pedestrian crossings
  - Gateways Art work
  - Lighting
  - On street Parking configuration
  - Landscaping and urban furniture

6.4.2 Social development programmes

- Homeless shelter and support programmes

- Recycling programme
- Car guards Training and capacity building.

6.4.3 Area Management Forum

- Public parking strategy – on street parking reconfiguration; public parking facility and utilisation of private parking after hours
- Cleaning
- Branding and Marketing
- Signage and shopfront codes
- Shop front guidelines
- Bylaws booklet
- Roof tops gardens
- Urban productive gardens

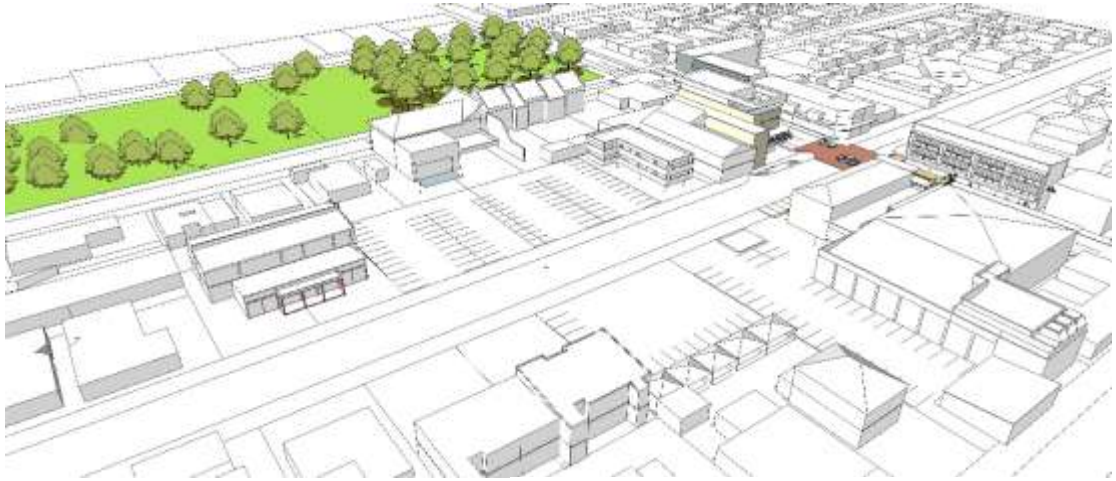


Figure 6.1: Priority project - public parking

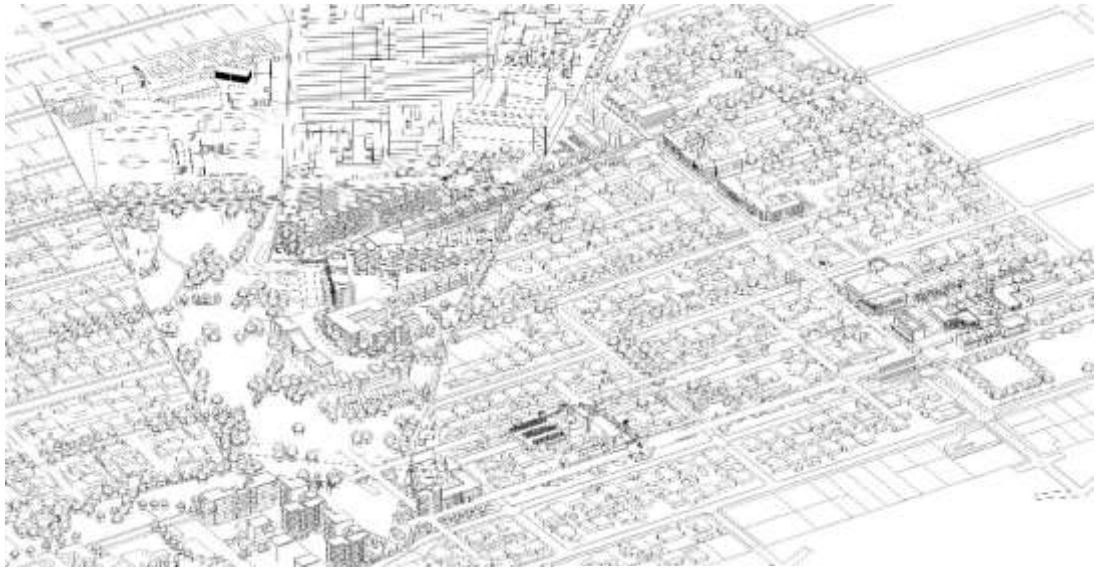


Figure 6.2: Precinct profile

6.5 Urban Linkage projects

6.5.1 Ivy/ Louis Road NMT link upgrade

Due to the narrow road reserve of <20 meters the proposal for the integration of various modes of transport is to accommodate cycling within the sidewalk space pending the resolution related to the requirements which seeks to accommodate the feeder transport system connecting the neighbourhood to the BRT corridor.

As illustrated in the concept the proposal the intention is to maximize the sidewalk space along the southern side of the road as it is a more inviting edge to walk due to sun exposure, existing mature trees and the connection with Paterson Park.

6.5.2 9th /Paterson and Iris

The road reserve on 9th Avenue is very narrow, with multiple accesses serving existing residential properties.

The intersection with the new proposed road accessing the community center and the future residential development is to be a signalized and treated to complement the design of the sidewalks along the park and the community center. Including the potential relocation of visitor's access to the police station to reduce the number of vehicular accesses along the street.

Figure 6.3: Street profile

6.6 Public Environment Upgrade Projects

The projects listed below aim at encouraging the consolidation of strong public and private partnerships to engage with the detailed design and implementation of specific interventions earmarked for each context listed below from north to south and south east.

A- Northern Mixed Use Node

B- Grant Avenue High Street

C- Southern Gateway Node

D- Civic cluster, Police Station, Barracks and community Centre.

Figure 6.4: Upgrade clusters

6.7 Northern Mixed Use Node

Located between Henrietta and Nellie Road

This is a significant anchor including most of the commercial and retail uses serving the area with the local Spar, Woolworths, international and national franchises, a local Pharmacy, commercial office spaces, take away outlets and well supported restaurants and other entertainment venues. It also includes a residential interface and the Norwood Park on the north defining the edge of the precinct.

This active node will benefit from the implementation of the following projects:

1. Norwood park and Northern gateway
2. William Road parking optimization
3. William Road upgrade
4. Grant Avenue and William Road intersection upgrade

Figure 6.5: Proposed Northern Node

6.8 Neighbourhood Park Upgrade

Improvement and provision of:

- Demarcate access points with purposely design features
- Redefine the edge conditions to extend the sidewalk along Ivy Road
- Introduce tables and furniture with table games.
- Improve lighting
- Extend the Children playgrounds
- Introduce Productive gardens that can be run and supported by the residents and NGO
- Provide an exercise zone
- Running track
- Sport field
- Lighting
- Upgrade existing Ablutions
- Introduce Joint Management between City parks and the community
- Include Programming of activities

Figure 6.6: Norwood Park Upgrade Conceptual Plan

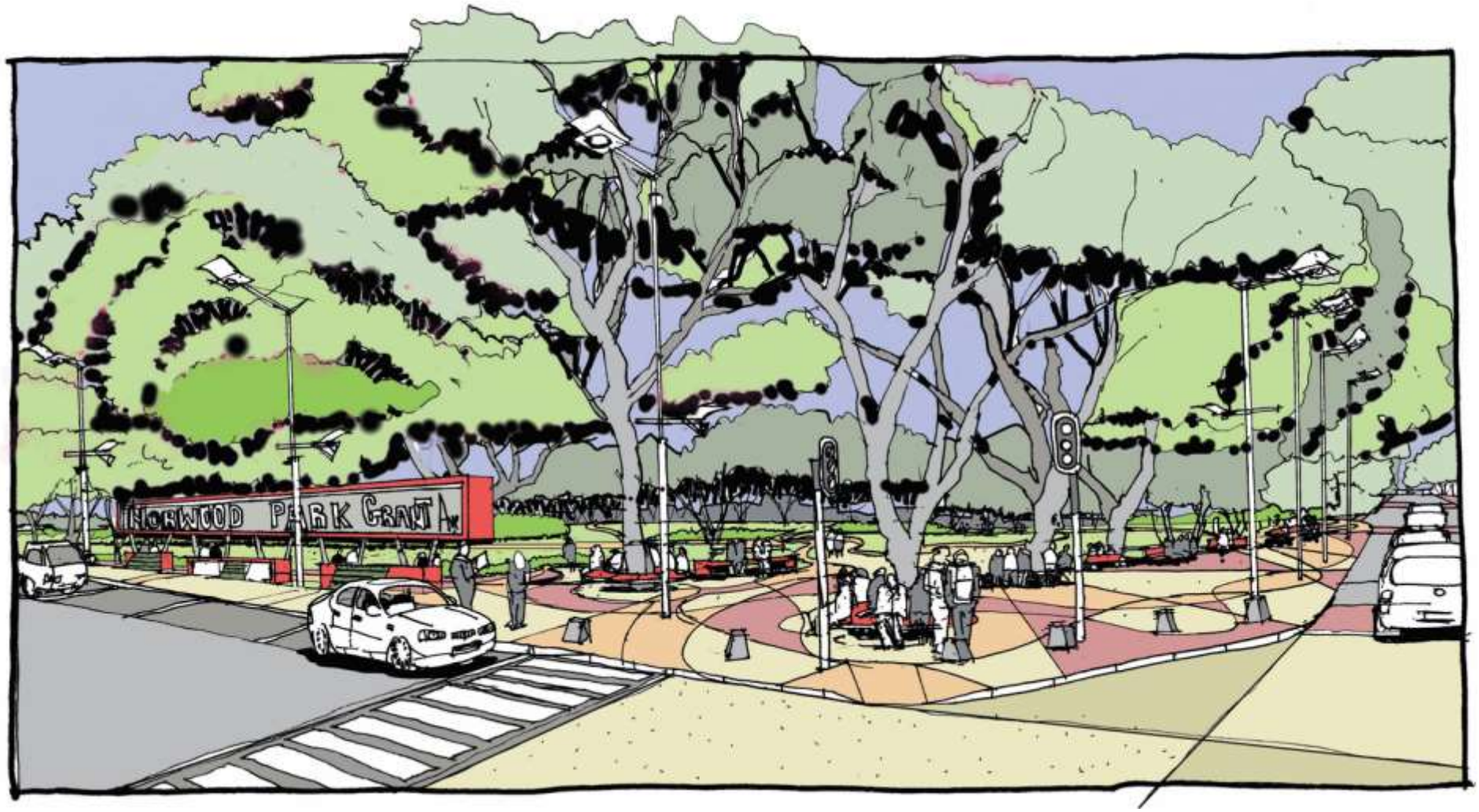


Figure 6.7: View for the proposed upgrade of Norwood Park from corner grant avenue and ivy road

6.9 William Road and Grant Avenue public transport and NMT interventions

Medium Term project:

- On street parking strategy
- Integrated public transport,
- Improved pedestrian movement,
- Lighting
- Landscaping
- Signage
- Furniture
- Urban management Strategy

Norwood Square short term intervention

- Regularisation of public owned land under one ownership
- Optimisation of existing space to accommodate additional parking
- Lighting
- Car Guards training
- Management of mobile vendors

Figure 6.8: Short term interventions for Norwood square

Figure 6.9: Proposed design strategy William Rd

6.10 Public/Private Partnerships

Long term projects:

- Potential PPP
- Consolidation of land under the city's control including the portion currently under the control of the Public Works Department
- Parking current 70 bays
- Proposed development 140bays and 300sqm of additional retail
- Well defined Public Square
- Car Guards Training
- Management Body to Package and implement the project

Figure 6.10: William Road Public Parking potential redevelopment

Figure 6.11: William Road Square potential redevelopment

6.11 Grant Avenue short term projects

PROJECT:

- Kerb build-outs at intersections to reduce crossing distances
- Pedestrian refuges with physical median, splitter median islands
- Crossings with coloured asphalt or paver blocks for contrast
- Block lengths along Grant = 80-metres (little need for midblock crossings based on walking distance and demand)

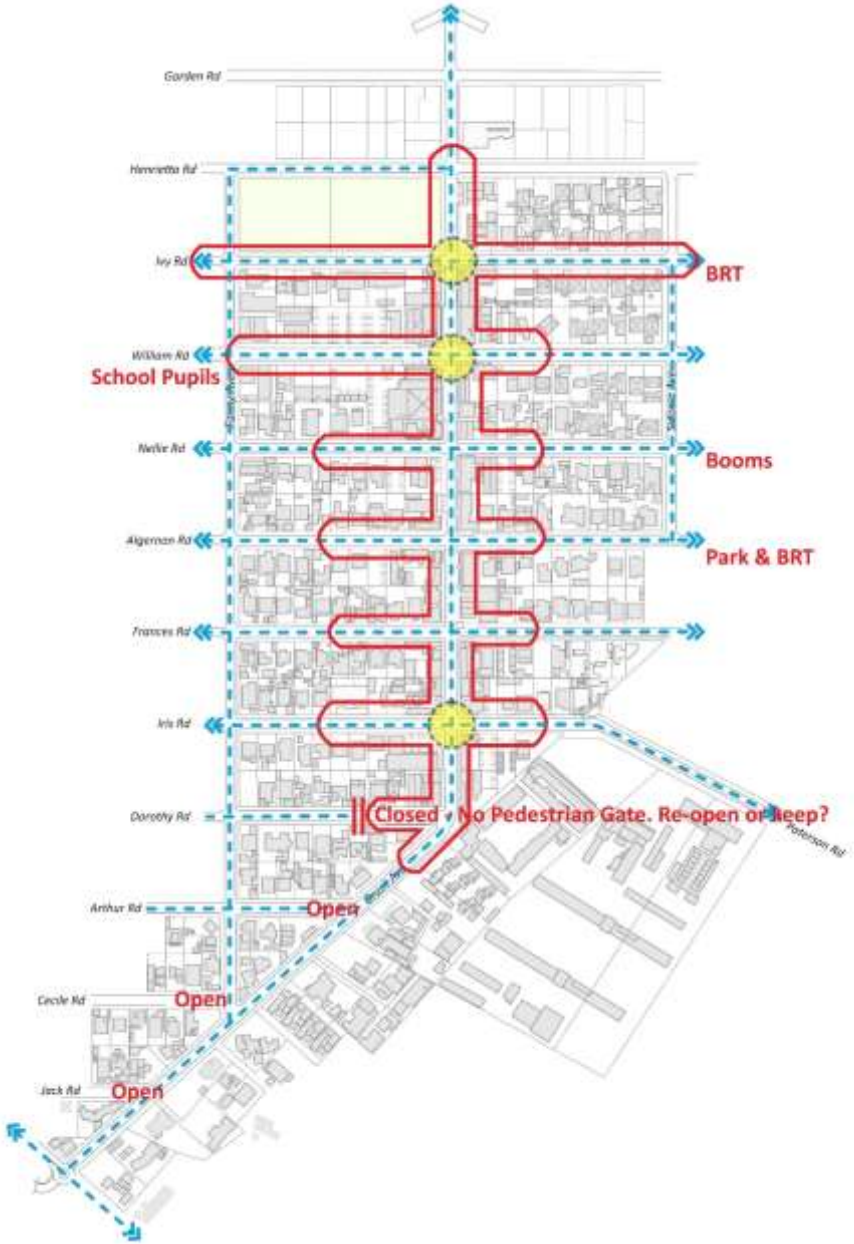


Figure 6.12: Grant Avenue, Traffic calming, management and pedestrian crossing interventions

Figure 6.13: Proposed improvement of public interface along Grant Ave

6.12 Southern Gateway Node

This is the main entrance into the high street and forms a natural gateway into the area from both Louis Botha Ave through Iris/Paterson Roads and Osborn Road. The later entry is a low intensity section of Grant Ave framed by a canopy of Plane trees.

The intension is to introduce traffic calming interventions to slow the traffic down and celebrate the arrival to the mixed use area. The proposed projects include traffic related solution and others that could be done in partnership with the proposed management vehicle and include the following:

- Traffic calming as part of the Grant Avenue upgrade
- Gateway Branding feature and Public art work
- Signage and wayfinding

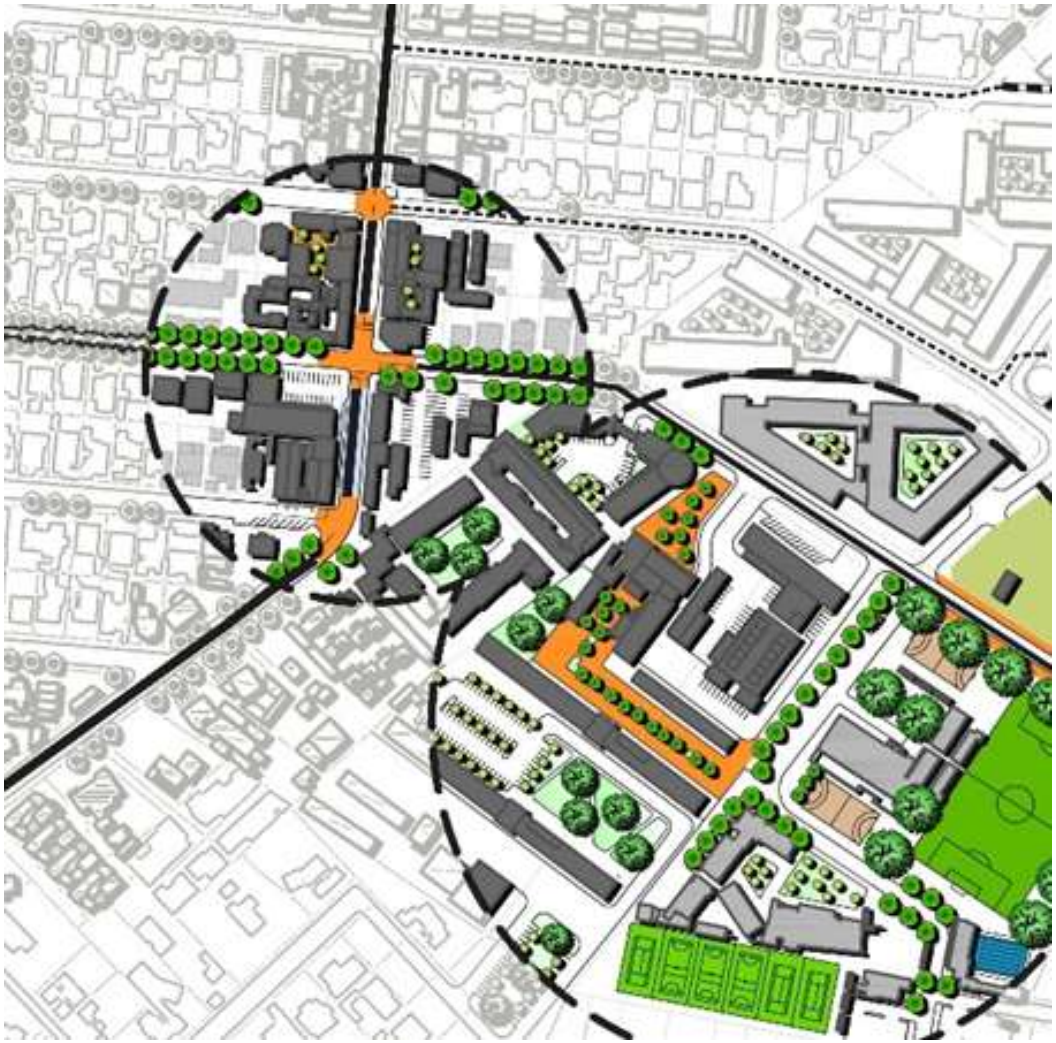


Figure 6.14: Southern Gateway Node

Figure 6.15: Southern Gateway improved public interface

6.13 Social development programmes

To complement the development of the Paterson Park Community Centre, Park and Residential Project, the plan proposes the public environment upgrade around the police station, the introduction of NMT interventions along 9th Street, Paterson Road, and Iris Road connecting to Grant Avenue. These initiatives will be done with the support /approval of the department of public works and include the following:

- NMT along 9th Street/Paterson Park and Iris Road
- Signalise intervention at the entrance of the Paterson Park Community Centre and Paterson Park
- Public environment upgrade of the street environment including lighting, signage and street furniture.
- Upgrading of the police station forecourt including lighting and public transport stop, street furniture and public art work
- Public environment management
- Public Parking Management
- Additional social development programmes to be done in partnership with the community and area management vehicle

Figure 6.16: Proposed upgrade of Social Cluster and Public Interface

Figure 6.17: Proposed upgrade of police forecourt

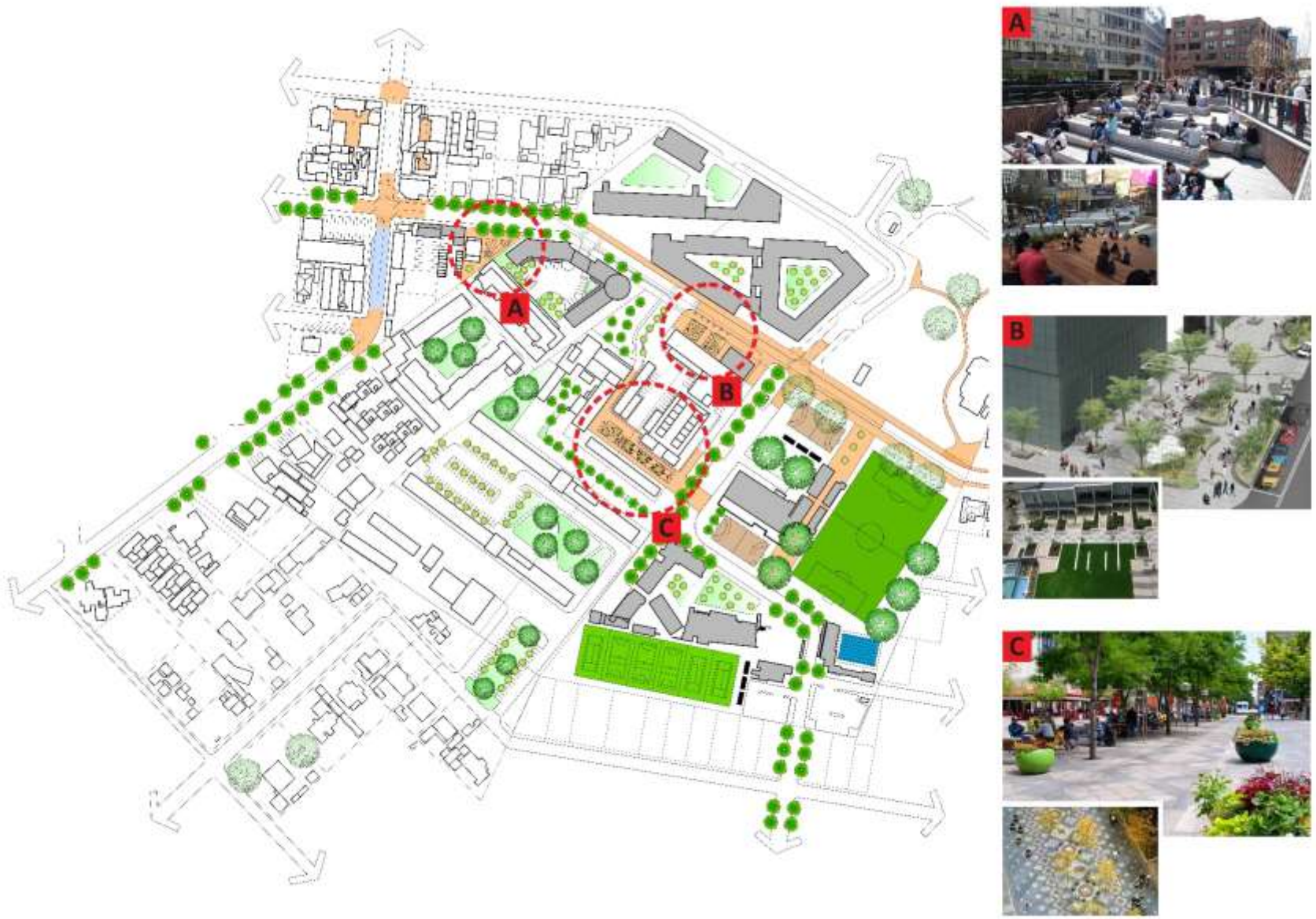


Figure 6.18: Civic Cluster, Police station Community Centre, and Paterson Park edge

6.14 Proposals around Traffic Considerations (WSP- Annexure D)

The Grant Avenue High Street forms a critical component of the precinct plan and has a strong relationship to the proposed BRT along Louis Botha. The recommendations for this study have been done considering interactions with the community as well as testing proposals on two separate test days that reflect weekend and normal weekday operations.

6.14.1 Traffic Interventions

The traffic interventions discussed in this report are summarised and labelled within Figure 6.19.

The numbered items are listed and discussed below:

Gateway (Northern Entry point)

1. Splitter Islands – Splitter islands used on Grant Ave north and south of Garden Rd
2. Speed Hump – Place speed hump midway between Garden Road and Henrietta Rd. speed hump to be to JRA standard detail
3. Traffic Circle (Mini) – placed at Grant Ave / Henrietta Rd intersection.

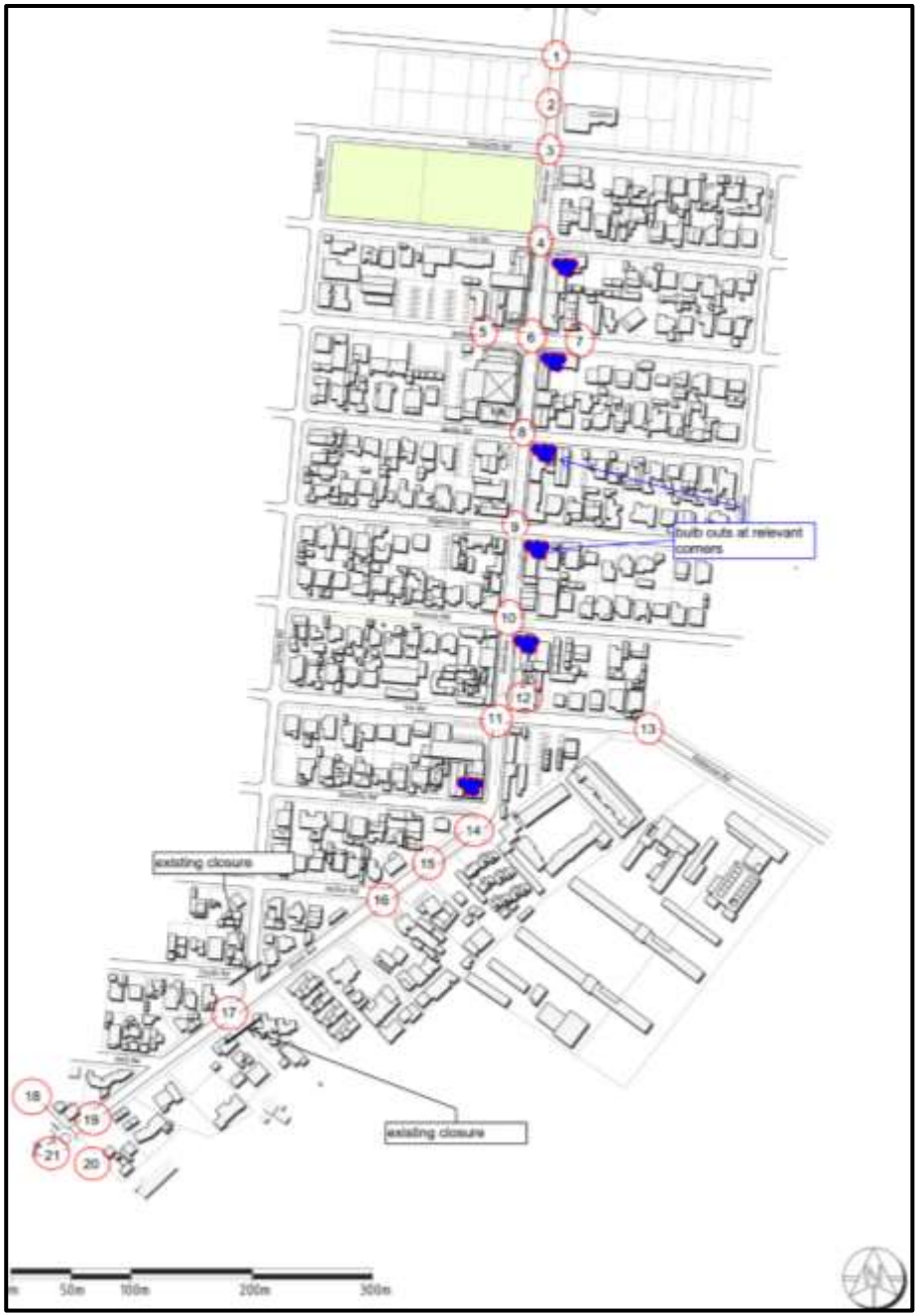


Figure 6.19: Proposed Traffic Interventions

(Note- Items 1 to 3 are meant to act as a gateway to gradually reduce speed from the north – a formal gateway structure cannot be placed here as buses run along this section of Grant Avenue and narrowing the road width may affect their operations.)

Treatment at Grant Avenue / Ivy Road Intersection:

4. Use of paint / paved crossing – Paint or paved crossings to be used at the pedestrian crossing points to emphasise the pedestrian crossings. No intersection treatments are proposed here due to the importance of Ivy Road (R25) as an east-west mobility road.

Grant Ave / William Road intersection (No. 5; No 6 and No. 7):

5. Parking bay Reductions on south side – Parking bay reductions will be used on the south side of William Rd.
6. Controlled Intersection – a mini circle is proposed at this intersection.
7. Formal Taxi Lay-By – A formal taxi lay-by is proposed here to 'formalise' the taxi operations. It is proposed that the taxi bays be demarcated in in blue for them to stand out more. With the implementation of the BRT, the location of the taxi stop may change.

Grant Ave / Nellie Road

8. Splitter Islands – Use of splitter islands is proposed at Grant Ave / Nellie Road intersection to slow down the speed of through vehicles along Grant Avenue. The splitter islands will also provide opportunities for pedestrians to cross at this point in a safer manner.

Grant Ave / Algernon Intersection

9. Painted or paved crossings to be used at the pedestrian crossing points to emphasise the pedestrian crossings at the signalised intersection.

Grant Ave / Frances Road

10. Splitter Islands – Use of splitter islands is proposed here to slow down the speed of through vehicles along Grant Avenue at Frances Road intersection and to provide a safer crossing opportunity for pedestrians

Grant Ave / Paterson road intersection

11. Use of paint / paved crossing – Paint or paved crossings to be used at the pedestrian crossing points to emphasise the pedestrian crossings at Paterson Road intersection.
12. Build out the North-east Corner of intersection or reduce corner radius – building out the north-east corner will reduce the width of crossing of pedestrians and slow down speeds of turning vehicles.

Southern Gateway

13. & 14. Gateway Feature – Propose a gateway feature here.

Southern Section of Grant Ave

15. Speed Hump – Place speed hump midway between proposed gateway feature and proposed mini-circle at Grant Ave / Arthur Road intersection.
16. Mini Circle – mini circle proposed at Arthur Road / Grant Avenue intersection to slow down speed of through vehicles and provide equal priority to vehicles
17. Speed hump – place sped hump midway between proposed mini circle at Arthur Road and existing traffic circle at Osborne Road

(Note- Items 14, 15 and 16 are important measures that can gradually reduce speeds

along Grant Avenue leading to the main gateway structure)

Traffic Circle at Grant Ave / Osborne Rd

18. 19 & 20; Speed Humps – place speed humps on all approaches to Traffic circle at Osborne Road
21. Reconstruct Traffic Circle – Reconstruct traffic circle to improve Geometry. Existing circle shown in Figure 6.20 currently encroaches into access of Houghton Estate.

Figure 6.20: Proposed Reconstruction of Traffic Circle

6.14.2 Other Proposals

Other recommendations relating to the proposed Grant Avenue Precinct Plan are listed below:

a) Non-Motorised Transport (NMT):
- Provision of Non-Motorised Transport (NMT) facilities in accordance with the Johannesburg Complete Streets Guideline. The goal is to make the precinct more walkable.
- Extend walkways along Grant Avenue to make the High Street more walkable and still allow restaurants to have their tables out in the walkways.
- Use of "sharrows" to indicate that cyclists have shared priority along key NMT loops. No formal cycle lanes are proposed, as most streets in the area cannot accommodate cyclists due to their road width or low traffic volumes.
- Cycle lanes can be introduced, when warranted in terms of the number of cyclists in the area.

b) Parking:
- Convert open air, off-street car parks to basement parking facilities to allow for more ground development, piazzas. This proposal may take more time
- Develop a parking strategy along Grant Avenue that will benefit the business owners
- Allow for more side street parking to be allocated. This will require fresh paint markings and better lighting and security

c) Public Transport:
- Provide feeder services such as tuk-tuks that can shuttle pedestrians between Louis Botha and Grant Avenue High Street.
- For public transport, propose formal bus bays be provided along Grant Avenue and that these bays be coloured red or green for demarcation purposes.
- Taxi bays to become formalised and clearly demarcated at the Grant Avenue / William Road intersection.

CHAPTER 7

7. Implementation Strategy

The Grant Avenue Precinct Plan implementation strategy is premised on a four-pronged approach:

1. Institutional Development: Area Based Management Vehicle- Public Benefit Organisation
2. Area Management Programmes: These aim to direct and improve public investment into the area, which is complimented by private investment. An integral component of these are also social development programmes that support the area management initiatives.
3. Capital Development Projects
4. Place-Making and Continued Participatory Planning

Each of these is elaborated upon in greater detail. Refer to **Annexure B** for the associated project schedule.

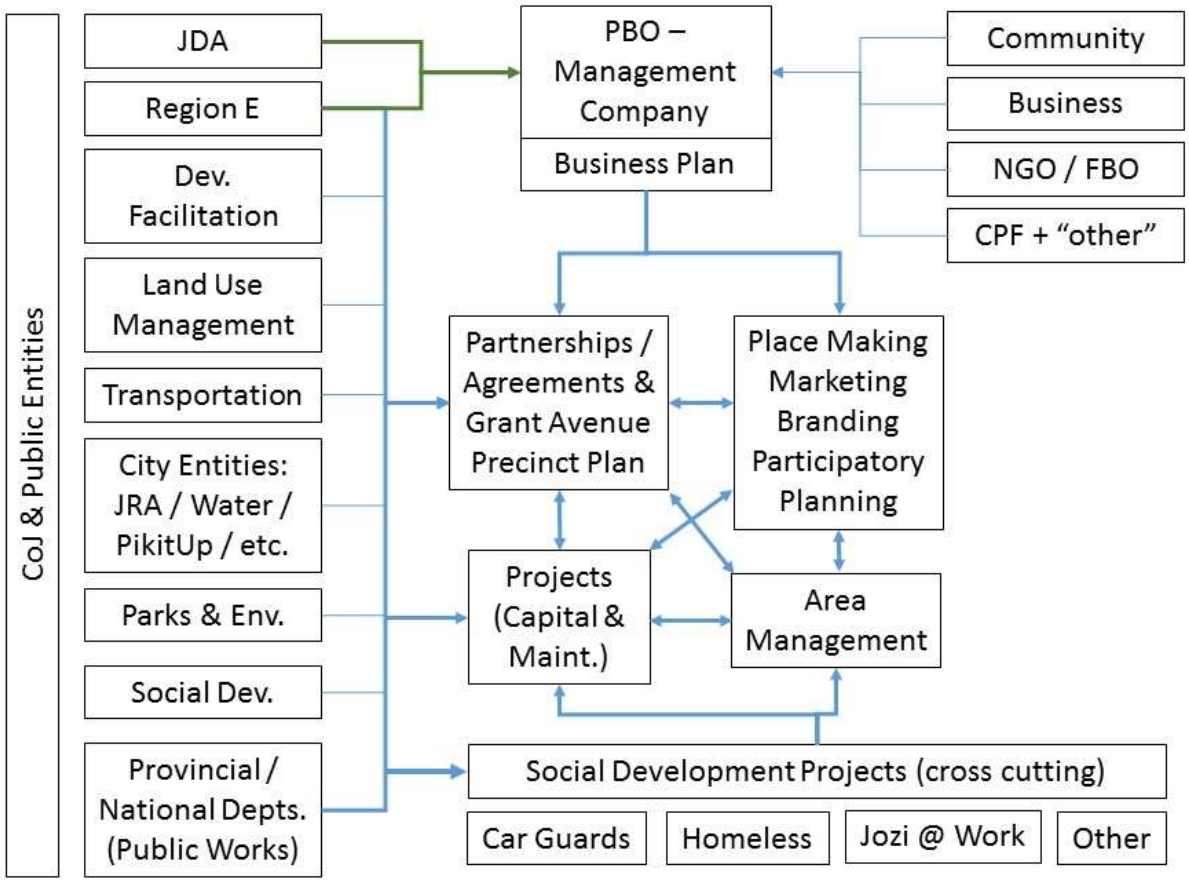


Figure 7.1: Structure, mandate and function of PBO

7.1 Institutional Development: Area Based Management PBO

A key component of this project has been the formation of a local community steering committee, with voluntary members that live in the area, which actively participated in and contributed to the participatory planning exercise undertaken for the duration of the project. The business community was engaged through the existing Norwood Business Forum.

It is proposed that this local community steering committee is formalised into a management structure comprised of an area based management public benefit organisation (PBO), operated as a non-profit entity. The structure, mandate and functions of this PBO, as outlined in **Figure 6.1**, are as follows:

a) The PBO is to be constituted with a wide a participation base as possible, namely local residents- led by NORA, local business grouping(s) like the Norwood Business Forum, local merchants, property owners, the JDA and Region E urban management, the CPF, NGO's, religious and other local institutions (e.g. schools). This is to ensure an inclusive participation in the roll-out of projects and the area management of the precinct.

b) A PBO is proposed in order to establish a legal entity that can formally enter into partnerships and agreements with the City of Johannesburg (including its departments and / or entities) in order to participate in the management and project implementation as put forward.

c) The PBO structure has the ability to complement the resources of the city, either financially and / or through sweat equity initiatives, and actively participate in development programmes through contractual / partnership agreements. It will have the ability to appoint service providers, and provide "top-up" services in partnership with council departments.

d) The PBO is to prepare a detailed business plan for its operations and involvement / role in the urban management programmes and projects as set out below (operational management plan).

e) Key functions of the PBO will be:
   - The continued community involvement through participatory planning exercises, including workshops and test days.
   - Undertake place making initiatives- support public environment improvements through signage, landscaping, street furniture and lighting.
   - Undertake branding, place marketing and special event organisation.
   - Undertake a social corporate responsibility programme through social development projects which support vulnerable and marginalised members within the community and precinct.

f) The above functions and associated programmes will be undertaken in partnership with the relevant public agencies from the City of Johannesburg and / or other public departments.

7.2 Area Management Programmes

The establishment of the following area management programmes have been identified to promote social development and direct public and private investment in the precinct's public environment. This is an initial action list and is to be adjusted through time as the PBO becomes operational and its

functions are reviewed through the business plan:

a) Enabling social development through improved public safety and security: Appointing a service provider, which could be an NGO, to provide additional security on the high street, providing a constant safety presence. This will be undertaken in liaison with the Joburg Metro Police, SAPS and the CPF. This is to include a social development component whereby the existing informal car-guards, through training and support, are to be incorporated by the service provider into the safety and security work, to afford them to the opportunity of gainful employment. The service provider is required to incorporate the Jozi@Work programme into the initiative.

b) Public environment investment and improvement through cleaning and maintenance: Appoint a service provider to provide additional cleaning and maintenance of the high street. This service is to be established in consultation and agreement with relevant CoJ service departments, such as Pikit-Up, JRA and others as may be required. The service provider is required to incorporate the Jozi@Work programme into the initiative.

c) Refuse removal and solid waste disposal programme, including recycling. Establish a top-up refuse removal and solid waste disposal programme in conjunction with Pikit-Up. If a service provider is appointed, the Jozi@Work programme must be considered for staffing.

d) Social development programme: This programme is to assist homeless people and vulnerable members of the community by providing / directing them to an appropriate shelter and giving them support. This programme is to be established in consultation and agreement with relevant CoJ service departments, such as Social Development and Region E urban management.

e) Greening programme: Contributing to landscaping and management of parks and open spaces. This is to include establishment of urban gardens and green rooftops. It also includes energy efficiency initiatives.

7.3 Capital Development Projects

The capital development projects follow the structuring strategy proposed for the precinct. This directs development investment into *Key Linkages* at the neighbourhood level, integrating the Grant Avenue precinct and its high street with the public transport system of the Louis Botha Corridor of Freedom, and establishing east-west pedestrian linkages and cycle lanes between the various areas.

Initiatives within the *Public Facilities Cluster* (Police Station / Community Centre / Paterson Park) through public environment improvements. This builds on and consolidates the city's recent investments into the area.

Projects in the *Northern Gateway Node* of the high street, which improve the overall functioning of the high street and build its capacity to serve the surrounding neighbourhoods, including areas of the corridor.

Overall the initiatives and projects that strengthen the neighbourhood and build on the initiatives of the city. An outcome of this is the improvement of the spatial and socio-economic functioning of the precinct and wider neighbourhood. This improved function and incremental densification serves all the

surrounding neighbourhoods, including the adjacent corridor development. It establishes a complementary development synergy between the neighbourhood and the development corridor.

7.3.1 Neighbourhood Linkage Projects

a) Ivy/Louis Road Non-Motorised Transport (NMT) link: Upgrading of Ivy / Louis Road, establishing a 1.1km east-west NMT link, from Norwood Park / Grant Avenue, linking through to the Louis Botha Avenue Corridor of Freedom & TOD.
b) Paterson / Iris Road Non-Motorised Transport (NMT) link: Upgrading of Iris / Paterson / 9th Road, establishing a 1km east-west NMT link, from Grant Avenue, linking with Paterson Park and through to the Louis Botha Avenue Corridor of Freedom.
c) Grant Avenue Walkable High Street and NMT: Upgrading of Grant Avenue into a walkable high street (1km length) linking with NMT proposals; with sidewalk improvements, provision of public transport, provision of traffic calming and pedestrian crossings, and improved parking.
    - Upgrading of signage and traffic street markings.
    - Traffic calming measures and pedestrian crossings.
    - On street parking (re)-configuration.
    - Public environment / place making – sidewalks upgrade: Lighting, landscaping and street furniture. Establishment of gateways and art work.
    - Public parking area in William; land regularisation and parking optimisation, adding an additional 18 bays. This forms part of Norwood Square – Phase 1.
    - Upgrading of public transport facilities.
    - Establishment of coordinated parking management strategy: shared parking spaces between businesses and public parking to establish a “parking pool” and development of improved parking courts (reconfiguration, landscaping and lighting). Negotiate after hour parking permissions with the City of Johannesburg Transport department regarding on street parking. Establish associated parking management strategy.
d) William Street Pedestrian Links and NMT: Upgrading of William Rd, establishing a 1.5km east-west NMT link, from Norwood Park / Grant Avenue, linking with and through Paterson Park to Louis Botha Avenue Corridor of Freedom.

7.3.2 Neighbourhood Cluster Projects

a) Public Place Interventions in the Public Facilities Cluster: Upgrading of the public environment and pedestrian sidewalks around the police station and new community centre, including the development of a forecourt and integration with NMT proposals along Paterson.

7.3.3 Local Grant Avenue Northern Mixed-Use Node Projects

a) Norwood Park & Northern Gateway: Upgrading and improvement of Norwood Park, to provide a diversity of activities for the benefit of the

community. Upgrading of pedestrian sidewalks and intersection of Grant and Ivy Roads.

b) Norwood Square: Development of a public square and mixed use retail development on the public parking site, converting the public parking into a public square, and moving the parking into an underground parkade. This to be undertaken in partnership with local business.

c) Intersection Upgrade- Grant Ave & William Road: Upgrading and reconfiguration of the intersection to improve traffic conditions and improve pedestrian safety and movement.

7.4 Place-Making and Continued Participatory Planning

A key component of the implementation strategy is to continue with the place-making initiatives and the participatory planning approach piloted in this project. The city, through the JDA and Region E management, will continue to work in partnership with the area management PBO to:

- Ensure continued community involvement through participatory planning exercises, including workshops and test days.
- Undertake place making initiatives- support public environment improvements through signage, landscaping, street furniture and lighting.
- Undertake branding, place marketing and special event organisation.
- Undertake a social corporate responsibility programme through social development projects which support vulnerable and marginalised members within the community and precinct.

7.5 Programme Management and Timeframes

It is envisaged that the implementation framework will span a period of up to eight years. This is broken down into short-term 1 to 2 year initiatives; the medium term 3 to 5 year initiatives and the longer term 6 to 8 year initiatives.

The projects and urban management proposals still require ratification through the council approval process and are currently at project concept stage with broad budget estimates. The next stage of work will require a detailed project plan based on detailed design and bill of quantities.

The City of Johannesburg will establish a more refined project programme that is informed by outcomes of the council approval process.

CHAPTER 8

9. Conclusions and Recommendations
   - 9.1. Conclusions
   - 9.2. Recommendations
     - 8.2.7 Precinct Based Management
     - 8.2.8 Development Management Process – Development Review & Rezoning Condition
     - 8.2.9 Sustainability of PBO Management Vehicle
     - 8.2.10 Priority Precinct Based Projects
     - 8.2.11 Social Development Projects
     - 8.2.12 Priority Precinct Management Projects
   - 9.3. Way Forward
   - 9.4. A Revitalised Destination

8. Conclusions and Recommendations

The location of the Grant Avenue precinct immediately adjacent to the Louis Botha Corridor of Freedom places it in a position of imminent development changes on its eastern borders and, given the corridor development drive that it is facing, requires an assessment of the role the precinct has to play in the wider urban system. The Grant Avenue precinct plan has established that this brings both opportunities and new pressures, particularly considering that the precinct itself has experienced incremental development intensification.

8.1 Conclusions

The Grant Avenue Precinct Plan has established that each part of the city forms a component of the greater whole. In this context the plan establishes that:

- The Grant Avenue precinct with its high street has the role of providing development and growth support. The core area high street has the capacity in retail activities and public facilities to support residential intensification within its immediate surrounds; which includes the Orange Grove parts of the corridor. In this regard it assists the redevelopment initiatives of the corridor.

- The development drive within the corridor to increase densification and intensification structured around a central mass public transport system, also brings new public transport, cycling and pedestrian link opportunities. The precinct plan reinforces the east-west NMT and public transport links, providing access of improved public transport services into the precinct itself and forging connections with the Louis Botha public transport spine. The integration of public transport within the precinct is the basis of a sustainable neighbourhood, reinforced by walkable access to public facilities and services.

- The precinct has the capacity, provided that the public transport systems are put in place, to allow for incremental densification, without compromising its existing character. This is based on historical trends and an assessment of potential development typologies. In this regard the development in the precinct is complementary to that of the corridor.
- The precinct plan, with the proposed east-west pedestrian and cycling links through Paterson Park, identifies the park as a seam, which not only allows improved accessibility and linkage, but also serves the communities within the precinct, greater Norwood and those within the corridor.

Overall, the precinct plan promotes a neighbourhood which is more compact, with a diversification of activities, that are accessible and linked, both within it and to neighbouring areas. This connects people and places to each other, shares public spaces and provides goods and services.

The proposed incremental densification provides for a diversification of housing types at varying prices. The plan provides for improved public spaces and pedestrian networks, in particular for an improved central high street, the establishment of a public square, as well as a revitalised local park; which includes the establishment of community gardens.

A key component of the precinct plan process has been the community participation in the

planning and design process through a participatory planning approach. This included the establishment of a local action committee comprising of local residents, business owners and property owners. The plan proposes the formalisation of this action group into an area management organisation, in partnership with the council, in order to be empowered to continue with the engagement in the planning and development of the precinct.

Figure 8.1: Summary of Proposed Interventions across the Precinct

8.2 Recommendations

The emphasis is on the creation of a compact (through incremental densification), walkable, vibrant, mixed-use neighbourhood with good connections to nearby communities. In addition to the neighbourhood morphology, pedestrian scale, and mix of uses, the principles also emphasise the location of the neighbourhood and the performance of the infrastructure and buildings within it.

The sustainable benefits of a neighbourhood increase when it offers proximity to public transport and when residents and workers can safely travel by foot or bicycle to jobs, amenities and services. This can create a neighbourhood with a high quality of life and healthy inhabitants. Likewise, green buildings can reduce energy and water use, and green infrastructure, such as landscaping and best practices to reduce storm-water runoff, can protect natural resources. Together, well-located and well-designed green neighbourhood developments will play an integral role in reducing greenhouse gas emissions and improving quality of life.

The development of sustainable neighbourhoods aims to undertake "smart growth" which retains open and public space, revitalises communities, keeps residential development affordable and provides more transportation choices. This type of growth establishes public transportation and non-motorised transport as a key component of the character of the neighbourhood, aims to reduce traffic, establishes more vibrant suburbs and neighbourhoods, establishes a more robust economy, directs development to a cleaner and greener environment, provides a diversity of residential choices, that is well planned and improves the quality of life.

The components include:

- Smart location and linkage: Location in proximity to existing development and infrastructure, and goods and services. Enhance the location through the provision of non-motorised transport, conserving open space and improving the location to bring housing and jobs into proximity.
- Neighbourhood pattern and design that is compact, complete with diversified activities, which are connected and green. This connects people and places to each other, shares public spaces and provides goods and services. It provides a variety of housing types at varying prices, protects historic buildings, establishes local (farmers) markets and community gardens, provides neighbourhood schools and public facilities, provides public spaces and local parks, and enables community participation in design.
- Promoting green infrastructure and buildings, establishing improved efficiency (reduce / reuse / recycle) with regard to energy use, solid waste production and management, water use and reducing emissions. Where green infrastructure and buildings, such as roof gardens, community and vegetable gardens, vibrant local parks, public spaces, with landscaping and tree-lined streets, also create amenities and contribute to the character of a place, in addition to their environmental benefits.

Figure 8.2: Precinct in Context

8.2.1 Precinct Based Management- Public Benefit Organisation and Partnership with the City

The City of Johannesburg, through its implementing agent, the JDA, has established The Grant Avenue Precinct Plan for the Grant Avenue high street and surrounds, as identified by the study area. The city has prepared this precinct plan in conjunction with residents and businesses, through a participatory planning process and the utilisation of tactical urbanism strategies. The city has funded the preparation of the plan, showing its commitment to the area, and has in principle committed some capital project funding, which is still to be adjusted and ratified through formal approval processes, for the projects and actions as identified in the precinct plan.

By preparing this plan the city has effectively earmarked the study area as an "area of special dispensation". The plan, through its outcomes and proposals, will yield the following positive impacts on the precinct:

- Future council development commitment into the precinct area as a whole, and along the Grant Avenue high street specifically.
- A commitment to improved urban management and delivery of services.
- The upgrading of the public environment: Sidewalks, street furniture (benches, refuse bins etc.), landscaping and lighting.
- The provision and / or upgrading of pedestrian links and sidewalks, and integration of cycle lanes.
- Improvement of public transport services and facilities.
- The commitment to support the establishment of a management body that will work in partnership with the city to support and undertake the implementation of the precinct plan, as well as partake in the urban management of the precinct area, including guiding future developments.
- Ensures policy stability and certainty, as the precinct plan clearly outlines the Council's intentions for the future of the precinct, and commits the city as an on-going role-player that contributes into the precinct.
- It is envisaged that the policy stability and "area of special dispensation" status of the precinct will add property value and establish the precinct as a potential "investment destination".

To ensure continued involvement in the urban management of the precinct by the business and residents it is recommended that:

1. The businesses and residents within the area **form a Public Benefit Organisation (PBO)**, a not-for-profit company, which undertakes urban management programmes and implements projects in the precinct, as specified in the precinct plan. A suggested name for the precinct PBO is the **"Norwood Precinct Plan Development and Management Partnership"**.

2. The partnership between the City of Johannesburg and the "Norwood Precinct Plan Development and Management Partnership" PBO is consolidated through the **preparation of a Memorandum of Understanding (MOU)** which is informed by the Grant Avenue Precinct Plan. The MOU has essentially three components:
   a) Constitution and mandate of the PBO Mandate with articles of association;
   b) Identified Urban Management Actions; and
   c) Identified Projects (phased).

The details of the MOU are to be formulated between the city and the PBO as informed by the precinct plan.

3. Once the PBO has been formed, it should act as the vehicle to further explore and motivate mechanisms to incentivise developers to invest in the area through measures such as rates rebates, rates holidays and efficient town planning approvals.

8.2.2 Development Management Process – Development Review & Rezoning Condition

It is recommended that proposed developments within the precinct are reviewed to comply with the precinct plan guidelines, and specific conditions are included in the zoning for new rights. The recommendations are:

1. The establishment of a **Development Review Process** for all new developments, rezoning (new land use), site development and building plan proposals that are located within the defined precinct area. This is to constitute a submission of the proposals (prior to formal application) to a proposed sub-committee of the PBO, the **development review committee**, which has representation from the city (UDAC, Land Use Management, Heritage and others as required) and from local PBO representatives, for review of the proposals to ensure the development intentions and the design guidelines of the Grant Avenue Precinct Plan are adhered to and applied.

2. All property owners / developers undertaking new developments for **rezoning (new land use), will be required to become a member of the PBO**. This requirement is a mandatory part in the rezoning and will be included as a condition of development approval.

8.2.3 Sustainability of PBO Management Vehicle

The current CID legislation is presently in hiatus and therefore cannot be utilized to bring property owners and developers within the precinct to financially contribute to the proposed PBO. For this reason the granting of new rights through rezoning includes the condition that the developer / land owner must become a member of the PBO. The rezoning condition cannot invoke financial contributions, but implies such, as informed by the articles of association of the PBO.

Until the CID legislation aspect is resolved; the following is recommended:

1. Tax-deductible voluntary donations form the contributions to the PBO. As the PBO is a not-for-profit company, it is envisaged that these contributions could potentially be regarded as “charitable contributions”, for which the companies could claim a tax benefit. This opportunity would have to be investigated in more detail.

2. Fundraising drives: The PBO undertakes fundraising initiatives and events to obtain income to undertake its activities and projects. An example is a monthly market event where local produce is sold.

8.2.4 Priority Precinct Based Projects

It is recommended that the following precinct based projects, as outlined within Chapter 6 of the document, are implemented as a priority:

1. Ivy/Louis Road NMT
2. Paterson Park Rd NMT

3. Norwood Park Upgrade in conjunction with the community, Nora and the management PBO.
4. Grant Avenue walkable street
    - Public transport
    - Traffic calming and pedestrian crossings
    - Gateways Art work
    - Lighting
    - On street Parking configuration
    - Landscaping and urban furniture

8.2.5 Social Development Projects

It is recommended that the following social development projects are implemented as a priority:

1. Homeless shelter and support programmes.
2. Car guard - Training and capacity building, forming an integral part of the public parking strategy devised for the precinct and high street

8.2.6 Priority Precinct Management Projects

It is recommended that the following precinct management projects are implemented as a priority:

1. Public parking strategy – shared public parking and on-street parking
2. Cleaning
3. Street Lighting
4. Branding and Marketing
5. Signage guidelines and shop-front guidelines
6. Greening and street furniture
7. Heritage guidelines – building preservation and architectural heritage (Nora heritage committee)
8. Urban productive gardens

8.3 Moving Forward

From here onwards the following processes unfold:

a) The JDA undertakes internal review of the precinct plan to obtain approval from CoJ departments for the various projects and the associated funding
b) The Management PBO establishes a business plan, with feasibility & costs, to operationalise the PBO. This will include:
    - Formulation of a management business plan using the urban management framework outline from the Grant Avenue precinct plan.
    - Preparation of a spatial plan indicating which community improvement projects it will undertake (using the development strategy)
    - Establishment of a 5-10 page guideline / manual of best practice development management approaches within the precinct
c) The JDA takes a lead in formalising the neighbourhood management and development arrangements; including:
    - MOU supporting implementation of Grant Avenue PP
    - Proceeding with leaseholds
    - Identification of programmes and streams of work
    - Integrating the management vehicle into the operations meeting

Once (A) and (B) are completed, they will be in a position to establish a partnership for the implementation of projects and management actions as per MOU and the precinct plan.

8.4 A Revitalised Destination

The Grant Avenue Precinct Plan delivers a collective vision to guide incremental actions involving a range of stakeholders and city agencies to improve the performance and quality of life in the city and reinstate Grant Avenue High Street as one of the city's destination places.

The aim is to create a well performing and dynamic strip offering a new experience to local resident end and visitors.

Figure 8.3: Establishing the Precinct as a destination

Figure 8.4: Delivering a vibrant and dynamic mixed use neighbourhood node

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