

- ◆ The formulation of an Integrated Growth and Development Strategy: This included strategy focuses to use an integrated planning process as basis for the execution of the MCDC-project, as well as to clarify the community participation process. The technical planning process, the main responsibility of each member of the project team and the deliverables to be completed for each project step, were also described;
- ◆ The formulation of a development facilitation plan: This section focused on fast track implementation projects, especially in the Klip-and Kruisfontein area, as Phase Two of the project;
- ◆ The project programme: An exposition of time frames and deliverables was formulated; and
- ◆ The project budget: The cost per deliverable and per project team member were determined. The project team consisted of a core team, which included the following disciplines:
  - urban and development economists;
  - transport and other service engineers;
  - town planners;
  - a development corridor expert; and later also
  - urban designers.

This combination of disciplines was proposed by Urban-Econ Development Economists in their project proposal and so accepted by the former Greater Pretoria Metropolitan Council.

The core team was backed by a support team representing a number of specialists of other disciplines viz. that of: a community facilitator; a small-scale farming specialist; a commercial farming specialist; a human resources development consultant; an environmental developer; an economic development service specialist; a financial development expert; and an institutional development specialist (Urban-Econ Development Economists, 1996b).

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## **SECTION C: THE PROJECT STRATEGIES OF THE MCDC-PROJECT**

This section reflects the strategies of the MCDC-project by means of an explanation of the chronological sequence of events starting with the initiation of the planning activities on 1 May 1996 until the initiation of implementation actions on 17 September 1997.

### **1. Introduction**

The implementation of the project workbook discussed in paragraph 3.1.7 above, was initiated on the 1<sup>st</sup> of May 1996. This Section, therefore, reflects the results of the execution of the project and planning processes of Phases One and Two of the MCDC-project in the form of a set of multi-sectoral strategies. These strategies were structured in such a manner that it also provided a planning framework for the identified strategies as the project planning was commencing and as implementation took place.

## **2. The project phases**

As reflected in the RDP-approved business plan, the project constituted two phases, the one being the compilation of a Growth and Development Strategy for the entire corridor and the other, fast-track implementation of priority implementation projects in the Klip-and Kruisfontein area. These are briefly discussed below.

### **2.1. Phase 1 – Growth and Development Strategy**

Phase One of the project consisted of the formulation of an Integrated Growth and Development Implementation Strategy for the entire MCDC area. A project strategy, to conduct the study in an *“integrated and holistic”* manner was implemented to incorporate and co-ordinate the different development dimensions found in the MCDC area.

The above-mentioned project strategy consisted of two clear-cut processes. The one being a technical process and the other a community participation process. Both these processes are further discussed in paragraph 3 below (Urban-Econ Development Economists, 1996b).

### **2.2. Phase 2 – Klip-and Kruisfontein – fast-track implementation**

Phase Two was regarded as the process focusing on the identification of development projects, especially in the Klip-and Kruisfontein area, as well as the facilitation of implementation processes of priority projects. The proposed process at the time included a four-step approach, which included the identification of projects and assessing the impact of the identified projects, followed by a prioritisation process. An implementation strategy for the identified priority projects and the facilitation of implementation processes of the identified projects also formed part of the approach.

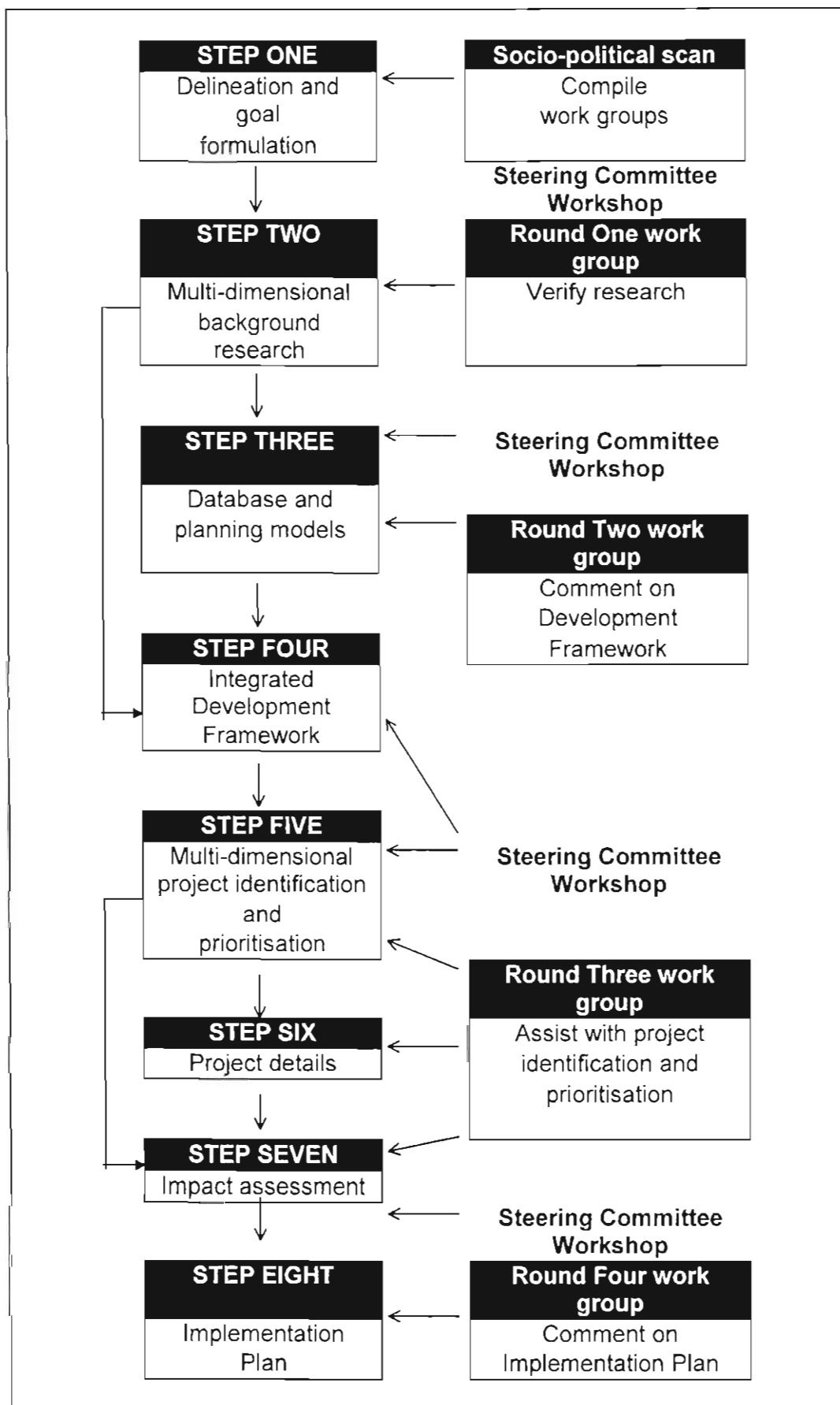
## **3. The planning processes for preparing the Growth and Development Strategy**

Two processes were made provision for, the one being a technical process, and the other a participation process. The two processes and the reasons for the two processes are further elaborated upon in the paragraphs to follow.

### **3.1. The technical process**

The technical process consisted of eight steps. These are indicated in Diagram 7 below and further discussed in paragraph 4. Each step represented activities executed by the respective multi-disciplinary project team members. The technical process was seen as a strategic and scientific exercise to determine the most viable development strategy and proposals, integrated through an overall integrated planning process.

Diagram 7: The Planning Process



(Urban-Econ Development Economists, 1996b)

## 3.2. The participation process

The participation process was dealt with as a separate, but integral part of the technical process. In fact, a comprehensive participation approach was executed. In the process, five area-bound work groups and one regional based work group were established throughout the MCDC area.

To establish these area-bounded workgroups, the appointed community facilitator, Thebe Development Consultants, completed a comprehensive community scan to identify potential representative groupings and institutions such as tax-payer associations, community forums, church associations, farmers' associations, local interest groups and schoolmasters. The community participation reports compiled by the community facilitator revealed that a total of approximately 1000 representative community institutions were identified and incorporated into the area-bound work groups (Thebe Development Consultants, 1996a).

One work group was established for all the regionally-based organisations. These include institutions such as the South African Railway Commuter Corporation (Pty) (SARCC), taxi associations, bus operators, national government departments, provincial government departments, representative business associations and institutions and political parties.

During each step, whilst the project team commenced with the technical execution of that step's technical process, the facilitators empowered the workgroups on that specific step. The empowerment was done, amongst others, by means of work group discussions on aspects such as the aim of a respective project step and the expected role of the technical specialists, government and the communities. Underlying legislation, development programmes and policies and other project-related matters having an influence on the project processes, were also clarified.

After completion of the technical work, the results were discussed and workshopped until a stage of acceptance was reached. Work groups were always provided additional time to provide further comment and input.

Each step was completed before the next step was commenced with.

## 4. The project steps of Phase One

### 4.1. Delineation of the study area and goal and objective formulation

This first step of the technical process was conducted during May 1996 and included the determination of a dynamic, but specifically demarcated study area. The reason was to guide the focus on the MCDC-project and the execution of the project steps within an agreed study area, accepted by the MCDC Steering Committee. The project team's actions resulted in a first report known as the "*MCDC Delineation of the study area and preliminary goal formulation; Interim working document no.1, June 1996*". Aspects that were dealt with included the identification of a primary<sup>58</sup> and a secondary<sup>59</sup> study area (also see Figure 29

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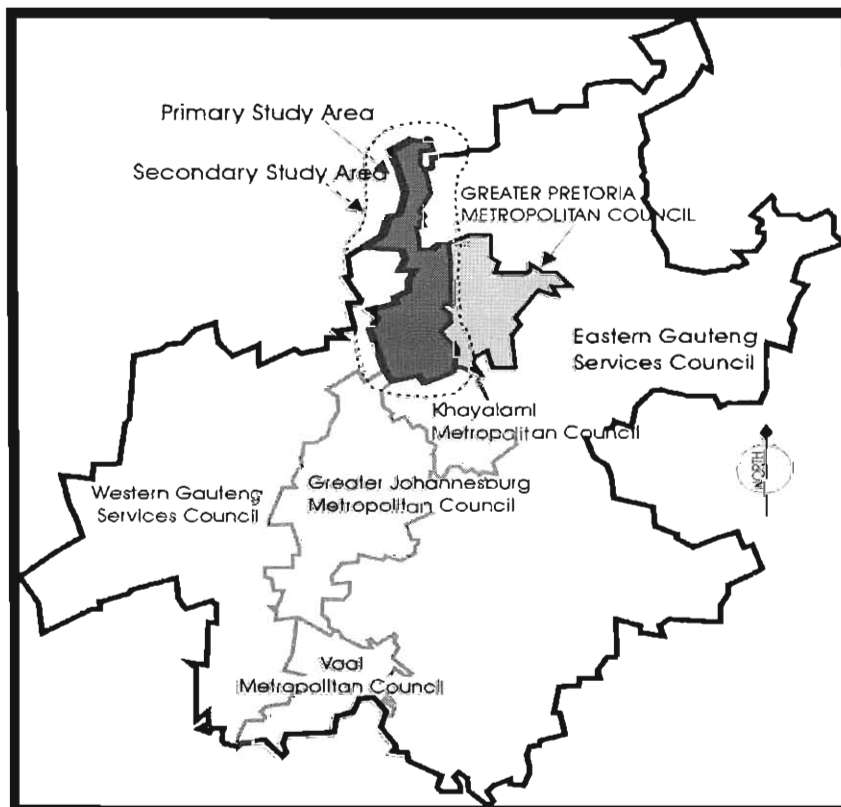
58 The "*primary study area*" was considered that geographical area which "...will directly be influenced by corridor development, as well as an area which represents its sphere of influence..." (Urban-Econ Development Economists, 1996c).

59 The "*secondary study area*" was considered that area which "...could influence, or which would be influenced by the development in the primary study area..." (Urban-Econ Development Economists, 1996c).

below for an illustration). All the members of the project team also formulated goals and objectives for their responsible professional fields to give focus to the work executed during the next project-steps illustrated in Diagram 7 above. These goals and objectives were formulated for the following multi-faceted issues:

- ◆ Economic development: To enhance the development of a more diversified economy by using the comparative advantages of the respective corridor areas to the benefit of the existing and potential economic activities found in that area;
- ◆ Transport development: To develop an integrated road network which would enhance economic growth and balanced urban/rural development;
- ◆ Land-use development: To create opportunities for mixed land-use development, especially for the disadvantaged;
- ◆ Agricultural development: To "*maximise the utilisation*" of all agricultural opportunities and resources in a scientific and sustainable manner;
- ◆ Human resources development: To improve and utilise the skills levels of the communities in the MCDC area, as well as to increase access to training facilities and opportunities;
- ◆ Environmental protection: To promote sustainable environmental development and enhancing "*integrated environmental control*" and conservation; and
- ◆ Community participation: To ensure involvement in the MCDC-project from all applicable stakeholders on a continuous basis (Urban-Econ Development Economists, 1996c).

**Figure 29: An illustration of the primary and secondary study areas of the MCDC-project**



(Urban-Econ Development Economists, 1997b)

After the acceptance of the contents of the above-mentioned report by the respective work groups and the Steering Committee, the project team commenced with the second step, using the results of the first step as a guiding mechanism to ensure a focused project execution approach. This first step was completed in one month (Urban-Econ Development Economists; 1996c)

## 4.2. The multi-dimensional background research

The multi-dimensional background research was initiated in June 1996 and was completed in August 1996. It started with sectoral investigations, followed by the compilation of a number of sectoral reports:

- ◆ The transportation sector: The report explaining the transportation situation in the MCDC area also incorporated an investigation of all infrastructure services. The report was compiled by Africon (Africon, 1996);
- ◆ Agricultural development: This report, which was compiled by Agtec, primarily concentrated on existing commercial agriculture in the identified primary and secondary study areas, as well as the potential therefore (Agtec, 1996);
- ◆ The environmental sector: Bolweki Enviro-Waste completed a comprehensive environmental analysis for the entire MCDC area. It also incorporated the influence of all legislation managing environmental issues and the implications thereof for the MCDC-project (Bolweki Enviro-Waste, 1996);
- ◆ Human resource development: Social aspects related to health, welfare, education and training in the identified MCDC area were analysed by MANSTRAT. The results captured in the human resource development report created an understanding of the human development *status quo*, as well as the opportunities and potential of the population located in the MCDC area (MANSTRAT, 1996);
- ◆ Corridor development: A report reflecting the results of an investigation regarding the benefits, underlying principles, views and approaches related to development corridors, was compiled by Morley Nkosi Associates (Morley Nkosi Associates, 1996);
- ◆ The economic sector: All socio-economic aspects found in the MCDC area, were investigated by Urban-Econ Development Economists (Urban-Econ Development Economists, 1996d);
- ◆ Small-scale farming: The use of small-scale farming and using it as an approach (opportunity) towards job creation in the identified MCDC area, was investigated by People Agricultural Development (People Agricultural Development, 1996);
- ◆ The institutional sector: The institutional situation and influences found at the time, affecting the potential establishment of the MCDC, were investigated and documented by Wolmarans and Associates (Wolmarans and Associates, 1996); and
- ◆ Land-use development: Van der Schyff, Baylis, Gericke and Druce Town Planners investigated the existing land-use patterns and trends in the MCDC area. They also identified and investigated the presence of inhibitors to establish a development corridor in the MCDC area (Van der Schyff, Baylis, Gericke and Druce Town Planners, 1996).

These reports were then used to compile a single integrated report, known as the "MCDC: Development Perspective" (Urban-Econ Development Economists, 1996d).

Towards the completion of the above-mentioned investigations, the project team also realised that for the MCDC-project to be really successful, an analysis of the marketing potential of marketing opportunities found during the multi-dimensional research-process, should also be incorporated with the project processes and results. For this purpose, an analysis of marketing opportunities, concepts and approaches was conducted by Msomi Hunt Lascarus. The results of their investigation resulted in "*A marketing strategy for the Mabopane-Centurion Development Corridor*" (Msomi Hunt Lascarus, 1997).

During June 1996, the project team also commenced with the first two steps of Phase Two, as referred to in paragraph 2.2 above. This resulted into the compilation of a report known as the "*MCDC Project identification and prioritisation, Phase Two, Steps one and two; Interim working document no 2, July 1996*" (Urban-Econ Development Economists, 1996e).

It was through the evaluation of the results contained in the above-mentioned reports, that the MCDC Steering Committee during August 1996 realised that it was not possible to proceed with Phase One and Phase Two of the MCDC-project simultaneously. The reason was that the planning process had not yet reached the stage where a strategic development vision for the development of the MCDC was known and which was needed to measure the importance of projects for prioritisation purposes. Phase Two was, therefore, halted until the completion of Phase One in August 1997 (MCDC, 1996c).

It was then that the MCDC Steering Committee strategically realised that the technical process lacked a strategic vision for the development of the MCDC.

The lack of a strategic development vision was corrected by the formulation of a vision and a schematic development concept for the MCDC. The latter was negotiated and formulated during September 1996 by the respective role-players involved through the participation processes. The accepted vision incorporated the restructuring of five key focus areas, viz.:

- ◆ directed economic development;
- ◆ integrated transportation systems (accessibility and mobility);
- ◆ investment attraction;
- ◆ integrated and compact spatial development; and
- ◆ human resource development.

A detailed development vision was also formulated for each of these focus areas (Urban-Econ Development Economists, 1996f).

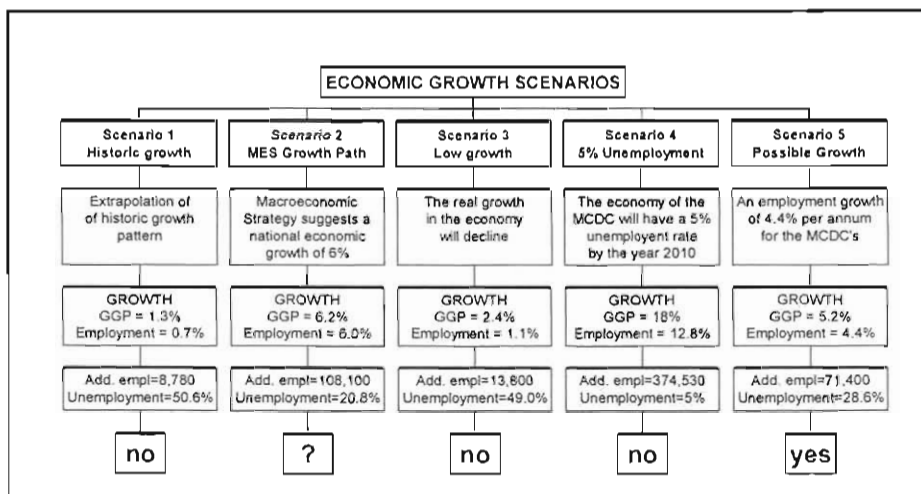
### **4.3. The data base and planning models developed for the MCDC-project**

It was only after the acceptance of the above-mentioned vision in September 1996 by all involved in the MCDC-project, that the Project Team commenced with this third project step. During this step, the development economists, Urban-Econ Development Economists, gathered information from the former GPMC's financial data bases. This information was used to develop five potential growth scenarios, using the principles of input/output modelling. The results of the analysis and the growth models that were developed, are given in Diagram 8 below.

Concluding from Diagram 8 below, the project team investigated five potential growth scenarios focused on the year 2010 as a projection year. The following resulted from their investigation (also see Diagram 8 for an illustration of the discussion below):

- ◆ A historic growth scenario: The historic growth determined for the identified MCDC area, was projected into the future. The results of this scenario indicated that in terms of the population growth experienced in the MCDC area, the unemployment rate would increase dramatically. This scenario was, therefore, not considered;

**Diagram 8: MCDC 1996 – 2010 Scenario development**



(Urban-Econ Development Economists, 1996d)

- ◆ The macro-economic strategy scenario: The proposed/required 6% national growth scenario was investigated. While results of this scenario was considered a possibility for implementation, the estimated growth potential of the MCDC area was regarded as being unlikely to reach a 6% employment growth rate;
- ◆ The low-growth scenario: This scenario was based on the real growth in the national economy. This scenario implicated that the unemployment rate will dramatically increase. This scenario was, therefore, also not regarded as an appropriate<sup>60</sup> economic growth scenario for the further planning of the MCDC area;
- ◆ A 5% unemployment growth scenario: In this scenario, the project team investigated a decrease in the unemployment rate from 24%, as calculated for the MCDC area<sup>61</sup>, to a 5% unemployment rate. To reach such a target, it implied creating a 12,8% employment growth rate. Reaching a 12,8% growth rate was regarded as totally impossible and this was, therefore, not further considered by the project team; and
- ◆ A possible economic growth scenario: The project team, when analysing the MCDC's economy, determined that the MCDC area had the potential of a 4,4% employment growth rate, given that certain problematic issues, such as the lack of proper regional and local mobility and accessibility throughout the MCDC area, were addressed. This economic growth scenario was accepted by the MCDC Steering Committee, as the scenario to determine the potential future growth and demand for developable land, infrastructure,

<sup>60</sup> The calculations determined that the scenario could result in an unacceptable 49% unemployment rate by the year 2010.

<sup>61</sup> The MCDC-project team determined that the MCDC area had an average unemployment rate of 24% at the time of investigation.



community services, facilities and amenities (Urban-Econ Development Economists, 1996d).

After scenario five was chosen by the MCDC Steering Committee as the most realistic economic growth development model, the project team commenced with a process to establish basic principles for the development of potential planning models. This was done by evaluating and applying seven preconditions for corridor development. These were:

- ◆ connectivity between major nodes;
- ◆ densities and continuity;
- ◆ location of significant land uses;
- ◆ existence of multi-modal transportation;
- ◆ propensity for development;
- ◆ absence of inhibitors; and
- ◆ high level of accessibility.

These seven preconditions were then strategically compared with the five restructuring key focuses of the vision. Corridor elements and functions, such as those found in Chapter Two, were then carefully integrated to develop a possible development corridor concept for the MCDC area. The results of this exercise are briefly discussed in the following paragraphs, which also reflects the criteria as well as the corridor elements and functions incorporated into the planning process, as to develop the MCDC development corridor concept.

#### **4.3.1. Improved regional accessibility**

*“Improved regional accessibility”* for both labour and economic markets, was adopted as a first criterion to *“maximise investment opportunities”*. The elements and functions incorporated in the conceptual planning process were based on the interaction between economic markets and labour, the principle of direct and effective accessibility, as well as cross-linkages (physically and economically) with other corridors such as the Maputo/Trans-Kalahari, the Pretoria/Johannesburg development axis, the Pretoria/Krugersdorp road link and the Pretoria/Babelegi/Warmbaths transport corridor<sup>62</sup>.

Figure 30 provides a schematic illustration of the application of improving regional mobility as a development criterion.

#### **4.3.2. Integrated transport systems**

The second criterion used by the project team, was that of establishing an *“integrated transport system”*. The functions and development corridor elements incorporated in the conceptual planning process, included aspects such as approaches to facilitate regional mobility and movement, the establishment of an appropriate mass transport system and the establishment of effective transport linkages. Integrated land-use and transport planning as a planning approach was considered the basis to integrate the MCDC area with the surrounding circulation systems as well as to modify the short term location of land-uses within the MCDC area.

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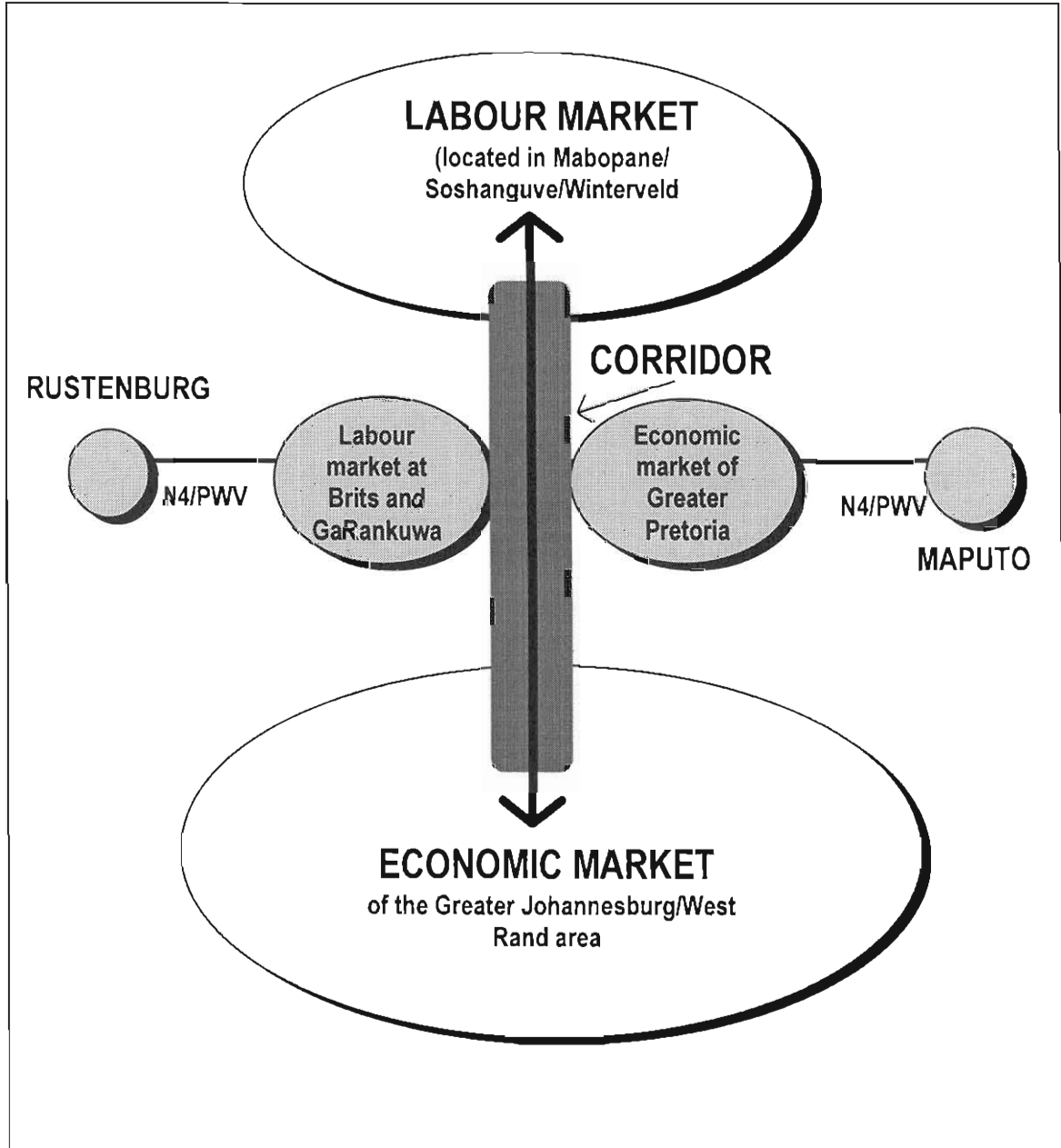
<sup>62</sup> In this instance a *“transport corridor”* implies a mobility link benefiting the movement of both people and goods over a longer distance with limited interference.

Figure 31 provides a schematic illustration of the application of the proposed criterion for developing an integrated transport system.

### 4.3.3. Directed economic development

The following criterion was that of applying a directed economic development approach. For this purpose, the project team focused on cluster development and the development of industrial complexes. High-density mixed land-use development, functional specialisation,

Figure 30: Regional accessibility



(Urban-Econ Development Economists, 1996f)

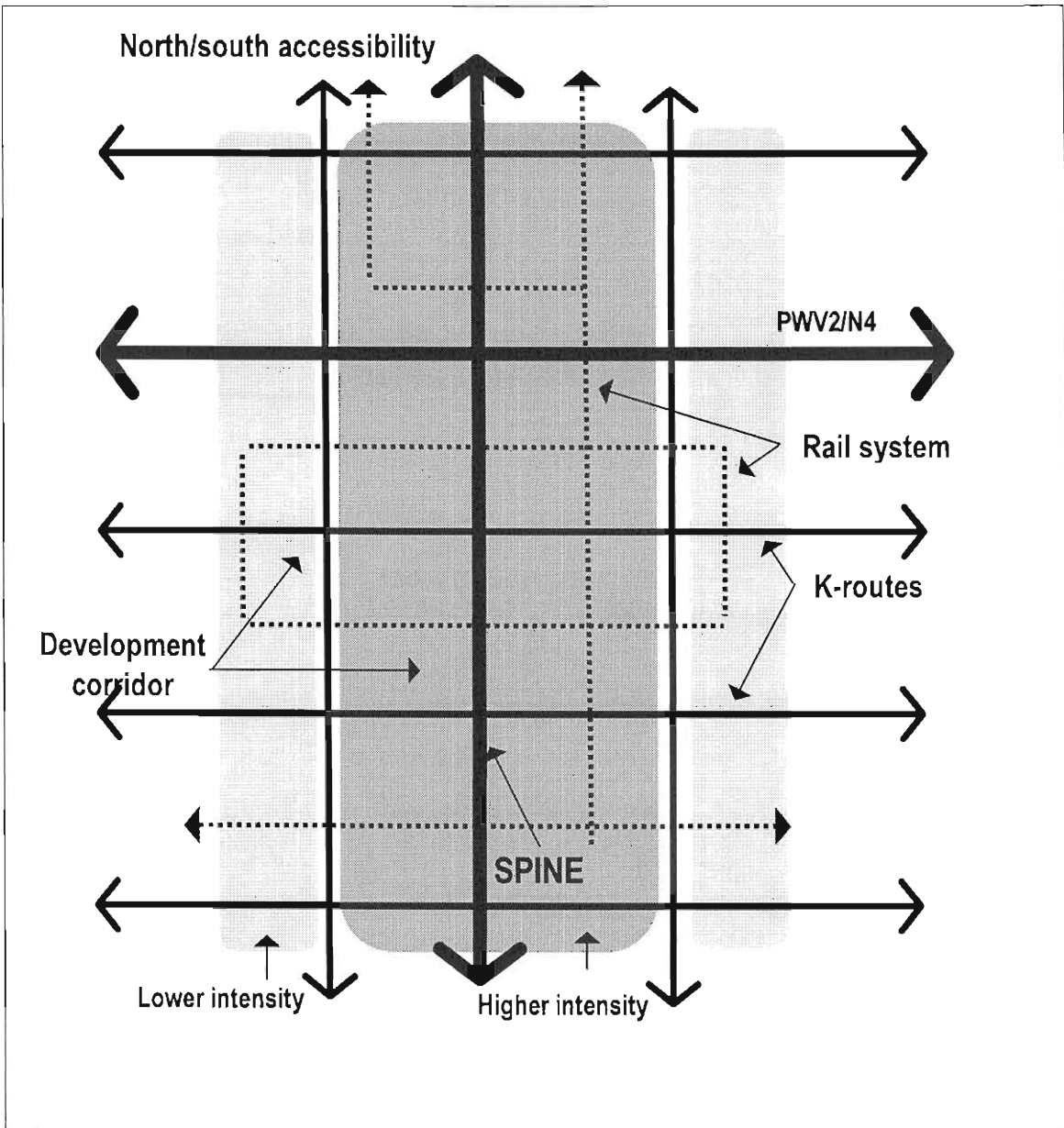
agglomeration, the realisation of economies of scale, the geographical concentration of economic activity and the spatial hierarchy of market areas, were all elements and functions incorporated in the conceptual planning processes.

Figure 32 provides a schematic illustration of the application of the elements and functions needed to promote directed economic development in the MDC area.

#### 4.3.4. Urban and rural restructuring

The next criterion applied by the project team focused on urban and rural restructuring, as a focus to work towards “*integrated and compact spatial development*”. The approach implied the demarcation of an urban edge at localities adjacent the corridor where the prohibiting of

Figure 31: Integrated transport systems



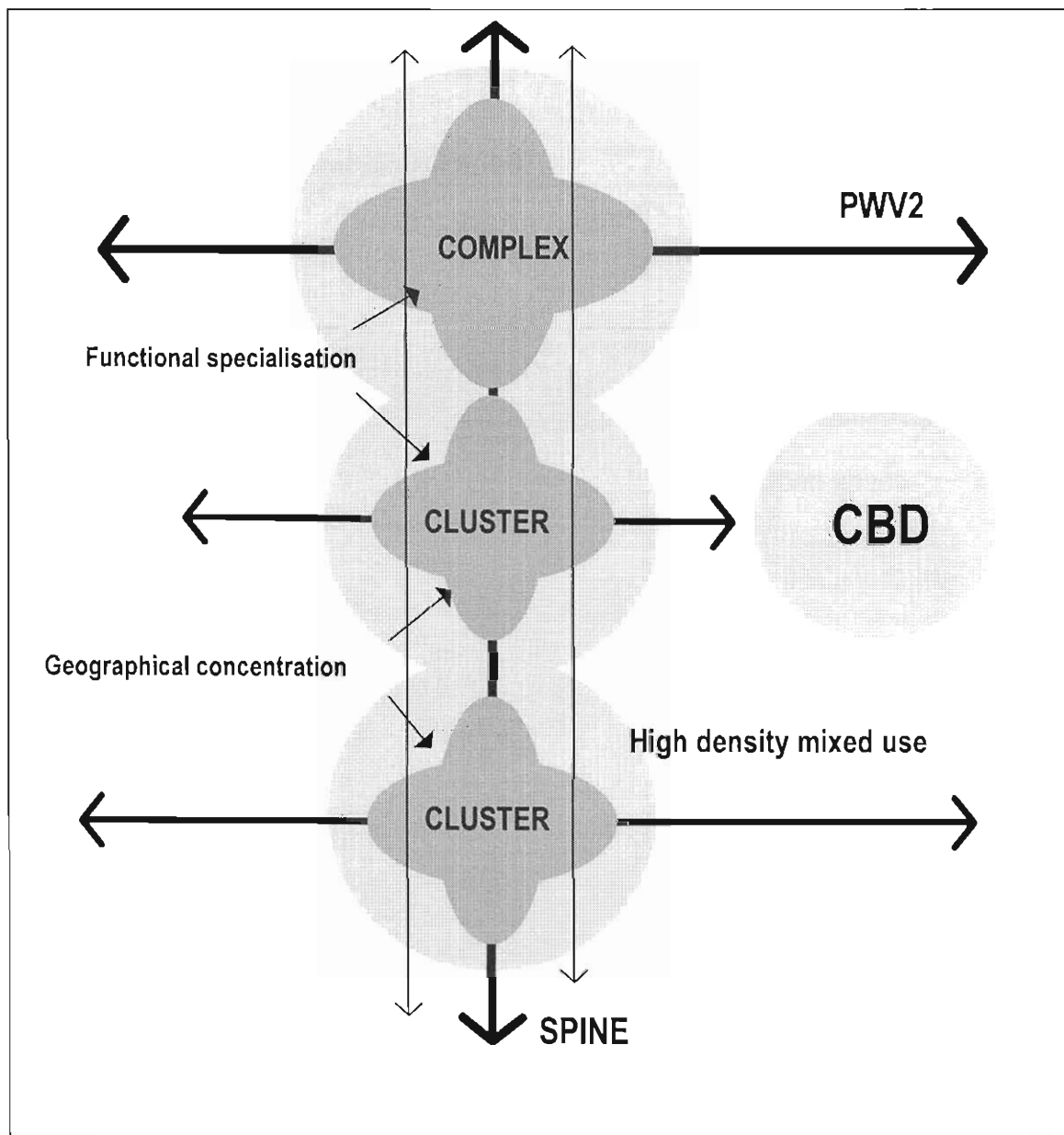
(Urban-Econ Development Economists, 1996f)

urban sprawl would contribute towards inwards growth, as well as the incorporation of elements and functions such as the creation of a mixed land-use pattern and high-density residential development. Functional diversity and a variety of development options, as well as

land-use specialisation, reaching spatial quality, the integration of land-uses and the maximisation of interaction with minimum travel, also count among the applied development corridor elements.

Figure 33 provides a schematic illustration of the application of the elements and functions discussed above, to work towards urban and rural restructuring in the MCDC area.

**Figure 32: Directed economic development**



(Urban-Econ Development Economists, 1996f)

#### 4.3.5. Human resources development

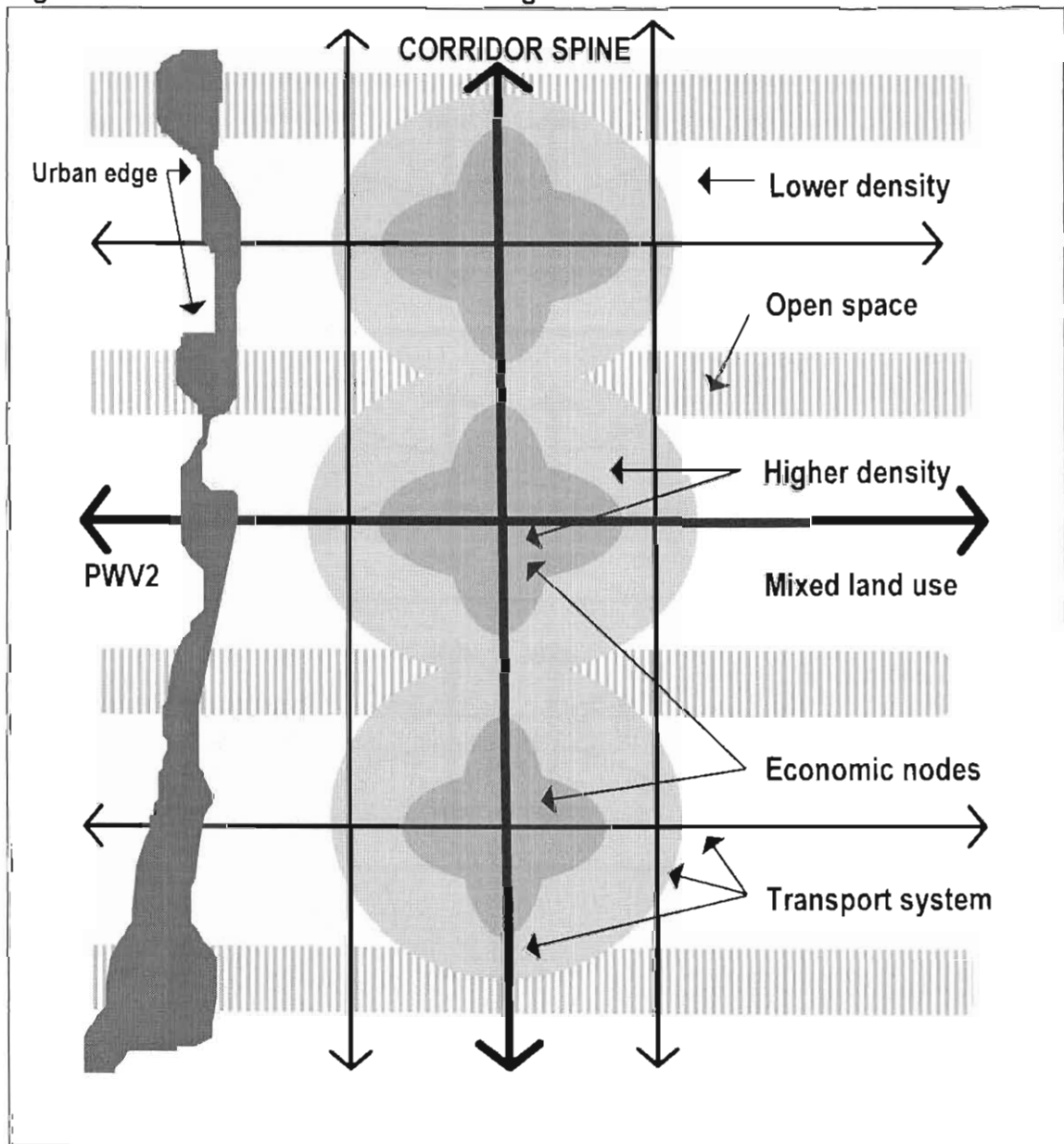
The last criterion used by the project team for the preparation of a development corridor concept, is that of human resources development. As an overall integrated and holistic development planning approach was applied, the project team considered the integration of

this criterion to promote “community enablement and development” as an integral part of the planning approach.

Development corridor elements and functions incorporated in the conceptual planning process included the establishment of a training cluster, the implementation of human development programmes, the provision of amenities and redevelopment, the promotion of job creation, as well as the improvement of access to and integration of all facilities and amenities throughout the MCDC area.

Figure 34 provides a schematic illustration of the application of the elements and functions to promote human resources development in the MCDC area, especially from a spatial planning and development point of view.

Figure 33: Urban and rural restructuring

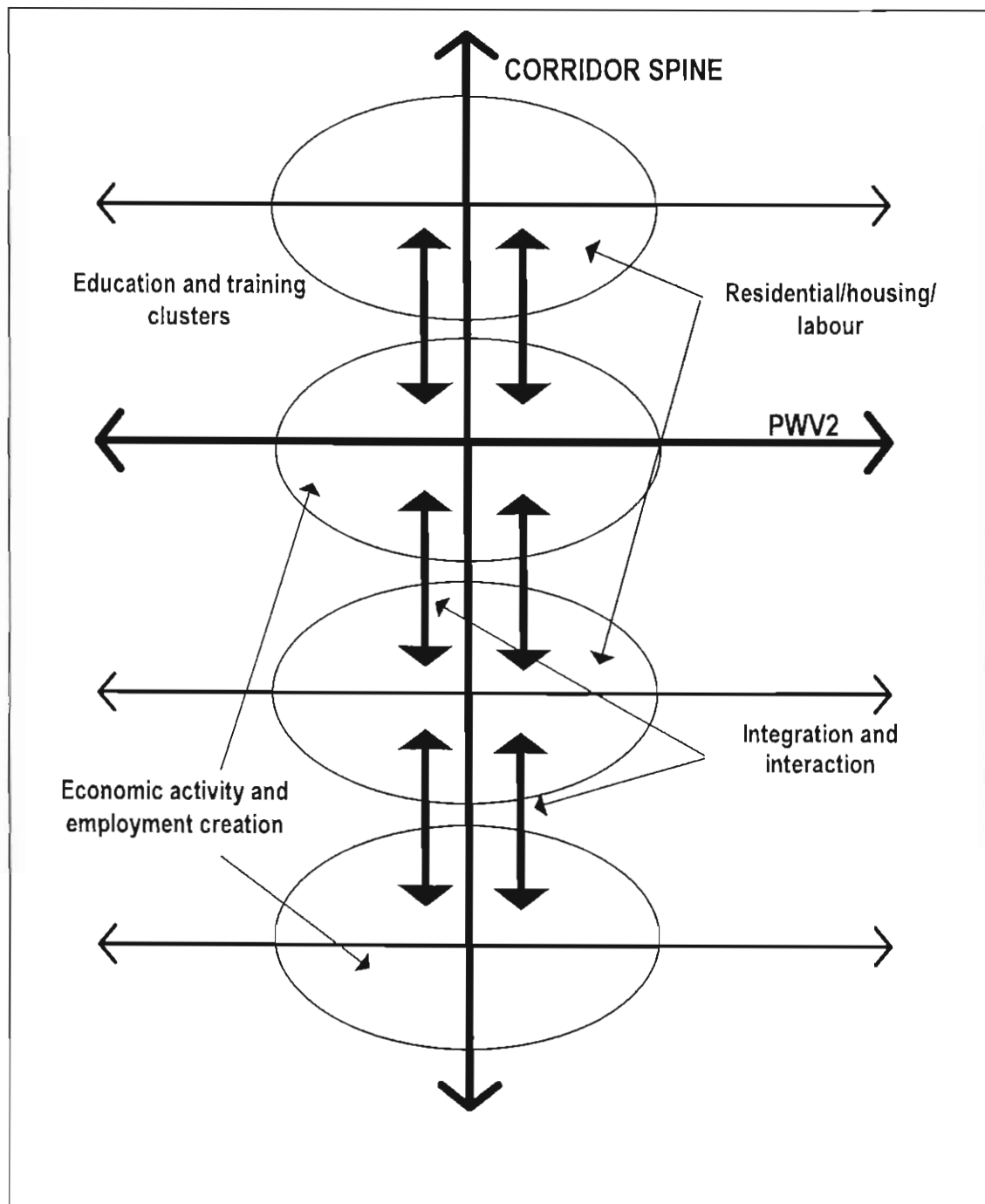


(Urban-Econ Development Economists, 1996f)

## 4.4. The integrated development framework

In November 1996, the MCDC Steering Committee accepted the proposed basis for a development corridor concept as discussed in paragraph 4.3 here above. The MCDC project team then had to use the accepted schematic development corridor concept, to formulate a realistic area-focussed integrated development framework for the entire identified MCDC area.

Figure 34: Human resources development



(Urban-Econ Development Economists, 1996f)

At this point in time, a serious delay was experienced with the preparation of the required development framework. A single sub-consultant, who was of the opinion that the MCDC is not a corridor, caused this delay, as numerous discussions over a two month period was held by the project team to test the grounds for this company's opinion. During this period no progress in terms of the project execution was made. As a result of the discussions, the rest of the project team agreed to the view that the MCDC is indeed not a development corridor yet. But the rest of the project team simultaneously stated that the MCDC, in terms of their respective multi-disciplinary investigations, has indeed the potential to become a development corridor of metropolitan magnitude, given that certain critical success factors are met. When the consultant still did not succeed in reaching deadlines for work agreed upon by the project team, the continuous pressure from stakeholders and government to perform and to make progress resulted in the replacement of the town-planning specialist. A new combination of appointments by the appointed project advisor, Urban-Econ Development Economists, was then made.

These appointments incorporated the inclusion of a new town planning consultant, Cadrè Plan, as well as an urban designer, Greef and Associates. This team then formulated the required draft integrated development framework within a period of only one month. The final integrated development framework was completed towards the end of February 1997 (Cadrè Plan and Greef and Associates, 1997).

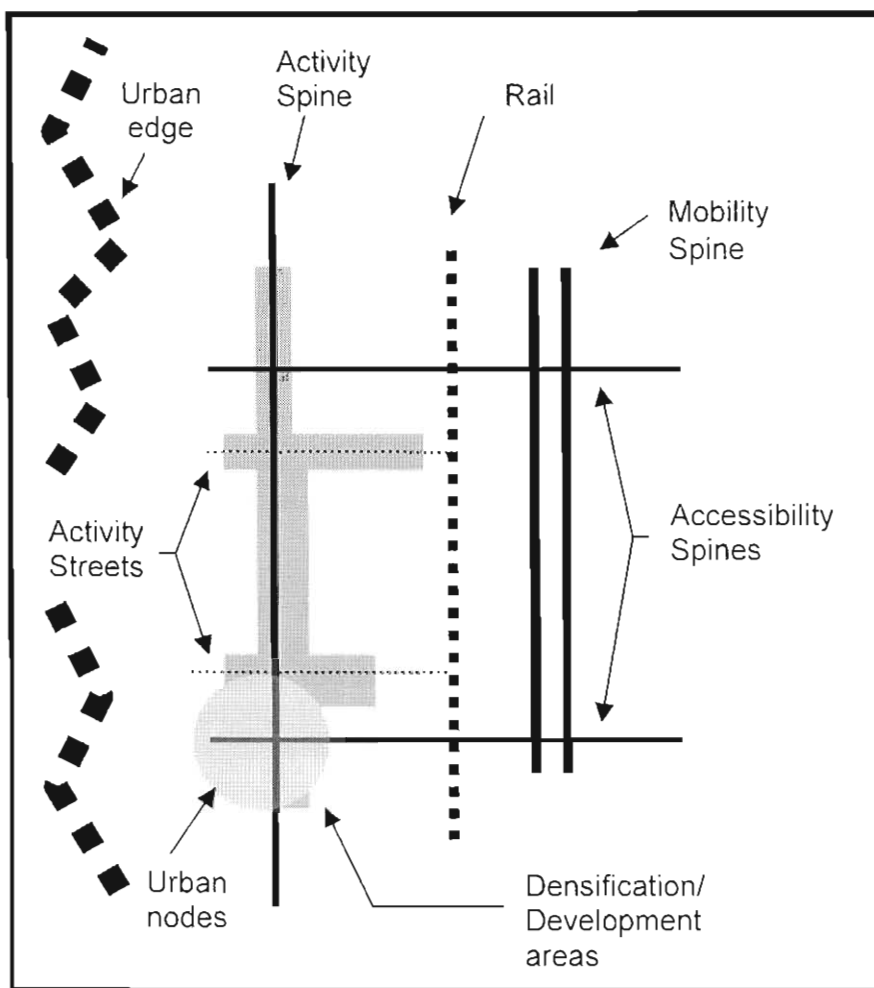
The urban elements incorporated in the integrated development framework and on which the development concept of the MCDC-project was based, included a mobility spine, urban nodes, an activity spine, activity streets, access spines, an open space system, urban edges and inter-modal transfer nodes. Each of these are briefly discussed in the following paragraphs (also see Figure 36 on page 133 for an illustration of the MCDC Integrated Development Framework).

#### **4.4.1. A mobility spine**

Cadrè Plan and Greef and Associates proposed the development of a mobility spine (also refer to Figure 35 below), as a project strategy to provide a transport link between the major existing and proposed economic nodes in the MCDC area, as well as those situated towards the south (Greater Johannesburg/West Rand area) and towards the east (Pretoria central business district). It was also focused at providing linkages with other corridors such as the Coast-to-Coast initiative, of which the Maputo Development Corridor discussed in Chapter Two, is part of. Furthermore, it had to provide effective access at regular intervals to the activity spine (discussed in paragraph 4.4.3 below), by means of accessibility roads (discussed in paragraph 4.4.5 on page 131 below) (Urban-Econ Development Economists, 1997b).

Other important characteristics included linkages to markets and other physical and economic activities, similar to those focused on in the W-Growth Corridor in the Philippines. It had to improve proper regional mobility, encourage an effective mass transport system and be integrated with the rest of the development corridor concept.

Figure 35: A schematic layout of the MCDC-concept



(Urban-Econ Development Economists, 1997b)

#### 4.4.2. Urban nodes

As in the case of the Tembisa-Kempton Park Development Corridor, the MCDC project team regarded urban nodes as “...a place of the highest accessibility and advantage where both public and private investment tend to concentrate...”. The consideration by the project team to incorporate urban nodes was based upon the argument that urban nodes are regarded as magnets to attract economic activity and the movement of people and goods. This approach is similar than used with the Wetton-Landsdowne Development Corridor. The work of the project team further revealed that the stronger the economic activity, the stronger the movement, which in turn creates the potential for economic activity on these movement links.

The strategy was, therefore, to stimulate the development of these nodes (existing and proposed nodes) in terms of a range of both small and large-scale enterprises. In this regard, the project team stated that a hierarchy of nodes could develop along the MCDC area (Urban-Econ Development Economists, 1997b).



### **4.4.3. The activity spine**

The project team viewed an activity spine as a route found in close proximity to the mobility spine, integrated into a road hierarchy through the provision of an accessibility route (see Figure 35 above for a schematic illustration). The project team also accepted that the activity spine is linking urban nodes with each other, accommodating a range of mixed land-use activities. It, therefore, is also characterised by the movement of a number of different transport modes. Cadrè Plan and Greef and Associates were also of the opinion that, as the activity spine attracts people and investment to a linear line, it will provide the ideal opportunity for a properly developed public transport system along such an activity spine. It should, therefore, be characterised by issues such as higher densities, improved spatial and environmental quality, land-use integration and shorter travel distances. Furthermore, as in Curitiba, the need to travel should decrease as a result of the range of land-uses to be found next to the route (Cadrè Plan and Greef and Associates, 1997).

### **4.4.4. Activity streets**

Activity streets (see Figure 35 above for a schematic illustration) were considered by the project team as streets found in certain areas where a concentration of economic development is found adjacent to an activity spine, for example, where major inter-modal transfer nodes are developed to ease the movement of pedestrians. The project team regarded these inter-modal transfer nodes as more local in nature (Urban-Econ Development Economists, 1997b).

### **4.4.5. Accessibility spines**

The project team used accessibility spines as routes of a higher order linking the mobility spine and the activity spine with each other (see Figure 35 above for a schematic illustration) (Urban-Econ Development Economists, 1997b).

### **4.4.6. An open space system**

Cadrè Plan and Greef and Associates focused on an open space system as an essential element of the development corridor concept. They regarded its purpose as being to enhance the spatial and environmental quality of the corridor. They stated that an open space system provides opportunity for sports and recreation, as the different nature areas also differ in character and potential. It also provided an opportunity to create an urban edge, to stimulate higher densities and to establish a more compact urban form (Cadrè Plan and Greef and Associates, 1997).

### **4.4.7. Urban edges and interfaces**

The project team included the prevention of urban sprawl as an integral strategy of the MCDC-project as to enhance higher density development. Also so to reach the appropriate thresholds needed to develop a proper public transport system which, amongst others, provides easy access to public facilities and amenities along the activity spine. They, therefore, regarded it essential to address the interface between the urbanised area and the adjacent rural areas. For this purpose, it was proposed that the MCDC-project should also stimulate both commercial farming and urban agriculture, as a development strategy, similar to the Wetton-Landsdowne Development Corridor. This strategy supports another proposed

strategy, *viz.* to increase the productive use of land to contribute to the economic development of the corridor (Urban-Econ Development Economists, 1997b).

#### **4.4.8. Inter-modal transfer nodes**

As in Curitiba, inter-modal transfer nodes were also proposed by the MCDC project team, not only as part of a strategy to promote public transport, but also to create opportunities for economic activities (as a result of the presence of pedestrians, which represent the buying power necessary to increase the feasibility of an economic activity).

Figure 36 below reflects an illustration of the MCDC Integrated Development Framework, prepared through the application of the set of urban elements proposed as the development corridor concept. The concept's elements (as discussed above) applied in the MCDC area is not considered a standard, but were proposed by the MCDC project team as the most appropriate combination of urban elements to formulate a development concept, contributing to the revitalisation of the western parts of the former Greater Pretoria Metropolitan Area. Furthermore, as the MCDC area and project consist of different areas (see paragraph 3.1.1(d) on page 105 for detail), each with its own unique characteristics and potentials, area to area proposals were also prepared by the project team to optimally utilise the potential of those respective areas. The latter, however, is for the purpose of this dissertation not further discussed, as it represents the detailed application of the proposals made in the MCDC Integrated Development Framework.



## 4.5. The multi-dimensional project identification and prioritisation

An essential part of the project strategy executed by the project team was to identify projects for implementation. This was done as part of a process to initiate the development of the MCDC. These projects were aimed at “...addressing the development constraints, opportunities and needs...” within the MCDC area. The purpose given by the project team was “...to make a definite social, economic and spatial impact...” on the MCDC area (Urban-Econ Development Economists, 1997b).

Another strategy implemented by the project team to promote the establishment of the MCDC, was to use an approach for the project identification process whereby projects were identified from a technical point of view. Communities and private sector institutions were also granted the opportunity to identify projects, which they considered to be essential for the establishment of the MCDC. This approach resulted in the identification of numerous projects. After these projects were listed and grouped, the project team realised that to implement all the identified projects, will require a substantial amount of money. The project team also realised that it will be difficult to prioritise these projects in terms of importance, as the projects are of different magnitudes, implementation will be the responsibility of different authorities (and spheres of government), and have different importance levels for the different stakeholders involved in the MCDC-project. To overcome the prioritisation problem, a process was decided upon whereby projects were categorised from a strategic implementation point of view. The projects were then categorised into “*Strategic Projects*”<sup>63</sup>, “*Development Support Projects*”<sup>64</sup> and “*Basic Needs Projects*”<sup>65</sup>. Also referred to Annexure A – A list of the identified projects.

The Strategic Projects mentioned above, were considered the essential part of the project strategies as to promote the establishment of the MCDC. These Strategic Projects are therefore briefly discussed below.

### 4.5.1. A focused marketing strategy

As in Curitiba, marketing the development corridor concept and the opportunities for development, this project was identified for the sole purpose of compiling a strategy to create awareness of the MCDC-project and to market the MCDC as “...an entity with its own identity and character...” and also to market the respective development opportunities of its different areas (Msomi Hunt Lascarus, 1997).

### 4.5.2. A small business support programme

The project team considered the large number of informal traders present in the MCDC area, as opportunities for local SMME development. According to the project team, it also represented a concept to promote linear economic and social development along the

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63 “*Strategic Projects*” were considered as projects of strategic importance, essential to the successful establishment of the entire corridor (Urban-Econ Development Economists, 1997b).

64 “*Development Support Projects*” were defined as those projects that are not of strategic importance to the entire MCDC-project, but still essential to the development of parts of the MCDC area (Urban-Econ Development Economists, 1997b).

65 “*Basic Needs Projects*” were defined as those projects identified by different communities and role-players in the MCDC area and which were bound to a specific location in the MCDC area (Urban-Econ Development Economists, 1997b).

proposed activity spine of the MCDC-project. It was considered essential that issues such as those listed below be addressed through a small business support programme:

- ◆ that a comprehensive support function be established to stimulate both existing businesses and new potential businesses in the MCDC area, similar to the approach used in Porto Alegre;
- ◆ “to address business needs...” of SMME’s, both formally and informally; and
- ◆ to stimulate the development of the informal sector business into formal businesses (Urban-Econ Development Economists, 1997b).

#### **4.5.3. A public support programme**

A three-fold purpose was identified for this project. Firstly, to create assistance with the location and the establishment of investments. Secondly, to enable the MCDC-project to compete more favourable for investment with other areas within the former Greater Pretoria Metropolitan Area, the province and even the country. Lastly, to develop a supportive development programme, which could provide realistic incentives and which was flexible enough to adapt to economic and political changes, as in the case of Curitiba. The development programmes should also be acceptable to the existing and future business community, should easily find access to funding and be easy to maintain (Urban-Econ Development Economists, 1997b).

#### **4.5.4. The development of an urban port**

The proposed “Urban Port” area comprises the Rosslyn/Klerksoord industrial area, the Akasia central business district and the Wonderboom Airport area. It is in this area where the MCDC area is intersected by the Coast-to-Coast initiative of the national government. The strategic purpose identified by the project team was aimed at maximising the development opportunities brought about by the intersection of the two corridors. An urban node of metropolitan importance in this part of the MCDC area could be promoted, similar to what is proposed in the Arizona Trade Corridor. However, to guide the implementation of this strategy, a comprehensive “...pro-active and integrated development framework...” had to be compiled for the “Urban Port” area (Urban-Econ Development Economists, 1997b).

#### **4.5.5. Developing an open space policy for the MCDC area**

Cadrè Plan and Greef and Associates acknowledged that the MCDC area has unique open spaces, which were incorporated into the planning rationale as an essential asset in terms of future existence. It is also situated in such a way that it could be used as a container for urban sprawl. Strategically, as the MCDC is an urban corridor of approximately 60 kilometres, it was considered essential by the project team that the corridor should not only be characterised by densified urban areas, but should also provide ample open areas for recreational purposes, as in Curitiba. It was therefore determined that an open space policy should be compiled to guide sustainable development in a co-ordinated and integrated manner, stimulating possible environmental friendly economic activity, even within the open spaces (Urban-Econ Development Economists, 1997b).

#### **4.5.6. Promoting densification in the MCDC area**

This strategy is quite generic in nature and found in most urban development corridors discussed in this dissertation and encompasses a specific focus on the development of a higher density residential component in the MCDC area. This was considered essential to trigger the urban and rural restructuring that was considered needed in the MCDC area. The MCDC project team, therefore, suggested as a strategy that a number of high-density residential pilot projects be initiated to trigger the above-mentioned urban and rural restructuring. This could, according to the project team, be executed through the implementation of design criteria and mechanisms for implementation at each of the potential pilot project areas (Urban-Econ Development Economists, 1997b).

#### **4.5.7. Intensification and diversification in the MCDC area**

Facilitating intensification and diversity in the corridor, especially with regard to the development of the activity spine (discussed in paragraph 4.4.3 on page 131) and the urban nodes (discussed in paragraph 4.4.2 on page 130), was regarded as an essential strategy to “...ensure viability of the MCDC as a corridor of integrated and compact economic and spatial development...”. As with the Wetton-Landsdowne Development Corridor, this was regarded as a mechanism to ensure the effective integration of the MCDC area with the rest of the area of the “new” City of Tshwane Metropolitan Municipality. The project team determined that it should provide ample access to opportunities as it should stimulate continuity between the mentioned urban nodes in the form of a development “*energiser*” (Urban-Econ Development Economists, 1997b). A similar approach was found in the Wetton-Landsdowne Development Corridor, as well as the Tembisa-Kempton Park Development Corridor.

#### **4.5.8. Establishing a mobility link across the Witwatersberg (PWV-9-link)**

The purpose of this project was regarded a necessity to create a continuous mobility axis from the one side of the corridor to the other, similar to that proposed for the Arizona Trade Corridor linking one side of the state with the other. This link should increase accessibility to other areas adjacent the MCDC area, supporting the economic linkages found between the urban nodes in the MCDC area. It could also increase access to other markets found outside the MCDC area (Urban-Econ Development Economists, 1997b).

The mobility spine is also considered a major catalyst to kick-start the establishment of the MCDC development projects (Krynauw, 2000).

#### **4.5.9. Creating a link to the Witwatersrand**

The project team determined during the transportation network analysis that there was no proper free-flow link between the MCDC area and the Midrand Development Axis, situated to the south of the MCDC area. Strategically, a link to this area was viewed as a “*desired line of movement*” (Krynauw, 2000). The reason was that the Midrand Development Axis was regarded as an established economic node with which the MCDC area should be linked to strengthen the economic linkages that exist between the Midrand area and other urban nodes in the MCDC area. The supportive aim was, therefore, to establish a continuous access and mobility link between the MCDC area and the Midrand Development Axis. By doing so, continuity could be enhanced between the two areas (Urban-Econ Development Economists, 1997b).

#### **4.5.10. Establishing activity spines along the MCDC area**

The proposed activity spine of the MCDC-project was suggested as the "*backbone of development*" throughout the MCDC area by the project team. Mixed land-uses and core activities were to be accommodated next to the activity spine along its total length between two urban nodes, similar to what is being implemented in Porto Alegre.

Strategically, this proposed strategic project was focused on an opportunity for promoting urban restructuring as it could increase opportunities for local access to areas of development. It also represented opportunities for densification, SMME development, mixed land-use developments, public transport, as well as easier access to public facilities (Urban-Econ Development Economists, 1997b).

#### **4.5.11. Developing a public passenger transport system for the MCDC area**

Realising that the integration of land-use development with an effective public transport system, especially such as that found in Curitiba, is regarded as a vital strategy to promote the establishment of any development corridor, the project team regarded the implementation of this project as quite logical to facilitate and support mixed land-use development in the MCDC (Krynauw, 2000). However, the real challenge seemed to be an attempt to improve access to public transport and to improve the level of service of such a system. Preventing the development of a fragmented system, but rather fully integrating it with the entire system to be developed for, which is since being referred to, as the area of the City of Tshwane Metropolitan Municipality (Urban-Econ Development Economists, 1997b), was also part of the challenge determined for the implementation of this strategic project.

#### **4.5.12. Establishing guidelines for the development of an interface between different transport modes (inter-modal transfer facilities)**

As mentioned in paragraph 4.5.11 above, the development of an effective and affordable public transport system was regarded as essential to the development of a corridor. A corridor also accommodates the movement of a number of different modes of transport. It was, therefore, necessary for the project team to develop inter-modal transfer facilities at specific locations benefiting the users thereof. To increase optimal benefits such as in Curitiba, the MCDC project team proposed the formulation of a set of guidelines to address this interface between the different modes of transport. It was also stated by them, that it should be done in such a manner that not only public transport benefits, but it should also benefit the potential for economic development that normally exists in the vicinity of such an inter-modal transfer facility (Urban-Econ Development Economists, 1997b).

#### **4.5.13. Instituting Vocational Education and Training (VET) and Entrepreneurial Development Programmes**

The MCDC project team determined that the MCDC area had an enormous labour potential, although largely uneducated. When compared to the number of training institutions found in the MCDC area, which in fact was regarded by the project team as a comparative advantage, it was difficult to clarify the poor levels of education that existed among the MCDC communities. Therefore, as was proposed for the Wetton-Landsdowne Development Corridor, a strategy was identified to initiate the institution of community and entrepreneurial training

programmes in an attempt to also address the high levels of unemployment found in the MCDC area. This strategy included an approach to enable communities to identify and create own employment opportunities in their respective areas through the implementation of entrepreneurial development programmes instituted by the different training institutions situated in the MCDC area (MANSTRAT, 1996).

#### **4.5.14. Human development information and support centres**

The strategic purpose of this project was determined as being multi-faceted and included a number of strategies, *viz.* that of:

- ◆ the establishment of human development information and support centres at strategic locations, preferably on the activity spine to ease access for the public to such centres, as well as the use of public transport;
- ◆ the provision of multiple information on a number of issues and concerns which could easily be accessed by means of electronic infrastructure, supported by a trained staff component to help illiterate community members; and
- ◆ to act as one-stop community facilities, incorporating economic activities, community and public facilities (Urban-Econ Development Economists, 1997b).

#### **4.6. The project details and project impact assessments of the identified strategic projects of the MCDC-project**

After the completion of the project identification process in March 1997, the project team commenced in April 1997 with the sixth and seventh steps, as reflected in the technical planning process (given in Diagram 7 on page 117). These two steps were executed simultaneously by the project team and resulted in the preparation of project details and impact assessments for only the 14 strategic projects discussed in paragraph 4.5 above.

To ensure that a focused approach was followed with the overall development of the MCDC area and, therefore, with the implementation of the strategic projects, a strategic decision was taken by the project team to create a proper information basis for each of the respective strategic projects, as was done for the Maputo Development Corridor. This information basis was based on the following:

- ◆ a detailed description formulated for each strategic project;
- ◆ a description of the different components/elements of each of the projects;
- ◆ identified vital issues for each respective project, to prevent any unnecessary pitfalls;
- ◆ the linkages of each of the respective strategic projects to other projects, government sectors and the private sector, were established and described;
- ◆ the expected development impact was determined;
- ◆ the potential key role-players, which should be involved in project execution, were identified;
- ◆ the expected institutional influences were determined;
- ◆ potential funding options for the execution of the respective projects were determined; and
- ◆ a brief implementation plan for each of the respective projects was formulated.



This approach not only streamlined the decision-making process to enhance implementation, but also created an "informed platform" for all involved role-players in the MCDC-project, to enable more speedy delivery.

#### 4.7. The implementation plan for the MCDC-project

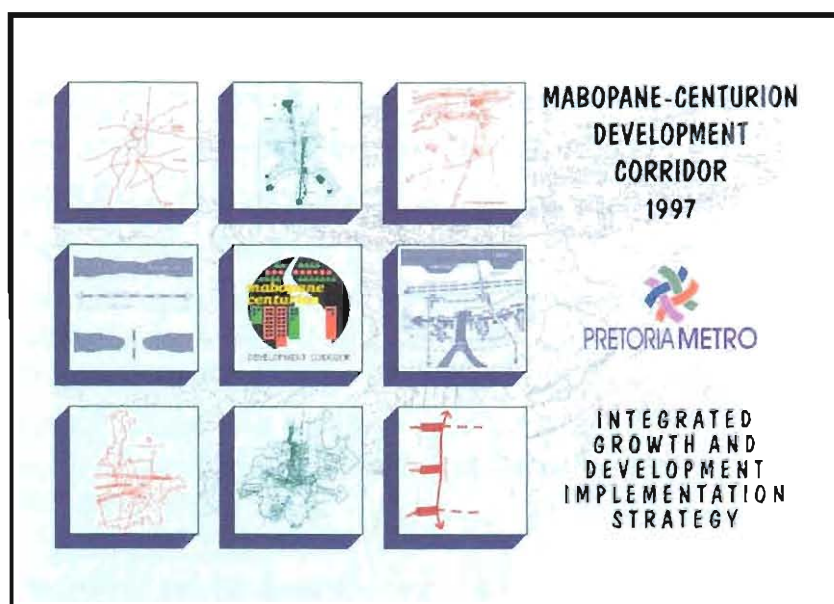
In May 1997, the MCDC project team put together a fully fledged implementation plan, which focused on two primary strategies, viz. that of:

- ◆ managing the development of the MCDC-project by means of the establishment of interim task teams (further discussed in detail in Section E:). The proposal made by the project team stipulated that these task teams were to exist until such time the proposed MCDC Development Body (also discussed in more detail in Section E:), was established. The foreseen purpose of the proposed MCDC Development Body was to initiate, co-ordinate and manage the development processes of the MCDC-project. Other strategic issues included the availability of development information, the monitoring of economic growth, accessing development funding, implementing a marketing program, establishing acceptable levels of co-ordination and the involvement of communities, the private sector and the public sector; and
- ◆ implementing the identified strategic projects, development support projects and the basic needs projects (Urban-Econ Development Economists, 1997b).

#### 4.8. The Integrated Growth and Development Implementation Strategy of the MCDC-project

Towards the middle of June 1997, the project team completed the entire planning process as captured in Diagram 7 (see page 117 for detail) in draft. The results emanated into the compilation of an integrated report known as the "MCDC Integrated Growth and Development

Figure 37: The MCDC Integrated Growth and Development Implementation Strategy



(Urban-Econ Development Economists, 1997b).

*Implementation Strategy*" (IGDIS) (also see Figure 37 above). This report formed the basis for the implementation actions and activities, further strategic planning exercises needed, and detail design and implementation parameters for the establishment of the MCDC. It also incorporated an institutional framework within which the development of the MCDC-area could be managed.

In July 1997, approximately 1000 copies of the report were distributed to all members of the established MCDC work groups for final input and comments. Members of the public were also invited by means of an advertisement placed in local newspapers (Beeld, Pretoria News, Sowetan and Rekord), as well as radio interviews, to consider the report. Thirty days were allowed for final input and comments (Thebe Development Consultants, 1997a and b). The extraction from a progress report of Thebe Development Consultants provided confirmation of the above, as well as the extent to which attempts were made to keep the public informed throughout the compilation of the IGDIS-report (also see Equation 1 on page 141, Equation 2 on page 142 and Equation 3 on page 143).

After receiving less than 30 final inputs and comments by the end of July 1997, the project team assessed all comments and finalised the IGDIS-report during the first week in August 1997. Given the fact that the report was so widely publicised for input and that only a limited number of comments were received, actually surprised the MCDC project team as a lot more comments were expected.

The final IGDIS report represented the core aspects of the work and thinking of the project team, government and other stakeholders, completed during a 15-month period. In itself, it represents a success story as, irrespective of delays caused by a number of project activities, close adherence to the original project programme was maintained. When the planning processes were initiated in May 1996, the project team decided to implement the words of Curitiba's Jamey Learner<sup>66</sup> "...*make progress and correct mistakes later...*".

The completed report formed the strategic guiding mechanism to get the MCDC established and specifically focus on issues such as:

- ◆ the foundation laid during the multi-dimensional background research period;
- ◆ the development corridor concept, with its associated vital issues and the demarcation of the MCDC area;
- ◆ the development status of the MCDC area from a national, provincial and metropolitan context, as well the sectoral development perspectives addressed during the multi-dimensional background research activities;
- ◆ the formulation of development and growth scenarios;
- ◆ the MCDC development principles, goals and objectives;
- ◆ proposed spatial development framework concepts and principles;
- ◆ the MCDC Integrated Development Framework, giving a development focus of each individual area included in the MCDC area, as well as sector specific development proposals and strategies;
- ◆ the identification and categorisation of development projects, which also give specific focus to those projects identified as "*non-negotiable projects*" needed to get the entire MCDC established;

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66 Jamey Learner was the Executive Mayor of the City of Curitiba when the development corridor approach was introduced in Curitiba (also refer to the discussion on Curitiba in Chapter Two on page 31).

- ◆ an integrated implementation strategy to manage the implementation of projects and the development of the entire MCDC area; and
- ◆ potential "...*design and establishment parameters...*" for the establishment of the MCDC Development Body "...*to ensure the development of the MCDC...*" (Urban-Econ Development Economists, 1997b).

The results, findings and proposals contained in the IGDIS-report were approved in September 1997 by the former Greater Pretoria Metropolitan Council, as well as the former metropolitan local councils<sup>67</sup> in the area of jurisdiction of the former Greater Pretoria Metropolitan Council. The resolutions taken, indicated the acceptance and approval of the MCDC Integrated Development Framework (also see Equation 4 below for an extract of the

### Equation 1: The communication of the MCDC-project to the public

The process comprised a detailed identification of stakeholders within the study area, two sessions of interviews with key stakeholders, and four rounds of meetings with the identified Working Groups and other community groups.

#### 2. PUBLIC RELATIONS COMPONENT

##### Media/Press Releases & Press Conferences

Members of the press were made aware of the Mabopane-Centurion Development Corridor project during a media briefing by the Minister of Transport, Mr. Mac Maharaj, on 21 May 1996.

A Press Release announcing the completion of the draft Integrated Development Framework document for the Mabopane-Centurion Development Corridor was prepared by the Chief Liaison Officer of the Greater Pretoria Metropolitan Council, and distributed to the following media on 19 June 1997.

##### Electronic Media

SABC Radio  
 Radio Thobela  
 Radio TNT  
 Radio Winterveld  
 Radio Soshanguve  
 Radio Tuks  
 Radio Rippel

##### Print media

The Beeld  
 The Sowetan  
 The Citizen  
 Frontnuus  
 Metro Weekblad  
 SACOM News  
 Pretoria News

(Thebe Development consultants, 1997b)

<sup>67</sup> The former metropolitan local councils refer to the City Council of Pretoria, the Town Council of Centurion and the Northern Pretoria Metropolitan Sub-Structure.

resolutions taken). The resolutions also made provision for maximum support by the respective authorities for the implementation of the identified development projects to get the MCDC established, as well as the approval of the MCDC Integrated Implementation Strategy. The establishment of the proposed MCDC Development Body was also approved.

## Equation 2: The communication of the MCDC-project during the initial phases of the project

2.1.3 The following articles were published by the print media during the initial phases of the project:

- i. on 22 May 1996, the Pretoria News printed an article headed, “ Corridor link mooted”, which introduced the Project at its initial planning stage.
- ii. A further article, based on a brief press statement prepared by the Greater Pretoria Metropolitan Council, titled, “planned corridor ’will boost western area”, was placed by the Pretoria News, on 23 May 1996.
- iii. A press statement made by the Gauteng MEC for Development Planning and Local Government, MEC S Schiceka, was published on 10 June 1996, by The Beeld, under the headline, Planne vir korridor n’ eerste vir Suid Afrika”.
- iv. An article entitled, “60 km growth strip for city’s west side”, was published by the Pretoria News on 03 October 1996, introducing the Project.
- v. A further article, giving an update on the progress of the Project, appeared in the 24 October 1996 edition of the Pretoria News, bearing the title, “MCDC plan taken a step forward”.
- vi. The October/November 1996 issue of Business First, included an article headed, “Marrying the Rich South with the Poor North”, giving information on the Project and its expected economic impact.

The November/December 1996 issue of Empower, included an article titled, “Unlocking area’s economic potential”, which introduced the Project and outlined its expected areas of impact within the publication’s distribution area.

During March 1997, the Pretoria News printed an article titled, R1-m boost for crater museum”, publicising the planned development of the Tswaing Crater Museum in the North of the Corridor, amongst other cultural projects announced at the International Symposium on Culture, Communication and Development.

- ix. An article entitled, “Insette oor korridor ingewag”, appeared in The Beeld on 17 June 1997, announcing the completion of the draft document for the Integrated Development Framework for the Mabopane-Centurion Development Corridor and inviting the public to comment thereon.
- x. The Rekord-Moot, of 4 July 1997, published a similar article headed, “Plans for corridor completed”.
- xi. The above information was also published under the headline, “Framework on corridor development available for comment, in the Rekord-Noord, 4 July 1997.
- xii. On 27 August 1997, the Pretoria News published an article entitled, “City project clears way for opportunities”, outlining the expected socio-economic impact of the Project’s initiative to empower communities by improving access to information.

### Press conference

As part of the publicity campaign for the Mabopane-Centurion Development Corridor, a Press Conference was held where Mr Peter Maluleka, Chairperson of the Greater Pretoria Metropolitan Council Executive Committee addressed members of the press.

(Thebe Development consultants, 1997b)


As a result of the resolutions taken by the respective Councils, it was also ruled that the MCDC strategies and projects had to be incorporated and reflected in the Integrated

Development Plans compiled for the respective Councils (GPMC, 1997c). This was done to further promote co-ordination and to link identified projects to budgets to enable implementation and the establishment of the MCDC.

Annexure B contains copies of some of the articles on the MCDC-project that appeared in the media.

### Equation 3: Press release of the completed MCDC Integrated Development Framework, inviting comments on the report

**GREATER PRETORIA METROPOLITAN COUNCIL**  
OFFICE OF THE CHIEF EXECUTIVE OFFICER

  
**PRETORIA METRO**

COR BOSMAN & SCHOEMAN STREETS PRETORIA 0002      TEL (012) 323 9351 / 325 4880  
P O BOX 6338 PRETORIA 0001                              FAX (012) 325 6799

**PRESS RELEASE**

**TO: Sidwell Medupe, 804 1184**  
**FROM : Page Boikanyo-GPMC Communication Section**  
**DATE: 19.06.1997**

The GPMC is pleased to announce the completion of the draft document of the Integrated Development Framework for the Mabopane-Centurion Development Corridor.

This document which outlines the different dimensions of development accompanying the corridor, is an outcome of extensive discussions and inputs made by a wide-range of organisations and institutions. These included among others : the Soshanguve Residents Association, Social and Welfare Organisations, Hawkers Associations, Builders, Community Policing Forums, CSIR, the different Metropolitan Local Councils in the Gauteng Province, Political Organisations, Environmental Forums and so forth.

The corridor will stretch from Mabopane and Soshanguve in the North, proceed through Akasia and Pretoria West to Centurion and ultimately to the Samrand Development. The project will bring with it housing as well as job opportunities. In this regard 45 000 households will be established in the Klip and Kruisfontein area only and this is likely to be coupled with the creation of 71 000 jobs over a period of 14 years. Undoubtedly, a project of this magnitude is bound to generate economic growth for Greater Pretoria and its inhabitants.

Now that the draft of this important project has been completed, the Greater Pretoria Metropolitan Council wishes to invite inputs from members of the public with the aim of finally completing the Integrated Development Framework document. The closing date for contributions from the public is **7<sup>th</sup> July 1997**. These should be forwarded to the GPMC, **Directorate of Land Use and Planning, P.O Box 6338, Pretoria, 0001**. The draft copy of the document could be consulted at the GPMC, (4<sup>th</sup> Floor Room 415) H.B Phillips Building, Cnr. Bosman and Schoeman, Pretoria.

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Enquiries:  
Hendrik Kleynhans  
Tel (012) 323 9351 / 325 4880

(Thebe Development consultants, 1997b)

The above-mentioned approval resulted into a launch of the project to the media and potential investors on 17 September 1997. This launch formed part of the implementation of a marketing strategy, to make people (especially developers and investors throughout the Republic of South Africa) aware of the MCDC initiative and its opportunities.

#### Equation 4: Resolutions of the former GPMC regarding approval of the IGDIS-report

This report was submitted to the following Section 59 Committees: Transport and Land-use, MED and RDP, Electricity, Community Services/Safety, Water and Environment, Finance and Fiscal Affairs and they resolved as set out below:

**A copy of the relevant Annexure to the report will be available at the Council meeting of 4 September 1997.**

RESOLVED:

1. That cognisance be taken that Phase I of the MCDC project have been finalised in the form of the Mabopane-Centurion Development Corridor Integrated Growth and Development Implementation Strategy.
2. That the *MCDC Integrated Development Framework*, of the Mabopane-Centurion Development Corridor Integrated Growth and Development Implementation Strategy, be approved.
3. That maximum support for the *Development Projects*, of the Mabopane-Centurion Development Corridor Integrated Growth and Development Implementation Strategy, be granted.
4. That the *MCDC Integrated Implementation Strategy*, of the Mabopane-Centurion Development Corridor Integrated Growth and Development Implementation Strategy, be approved.
5. That the establishment of a MCDC *Development Body* to actively manage and monitor the establishment of the MCDC and the implementation of the Mabopane-Centurion Development Corridor Integrated Growth and Development Implementation Strategy, be approved.
6. That the development concepts and strategies in the Mabopane-Centurion Development Corridor Integrated Growth and Development Implementation Strategy, where applicable, be accommodated in the respective IDP's (metro level, city-wide level and planning-zone wide) to be compiled in the areas of which the MCDC forms part of.
7. That the implementation of the IGDIS and specific projects, be subject to full feasibility studies being undertaken during the implementation phase.

**That cognisance be taken that the media launch of the MCDC Integrated Growth and Development Implementation Strategy will take place on September 17, 1997be approved.**

(GPMC, 1997c)

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## SECTION D: SUCCESS STORIES

### 1. Introduction

The implementation activities of the MCDC-project (with regard to the strategies and projects captured in Section C, paragraph 4.8 on page 139), were initiated in October 1997 with the