

Port Elizabeth Nelson Mandela Bay Municipality South Africa

November 1–6, 2015



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Connectivity and Regeneration in the
Baakens River Valley Precinct

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About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 38,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover photo: Beth Silverman

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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About the World Bank

CREATED IN 1944, originally to help rebuild post–World War II Europe by providing loans for infrastructure redevelopment, the World Bank is the oldest and largest multilateral development bank in the world. The World Bank Group (WBG) encompasses four institutions—the World Bank (the International Bank for Reconstruction and Development and the International Development Association), the International Finance Corporation, the International Centre for Settlement of Investment Disputes, and the Multilateral Investment Guarantee Agency. These organizations together aim to boost economic growth, reduce inequalities, and improve living conditions in the world’s poorest countries.

The World Bank provides lending in areas including education, health, public administration, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management, as well as policy advice, research and analysis, technical assistance, and support to governments for institutional capacity building. The World Bank is owned by the governments of the member nations which it represents. These 188 sovereign governments have the ultimate decision-making power

within the organization on policy, financing, or membership issues.

In 2013, the WBG endorsed a new strategy outlining two overarching goals: by 2030, the WBG aims to end extreme poverty for the 1 billion people living on less than \$1.25 per day and to boost shared prosperity, to catalyze and enable income growth among the bottom 40 percent for every country.

In South Africa, the WBG has partnered with the South African National Treasury to provide technical support to South Africa’s cities through an advisory services agreement administered through National Treasury’s Cities Support Programme. The program was created to help cities manage the built environment in a way that promotes economic growth, job creation, access to basic services, environmental sustainability, and public accountability and is aimed at the creation of more efficient cities that acknowledge the links between transport, housing, and social infrastructure.

Acknowledgments

ON BEHALF OF THE URBAN LAND INSTITUTE, the panel would like to thank the many individuals who assisted with this process, including the Cities Support Programme of the National Treasury, specifically Roland Hunter, Rob McGaffin, and David Savage; the Nelson Mandela Bay Municipality: Amelia Buchner, Dawn McCarthy, and Schalk Potgier; the Mandela Bay Development

Agency: Dorelle Sapere; and the World Bank: Gary Goliath, Zena John, Julian Palma, and Valerie Santos.

The panel also thanks the approximately 75 leaders and representatives from the community, local businesses, and organizations and others who agreed to be interviewed and gave their time and energy to the panel process.

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Background and the Panel's Assignment

THIS REPORT BEGINS WITH AN OVERVIEW of the panel's key findings and a synthesis of the study area's major assets, challenges, and opportunities; continues with a discussion of recommended principles for developing healthy growth in the Nelson Mandela Bay community, a review of the study area and recommendations for four key districts identified by the panel; and concludes with a summary of short- and long-term strategies for moving forward.

A unit within the South Africa National Treasury, the Cities Support Programme provides technical assistance to cities in South Africa aimed at helping them manage the built environment in a way that promotes economic growth, job creation, access to basic services, environmental sustainability, and public accountability. This support includes the creation of more efficient cities that acknowledge the links between transport, housing, and social infrastructure. The Cities Support Programme's objectives are to strengthen governance capacity over a range of management areas (planning, financial, and so on), to orient cities toward integrated management of the built environment, and to align the built environment sectors with various fiscal, regulatory, and support instruments.

Working with the World Bank and the National Treasury, the Nelson Mandela Bay Municipality (NMBM) and the Mandela Bay Development Agency (MBDA) asked the Urban Land Institute (ULI) to address a variety of questions focusing on the Baakens River Valley Precinct (the "study area") of Port Elizabeth, South Africa. These questions largely address how to realign the vision for and align the actions of the many parties (including NMBM, MBDA, Transnet, and Coega Development Corporation) involved in the future of the study area.



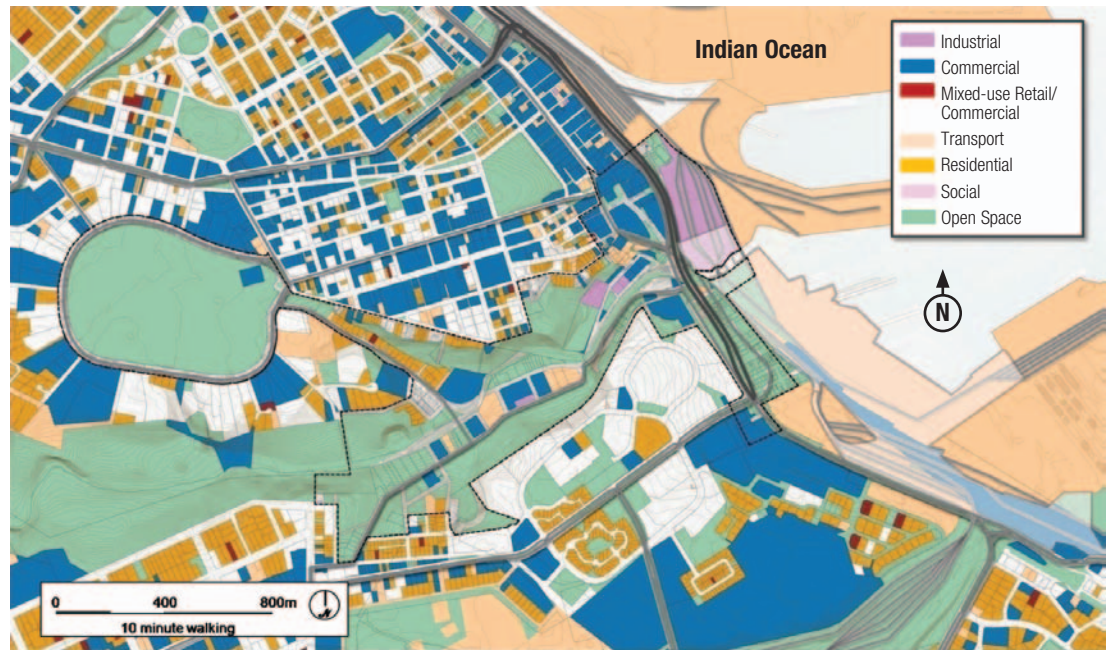
Port Elizabeth and its surrounding region.



The panel's study area, outlined in red, is a 120-hectare site located south of the central business district in the city of Port Elizabeth.

The study area (see aerial view, above) is a 120-hectare (297-acre) site located just south of the central business district (CBD) in Port Elizabeth, a coastal city that is part of the NMBM and the largest city in the Eastern Cape Province. Bordering the study area on the east is the Baakens River, stretching 25 kilometers (16 miles) to the west, meeting the Indian Ocean at the Port Elizabeth harbor. To the west is Settlers Park Nature Preserve, a 54-hectare (133-acre) park that includes a diverse array of flora and

The study area is primarily composed of green spaces, historic buildings, and residential, industrial, and institutional uses.



fauna, a flower display house, rock pools, and an eight-kilometer walking trail throughout the Baakens River Valley. Characterized primarily by open green spaces, historic building stock, and the Port of Port Elizabeth (owned and operated by state-owned entity Transnet), the study area and its surroundings also include residential, industrial, and institutional uses.

Some notable sites include the recently renovated Tramways building, the St. George's Park Cricket Grounds, Settlers Park, and the Nelson Mandela Metropolitan Art Museum. A prominent feature of the study area is the Port Elizabeth harbor, which includes a passenger terminal, a manganese port, a tank farm, a port used by the automobile industry, and a yacht club.

The study area is served by two separate railway lines that provide connections to the north and the west as well as a third narrow-gauge railway that provides access to various small towns. Currently, public transportation is limited to minibus taxis and buses. National routes N10, N9, N1, and N2 connect Port Elizabeth inland to Bloemfontein and Johannesburg, and the N2 runs along the coast to Cape Town. Major roadways in the study area include Park

Drive, Brickmakers Kloof, Bridge Street, and Upper Valley Road (east–west) and the N2/M4 and Settlers Highway (north–south).

The Panel's Assignment

The sponsor, a team composed of representatives from the National Treasury's Cities Support Programme and the World Bank, working with the NMBM and the MBDA, asked ULI to conduct an Advisory Services panel focusing on the Baakens River Valley precinct.

The panel was asked to respond to the following questions:

- Identify key strategies to align interests among NMBM, MBDA, Port/Transnet authority, including its separate entities, and Coega Development Corporation, Southernport, and the Nelson Mandela Bay Business Chamber.
- How can development in the study area achieve national goals and be competitive in a global market? What is needed to position the study area as a global destination in addition to the huge investment of the Coega Development Corporation that is already in place?



As part of their tour of the study area, panelists visited the Donkin Reserve, a public park that overlooks the city and forms part of Route 67 and the Donkin Heritage Trail.

- How can NMBM strike a balance between economic and social considerations, including aspects of heritage and tourism, to ensure viable development and ongoing success for the waterfront?
- What is an effective land assembly strategy for the study area?
- What kind of business model is appropriate for the waterfront? What institutional arrangements or partnerships are necessary to ensure ongoing success for the waterfront?

Summary of Key Findings for the Baakens River Valley Precinct

The panel developed key feedback and recommendations (more specific recommendations and priorities are included in the conclusion of this report), including the following:

- *Tell your story:* The panel was incredibly impressed by the vibrancy and economic possibilities in Port Elizabeth but feels strongly that more comprehensive marketing

investments need to be made to tell the Nelson Mandela Bay story to the appropriate target audiences.

- *Allow the public sector to create the environment for private investment:* The NMBM, through the MBDA, should prioritize working with the private sector to negotiate new deals and take on the direct role and expense of development only as a last resort. Specifically, the MBDA can explore the strategic disposition of publicly owned sites to partner with the private sector on development projects that achieve social, economic, and cultural goals. In addition, the NMBM should take a look at any obstacles within regulatory processes to understand where improvements in efficiency can be made.
- *Focus on regeneration before new building:* Leverage the existing public and historic or vacant building stock in Port Elizabeth for regeneration opportunities. Although land values in downtown are currently low, regeneration is generally more economical and quicker than new construction.
- *Foster and create more housing in the CBD:* More housing in the CBD creates more activity, more jobs, and more wealth. It also puts more eyes on the street and makes the CBD a safer and more interesting place, attracting more visitors and more investment. The panel recommends that the NMBM explore incentives and other financial tools to encourage private development of housing within the CBD and explore redeveloping publicly owned buildings and sites through public/private partnerships. The panel recommends the NMBM consider appointing a dedicated staff member to take on encouraging housing and acting as an ombudsman, similar to what the city of Denver did in LoDo, its lower downtown area.
- *Let champions lead the way:* Look to the youth and the private sector for champions and allow them to participate and work together to make the Nelson Mandela Bay what it can be.

The Nelson Mandela Bay Story

THE ULI ENGAGEMENT FOLLOWS quickly on the heels of a broad and exciting redevelopment plan focused on the Baakens River Precinct, created for the MBDA in the fall of 2014 by a highly qualified coalition of global consultants. The panel was impressed by their analysis and thoughtful recommendations and found few points of disagreement. The panel was also impressed by the work of the NMBM and the MBDA in guiding this work and their commitment to the success of this strategic district. However, these studies proposed very big, long-term, and expensive visions. Although these plans are inspiring, the panel strongly feels that critical incremental work can begin now to help realize the vision for a thriving and sustainable waterfront.

Economic Overview

The Nelson Mandela Bay region is already highly integrated into the global economy through its ports, as well as the manufacturing, agriculture, and tourism sectors. However, the region continues to struggle with a high unemployment rate and major “brain drain.” According to the Nelson Mandela Bay Business Chamber Vision 2030, Nelson Mandela Bay is one of only two metros in the country to have lost skilled workers between 2000 and 2010. The port and

The panel strongly feels that critical incremental work can begin now to help realize the vision for a thriving and sustainable waterfront.

its associated facilities are vulnerable to competition from other countries offering lower costs and a lower regulatory bar. The port has a strong vision for building on the Eastern Cape’s competitive advantages to expand Nelson Mandela Bay’s global reach, but this vision continues with an outward, export-based focus, giving only limited consideration to specific places or locations, such as the Coega Industrial Development Zone or the Port of Port Elizabeth. In addition, the majority of the identified projects (including the Nelson Mandela statue, Bayworld revival, Exhibition Centre International Convention Centre, development of the 2010 soccer stadium and precinct, beachfront and beach resort development, Njoli Square development, Red Location Museum and precinct development, Van de Kemp’s Kloof Development, Uitenhage Airfield, and Helenvale urban renewal project) will require major capital investments that appear to be beyond the financial capacity of the public sector and have not yet attracted significant private capital.

A three-legged approach to economic development, focusing on business attraction and retention and expansion, is standard practice the world over. In the long run, this approach is necessary but not sufficient. What it misses is the fourth leg making a stool into a chair. This fourth leg elevates the importance of entrepreneurship built on local talent, combined with the area’s unique cultural context and physical setting. Nelson Mandela Bay already has many of the key ingredients in place, but they are currently

The Voting Line sculpture at the Donkin Reserve in Port Elizabeth represents all the communities who voted peacefully on April 27, 1994. This sculpture is part of the Route 67 initiative, a public art display of 67 pieces that celebrate each year that Nelson Mandela gave to public life and the people of South Africa.



operating in a fragmented environment with highly limited resources and little formal social consultation or inclusion.

To compete, Nelson Mandela Bay must think locally. In a hyperconnected world, the old models for economic competitiveness based primarily on the cost of land, labor, and capital are not as powerful as they once were. In today's economy, companies are being forced to focus on the quality of life they can offer their workforce, especially for young adults who are now the biggest generation in the labor force. Although Nelson Mandela Bay has had a strong and diverse economy for many decades, the underpinnings of this economy are shifting. To stay competitive in the global market, Nelson Mandela Bay must tell a compelling narrative to the world about its unique culture, rich history, and high quality of life.

Telling a Unified Story

Throughout its weeklong visit, the panel very clearly saw that part of the answer is in the story of Nelson Mandela Bay itself and the inspiration that can be taken from the area's namesake—Nelson Mandela. The problem, however, is that no unified story exists. The panel encourages the sponsor to think about how to pull together, in a cohesive way, what the Nelson Mandela Bay story is, such as a tourism narrative or a narrative to attract new businesses to locate in NMBM, and then target that narrative to the appropriate audiences. This narrative that speaks

The panel recommends creation of a unified narrative to help attract new businesses and generate tourism activity.



to the city and the community, and includes tourism and economic development statistics, will help NMBM tell its story and define its value proposition.

So what could that story look like? The panel was inspired by a number of strengths and characteristics observed throughout its week in the study area and surroundings. Each of these could serve as key elements to the Nelson Mandela Bay story and is described in further detail here.

The Central Business District Is Critical

The Nelson Mandela Bay story is not just about the Baakens River Valley, port, and marina—it's really about the CBD—and more so that the study area, a smaller sector, is actually a much bigger part of the CBD than is recognized. This is the missing link that needs to be communicated as part of the Nelson Mandela Bay story.

The CBD, including the Baakens River Valley, is also a major employment center. While conducting rough estimates on jobs in the CBD, the panel learned that no one currently tracks economic progress in terms of jobs. Employment and job creation are major concerns in South Africa and the Nelson Mandela Bay region. Communicating just how many jobs exist in the area is essential. The panel estimates the study area and the CBD together have anywhere from 11,000 to 18,000 non-tourism-related jobs (the panel received varying information about how many jobs exist in the Port of Port Elizabeth).

The CBD Represents an Integrated Community

Another impressive feature of the CBD is that it truly represents a racially and economically integrated community. This is a goal throughout South Africa and specifically something the sponsor is striving to create in surrounding townships. The CBD represents an existing model that works, demonstrates that housing alone is not the solution, and reinforces how critically important jobs and housing are.

If people can walk to their jobs, they are saving on average R 400 per month. That is disposable income they can use to pay for food, health care, or education. So that R 400 savings is incredibly important. It helps animate the CBD.

An example of apartments, located downtown on Pearson Street.



Once a connected community exists here, it can be used to illustrate how such a community will work other places in the municipality.

A Center of Arts and Culture Is Both Traditional and Groundbreaking

The CBD is also an intersection of culture and arts. The Moolman BA School of Art, the Nelson Mandela Metropolitan Art Museum, and Route 67 (a collection of 67 art pieces celebrating the years Nelson Mandela devoted to public life) are all located within the CBD. Entrepreneurs are bringing in traditional cultures and moving them into the 21st century by creating jobs for Xhosa artisans and providing a connection to tourism and heritage. Celebrating culture close up and the history of South Africa's liberation

The CBD, a critical part of the study area, is a center for jobs and for history, arts, and culture. The Donkin Reserve and Route 67, which celebrate Nelson Mandela's devotion to freedom for all of South Africa, are located in the CBD.



is key to connecting the Nelson Mandela Bay story to the outside world.

Visitors and Tourists Also Bring Resources

Many local people may say, "Oh, tourists. If you just do the things for tourists, what does that do for us?" And the answer is that tourism generates an enormous sum of money. The panel estimates that tourism creates approximately 30,000 jobs in South End/Summerstrand, the major beach and tourism strip in Port Elizabeth. This estimate exceeds all the other job engines in the city. The panel reviewed tourism information summarizing what activities Nelson Mandela Bay visitors are most interested in doing while visiting the region and found that, other than the wildlife park, Nelson Mandela Bay offers nearly all of these types of activities and attractions.

To tell the Nelson Mandela Bay story, a narrative that includes and highlights tourism elements and attractions is critical and should be told not only to visitors and tourists but also to the community itself, to celebrate its sense of culture. This narrative speaks to everybody who will come to Nelson Mandela Bay: both tourists and locals from the country who want the beaches, the arts and culture, the rich and far-reaching history of the Eastern Cape, the Xhosa culture, and the Mandela Bay region. The panel recommends that the NMBM hire a marketing and branding expert or consultant to help brand and develop tourism and economic development assets for the city to use as marketing tools. All these elements of the story must add up. They must be woven together. This strategy is about creating synergy, so that the sum of a unified story is greater than the whole of the parts.

Guiding Principles for the Baakens River Valley

CITY BUILDING IS NOT TOO DISSIMILAR from driving a car. When you drive a car, you're going somewhere. You have to take fundamental steps. First, you have to know where you're going. Second, you need something that's going to tell you how to get there—a road map. And last, you need to look at your speedometer and your fuel gauge and be able to make that journey happen.

All cities are complex. Sometimes you need to pull out the map, and you need to do a lot of planning. But other times, you just need to get in and put the pedal to the metal.

Over the course of the panel week, the panel saw and heard many things that have helped form the suggested guiding principles, which are described in greater detail here.

Tell the Story of Nelson Mandela Bay to a Broad Audience

As several Mandela Bay locals have said, "Nelson Mandela Bay is one of South Africa's best-kept secrets." They have a lot to be proud of: the hospitality of the city's residents, the rich culture, and the inspiring natural beauty of the mu-

nicipality and Eastern Cape at large make Nelson Mandela Bay an attractive place to live, work, and play.

As stated earlier in this report, telling this story is essential, not just to get everybody on the same page but, from what the panel saw, marketing in general is an incredible opportunity. The panel encourages the NMBM to hire a marketing and branding expert or consultant to develop a branding strategy and use the city's tourism and economic development assets as marketing tools.

Encourage Interactions among People Who Live, Work, or Play in the Precinct

The study area is a place where citizens from all corners of Nelson Mandela Bay come to experience the city. A number of very active nodes in the precinct have the potential to bring people together through events, shopping, dining, and public amenities such as parks and museums. Investments of marketing and planning expertise in this part of the municipality and its businesses will further strengthen these activation zones and create a critical mass of people in and around the CBD to capitalize on what is already there.

The panel recommends that the NMBM consider a number of guiding principles for the Baakens River Valley, which include encouraging interactions among the diverse cross section of people who live, work, and relax in and around the study area.



Harness the Energy and Talents of Young People

The young population of Nelson Mandela Bay is one of its greatest strengths. The municipality has almost unlimited potential if these people's skills and ambitions can be harnessed. The population of Nelson Mandela Metropolitan University is nearly 27,000 students and represents an opportunity to bring new energy and vitality to the precinct and bridge different parts of the community with their diversity. Already the Digs @ Military student accommodations and other similar projects within the CBD demonstrate how redeveloped older buildings add vitality to the heart of the city and provide a place for a younger community to become part of downtown. Leveraging some of the investments that have already been made, such as the Digs @ Military and other examples of student housing in the CBD, and encouraging similar projects are another way to harness this energy. Best practices show that engaging younger populations through volunteering and programming (e.g., festivals, outdoor movies, concerts) in downtown helps enhance and sustain a diverse and thriving downtown population.

Reinforce "Port Pride" and Local Identity

Port Elizabeth is a gateway to the world because it opens global markets with the export of goods and because it is a major port of call for cruise travelers and adventure tourists coming to the region. Waterfronts are a place where people come together. In the case of Port Elizabeth, both residents and tourists are customers of the waterfront in addition to purveyors of cargo and commodities. So opening that gateway is really a two-way process: bringing things in and letting things out. As the city plans its future, physically connecting the port and waterfront more meaningfully can reinforce an already strong sense of pride in this global gateway.

Drive Permanent Job Creation

From the medical professions at St. George's Park to the food and beverage industry in Baakens Valley to the thriving retail core of the CBD, the study area is home to numerous, flourishing local and small businesses that serve the community and the greater municipality. The CBD has lots of different types of jobs that form a resilient fabric. From what the panel saw and heard, this place has a lot more cultural wealth and economic vibrancy than it gives itself credit for. Making those resources visible is an essential component of building pride in the community. By supporting successful industries and communicating this support as a major priority—through small business services provided by the NMBM, the MBDA, merchants associations, incubators, and accelerators—and by encouraging expansion of these small businesses, the city can help ensure the long-term growth of permanent jobs and the creation of new business opportunities within the precinct.

Expand Efforts to Enhance Safety and Security

To be willing to invest and live in the community, existing businesses and residents need to feel safe and secure. The panel heard from many people that to be in the study area, they have to feel safe. Based on the panel's observa-

The panel learned that the study area has a safety perception issue. To ensure and maintain the safest environment possible, simple investments in making safety visible are needed, as is the full participation of the city, property and business owners, and residents.



BRENDEN BOSWORTH

tions and walks around the study area at various times of day and in the evening, a perception issue may exist between views of safety and reality. Every city has challenges on the streets at two in the morning.

Significant progress is being made to address perceptions around safety and security through the efforts of the MBDA to clean up the crime and grime in the precinct, but the full involvement of the city, property owners, businesses, and residents is needed to maintain the safest environment possible. Simple investments in making safety visible accomplish a quantum leap because they encourage people to work together and to self-police—businesses, residents, and the public sector working together to bridge what is probably a fairly small gap in the study area.

Open New Doors to Housing and Business Opportunities

The CBD has a thriving retail core along Govan Mbeki Avenue and serves citizens from all around Nelson Mandela Bay. This retail base is a strong economic foundation to build from and a great amenity for the current and future residents of the precinct and study area. New projects and investments in social housing, hospitality, and dining leverage this resource and further expand the base of customers who are downtown during the evening and weekends.

The study area has business and housing opportunities that have yet to be realized. Focusing on helping existing businesses grow and expand—by leveraging the existing stock of buildings that are vacant and can, with much less capital than creating new stock, be put into productive use and redevelopment—is a springboard of the step forward. The panel encourages the NMBM to explore what

sorts of small business assistance incentives and financial assistance can be provided to qualifying businesses and to work with the MBDA to develop workshops educating the business community about such resources.

Take Incremental Steps and Measure Progress

Quick and actionable projects that augment the limited funding of the municipality and tap into the sizable capital base of the private market can yield big results. By working together, stakeholders develop a greater appreciation for one another's goals: property owners focus on outcomes that matter for the community, and public stakeholders benefit from the dynamic growth made possible from capital appreciation. Examples include capital improvement grants for small businesses for costs such as storefront renovation, initiation of pop-up businesses in underused or empty spaces, and programs to activate empty storefronts similar to New York City's No Longer Empty initiative, which orchestrates public art exhibitions in vacated storefronts and properties in the city.

To get to the big vision, to truly connect the city and the waterfront into a vibrant and incredible place, Nelson Mandela Bay has to put one step after another. And this can happen, because the environment and the assets are already in reach.

Study Area Overview

TO UNDERSTAND AND DEFINE the study area, the panel began exploring its context, the assets that have become its foundation, and those particular strengths that can build on the city's existing redevelopment efforts. This effort begins with a larger natural landscape, reaching from the ocean into the surrounding landscape, and the great national and regional game parks that are very clearly a wonderful wrapper to the city on the bay.

The natural corridors of the Swartkops and Baakens River Valley start to organize the city down to the beaches.

These are spectacular resources. They are places that should be consistently preserved by both the NMBM and the MBDA and other partners, because as the city grows they are the places that people organize the city around. In addition is the activity in the downtown itself, which is as much social as it is about commerce.

The study area has a wonderful collection of museums; Nelson Mandela Metropolitan University; Pearson Conservatory, a Victorian treasure in St. George's Park; and



The panel divided the study area into four sectors: the St. George's Park region is shown in yellow; green is the Baakens River Valley; purple is the port; and blue is the bridge that brings the city to the river and to the sea.

Donkin Reserve, Pyramid and Lighthouse, forming part of the Donkin Heritage Trail that links 51 places of historical interest in the old Hill area of central Port Elizabeth.

The study area also has strong economic bones that are detailed throughout this report. Within the study area, the port, the existing tourism attractions, the shopping, and the hospitals create the foundation to enhance and build a great place upon.

The panel looked beyond the pocket of the Baakens River Valley precinct itself to think about the study area as having soft edges, to be inclusive, and to understand how those influences work up the valley. To understand the connections that can bind the city together with all these assets, the panel assessed what is happening around St. George's Park, reached into the downtown, and looked at the big picture of the port. In this effort, the panel divided the study area into four distinct sectors shown in the illustration above: the St. George's Park region, the Baakens River Valley, the port, and the important knuckle that brings the city to the river, brings it to the sea, and ties it all together as a place where these connections can be made.



The Baakens River Valley, which makes up part of the panel's study area.

St. George's Park

The St. George's Park area is blessed with many assets. Not only is it the oldest park in Port Elizabeth, but it is also one of the largest parks and home to diverse recreational amenities—the Nelson Mandela Metropolitan Art Museum, the Pearson Conservatory, an Olympic-sized swimming pool, tennis courts, a cricket stadium, rugby and soccer fields along with a number of walking, running, and biking trails.

The park is open year round and is free to the public. It hosts the annual Port Elizabeth Shakespearean Festival and Art in the Park. The open-air theater is available for hire for any programs of an aesthetic or cultural nature. Nearby is Settlers Park Nature Reserve, with 23 kilometers (14 miles) of nature trails and tremendous opportunities for exercise, exploration, and bird watching. A number of active mountain-biking and trail-running coalitions routinely use both parks. These parks act as “green lungs” within the larger urban environment.

Leveraging St. George's Park

St. George's Park acts as an ideal meeting point that joins to the city center and the sea through Settlers Park and the Baakens River Valley. It provides a large space where all can come and meet, a place to foster community, civic pride, new, unexpected conversations, and cultural understanding. Opportunities abound to capitalize on these natural assets and introduce or reintroduce the park to both community members and visitors. It is a great starting point for triathlons, marathons, and mountain-bike races, kite boarding, kite flying, and zip-lining in Settlers Park.

Medical Hub as Economic Driver

In addition to its obvious beauty, sporting venues, and access to nature, St. George's Park has become a major medical hub, making it a strong economic driver and asset for the community. Three hospitals and multiple physicians make their home in this neighborhood. The hospital has 289 beds and 15 surgery theaters. As a major employer in the area, the hospital is growing, taking

Arts and Culture to Stimulate Community Connections

The panel encourages the sponsor to develop additional programming in St. George's Park to leverage its natural assets and encourage more visitors to spend time in the park more often. Some successful cultural programming examples from San Francisco, California, are highlighted here.

- The Stern Grove Festival is a beloved San Francisco tradition that began in 1938. It is the longest-running admission-free outdoor music festival in the United States, celebrating its 75th anniversary season this year.
- People in Plazas produces free outdoor noontime musical concerts in San Francisco's public spaces. Featuring only local performers, what began as a forum for street performers who were paid by passing the hat now provides exposure to thousands of people and paid “gigs” annually. The People in Plazas nonprofit organization and its music series are supported by the San Francisco Mayor's Office of Economic and Workforce Development, the San Francisco Arts Commission, the San Francisco Police Department, the San Francisco Entertainment Commission, funding from Grants for the Arts/San Francisco Hotel Tax Fund, and numerous local businesses. For more information, see <http://www.peopleinplazas.org>.

space in adjacent buildings, and in the process creating secure and enduring jobs.

Studies, such as that conducted by Becker's Hospital Review in 2012, show that for a hospital of this size, the typical employment is about 1,200 full-time jobs and 425 part-time staff—the equivalent of about 4.5 full-time jobs per bed. The St. George's Park area is also home to a number of physicians. A report from the National Center for Rural Health Works estimates that in a local community with a hospital, each primary care physician can generate about 24.2 jobs, thereby adding to the base of good-quality jobs.

BIDs in South Africa

The successful use of business improvement districts (BIDs) around South Africa is well documented. Legislative authority is derived from local approval of a Special Ratings Area (SRA) that defines the boundaries of the district. Commonly known as a Business Improvement District in many countries, the concept is frequently called a city improvement district (CID) in parts of South Africa. For example, the Cape Town Central CID has been in existence for 15 years and is largely attributed with the regeneration of the city's City Centre.

A CID is a public/private partnership in which a defined geographical area known as an SRA is formed by approval of a majority of ratepayers (50 percent plus 1) in that area. The objective of the CID is to provide top-up services for safety, cleaning, marketing, and social development. The CID is funded through an additional levy on the property owners' rates bill in their particular SRA.

The legislative framework to create and extend CIDs is well defined in Nelson Mandela Bay and easy to implement. The first example is the Richmond Hill SRA, successfully formed in 2014. A second is currently being spearheaded by the MBDA in the Central Hill area.

Further resources on BIDS can be found at the International Downtown Association (IDA) website, <https://www.ida-downtown.org>.

Continuing to foster the medical hub that has grown in the St. George's Park area through enhanced safety, security, and cleanliness of the area (as detailed later in this section) will bring in additional jobs and open the area to further use.

A Strategy for Regeneration

Despite its beauty and recreational and cultural attributes, St. George's Park is perceived by many to be dangerous. Ensuring that St. George's Park and its surrounding areas are clean, safe, and secure is important, or it will remain underused and its economic and cultural opportunities will not be fully harnessed.

A Solution: Business Improvement Districts.

Business improvement districts (BIDs) are a well-tested

strategy for urban revitalization. The concept is widely used—in Canada, the United States, the United Kingdom, New Zealand, Serbia, and here in South Africa.

The BID model relies on special assessments levied on commercial properties located within designated business areas to augment services typically provided by public agencies, including sanitation, public safety, place-based marketing, and planning efforts. Budgets often focus on providing private security to their business locales and the surrounding neighborhood as a supplement to (not in lieu of) publicly funded police and maintenance services. BID programs often initially focus on sanitation of common public space areas such as sidewalks, parks, and gathering places, and over time take on other programming related to events and marketing.

Impact on Crime. Recent studies of established programs suggest that implementation of the BID community economic development model reduces crime in affected neighborhoods. A ten-year study of 30 BIDs in Los Angeles County in California, reported in the October 2010 issue of *Injury Prevention*, shows the implementation of a BID was associated with a 12 percent reduction in the incidence of robbery and an 8 percent reduction in the total incidence of violent crimes.

The Effect of BIDs on Crime

"The overall effect of BID on robberies is consistent with the efforts that many of these Los Angeles BID expend on improving the physical appearance of their areas to make them more attractive to commercial business and less attractive to potential offenders (e.g., painting over graffiti, increased street lighting, closed-circuit television, or CCTV, cameras). The size of the BID effect on robberies varies across the 30 BID areas and appears to indicate a greater than expected reduction in robberies in those located in neighbourhoods that have undergone significant patterns of economic development or invested heavily in crime prevention."

*Source: J. MacDonald, D. Golinelli, R.J. Stokes, and R. Bluthenthal, "The Effect of Business Improvement Districts on the Incidence of Violent Crimes," *Injury Prevention* 16, no. 5 (2010): 327–32.*

Value Creation. Greater safety and security enhance property values, increasing the rate base for the municipality and returns for property owners. The social benefits of BID expenditures on security are a large multiple (about 20) of the private expenditures, according to a 2010 paper (P.J. Cook and J. MacDonald, “Public Safety through Private Action: An Economic Assessment of BIDs, Locks, and Citizen Cooperation,” NBER Working Paper No. 15877, National Bureau of Economic Research, Cambridge, MA). What this means in practice is that as the streets look cleaner and feel safer, crime goes down, enhancing the community’s experience of the neighborhood. Jobs are created within the BID, including sanitation and security jobs as well as accounting and management jobs. Retail storefronts experience more traffic, and property values steadily increase. Furthermore, increased opportunities arise for residential and mixed-use development.

Increased economic vitality means greater job opportunities. For example, one Cape Town BID (known as the Cape Town City Improvement District, or CCID) provides a great snapshot of both the economic and social impact of the district. When the CCID started out ten years ago, it em-

ployed “six security officers and a bakkie [truck],” according to its board chair. Today the CCID employs 600 people, 300 of whom were formerly homeless. Hundreds of street children have been rehabilitated. In 2005, the rate base for the municipality was R 6 billion, today it is R 25 billion.

Using a BID to create a clean, safe, and secure environment in conjunction with the redevelopment of the existing building stock will revitalize the downtown and help foster the environment to create much-needed social housing and more local jobs. The model also supports the panel’s recommendation to build upon what already exists in the central business core.

Prime Locations for New CIDs. The panel recommends the MBDA work in partnership with private landowners to create two new BIDs in the St. George’s Park neighborhood and in the area from the Baakens Valley down through to Vuyisile Square (see map below). The MBDA can act in the capacity of facilitator as the legal structure for the BID is put together, voted on, and a formal board of landowners is developed.



The panel recommends that the MBDA create two new BIDs (as outlined in orange) in the St. George’s Park neighborhood and from the Baakens Valley to Vuyisile Square.

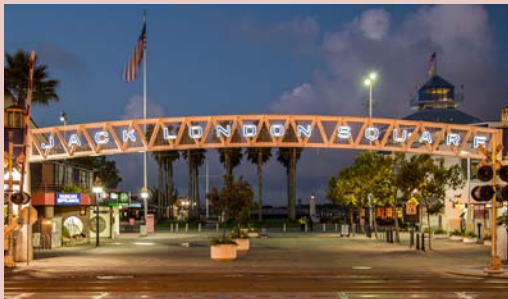
BID Case Studies

Although the successful strategy of BIDs is well documented around South Africa, the following two case studies document BIDs with similarities to the study area and highlight missions and accomplishments that have evolved over time.

Case Study: Jack London Improvement District, Oakland, California

Source: <http://www.jacklondonoakland.org/services>

Hoping to make positive changes in this rapidly transitioning neighborhood, a group of property owners, business owners, and residents established the Jack London Improvement District (JLID) in 2013. The district includes 1,421 parcels of commercial, industrial, and residential property. Historically, light-industrial enterprises and import-export warehouses



The Jack London Improvement District (JLID) was formed in 2013, primarily to provide cleaning, hospitality, and safety services, as well as marketing and economic development strategy. The JLID provides one, unified voice to promote and advocate for the interests of its district.

took up much of the Jack London Square district of Oakland, California. Despite its location on the waterfront, Oakland citizens had little reason to venture to this industrial area of town. A challenge the district faced in attracting residents and visitors came from the city's difficulty in providing basic services such as trash pick-up, mobility improvements, street lighting, and graffiti removal. The freeway underpasses that connect Jack London to the rest of the city felt dark, dirty, and dangerous to pedestrians and bicyclists. As in the NMBM, the perception of crime was almost as damaging and limiting to economic growth as crime itself.

Spending money to deal with graffiti and minor vandalism in a timely manner is an effective way to discourage further petty crime and creates a feeling of ownership among the stakeholders in the community. The JLID gave the owners a united voice to leverage resources and rally commitment around a common goal.

Some of the services provided by the JLID include the following:

- *Jack London Ambassadors:* Easily identifiable in their bright yellow jackets, ambassadors give directions and information, offer pedestrian and motorist assistance, and provide safety and umbrella escorts.
- *Cleaning Services:* Intensive cleaning of sidewalks, gutters, and fixtures in the public right-of-way to improve the street-level experience; and

The Baakens River Valley

The Baakens River Valley is a unifying spine within Nelson Mandela Bay. It offers extraordinary natural beauty in the midst of the urban environment. The biologically diverse landscape includes four of the eight natural biomes of Africa. The valley is also a place of some of the earliest human settlement. With a reliable source of fresh water, the Khoikhoi pastoral people lived in the area for thousands of years. Cave sites not far from Nelson Mandela Bay have been studied extensively, and a cave is rumored to be located along the edge of the valley near Target Kloof.

Today the valley is a rich overlay of indigenous flora, bird life, heritage, and culture.

The river valley has become a place to exercise, to play, to learn, and to explore. The trails are active with mountain cycling, running, and walking close within the city. It offers some 23 kilometers (14 miles) of trails with only one road crossing. It is well loved, with numerous interest groups, including the Baakens Valley Trust, the Baakens Valley Action Committee, trail-running fraternities, and mountain bike clubs. It now hosts ten to 15 organized events each year and upward of 24,000 visitors. As a result of all this

- Special projects such as removal of hazardous fixtures in the public right-of-way, painting of street furnishings, removal of extensive graffiti in the public right-of-way, and more.

■ *Hospitality Services*

- Greeting and assistance, directions, recommendations, and visitor information; and
- Social service outreach to the homeless and street population to conduct welfare checks and request compliance with Oakland’s laws and ordinances.

■ *Safety Services:* Deterrence and reporting of unwanted behaviors. The ambassadors coordinate with the Oakland Police Department to share safety and security information, as well as inform community members of safety practices.

■ *Marketing and Economic Development*

■ *Advocacy and Governance:* JLID provides a unified voice to promote the interests of the district, representing stakeholders before the City Council and other agencies and seeking additional funding streams to improve the district.

After a decade of efforts to revitalize the area by converting empty industrial lots to condominiums, office, and retail space, the Jack London District has earned a reputation for good restaurants and beautiful sights but is still falling short of its potential.

What is unique about the JLID and what makes it of particular interest is its relative youth and the similarity of

some of its urban challenges to those of the NMBM study area: a desire to revitalize a deteriorated downtown area, proximity to the waterfront, the perception of crime, a need to increase safety and security, and the desire to create a unified voice around a common goal.

Although these are still early days for the JLID, the district may provide a useful template for community engagement, implementation tactics, and realistic expectations over time.

Case Study: Cape Town Central CID

The successful use of CIDs around South Africa is well documented. Facing increasing crime and property degradation, the decision to form the first CID was driven by local property owners in Central Cape Town. They had two options: either disinvest or get involved and be part of the regeneration. Cape Town now boasts 26 CIDs. Little doubt exists that the formation of the CID has led to the regeneration of Cape Town City Centre, greatly enhancing property values for those in the area.

Perhaps the most demonstrable benefit for the city is the growth in the rate base from R 6 billion to R 25 billion over the past ten years. Formation of the CID has resulted in far broader benefits to the city and property owners. Not only have jobs been created, but these earnings contribute to the local economy; a zero-tolerance policy results in enhanced streetscape and safety with a shared-cost, shared-benefit model.

activity and the efforts of the caretakers and clubs, the valley is a safer place.

With the rehabilitation of the Tramways building, the valley is poised to enhance its relationship with downtown. The recently opened Valley Market adds another layer of culture and activity with organic foods and baked goods. But the valley is not without issues. Over time the channelization of development has increased the amount of runoff and concentrated floods. The flood plain needs to be mapped to current conditions to ensure the overall watershed is fully understood and that informed decisions to address these issues can be made.



The Baakens River Valley (shown in green) is an extraordinary feature of the study area that showcases its rich biological diversity.

The Baakens River Valley is also heavily vegetated and in certain areas can seem very isolated, creating concerns related to safety and access. There are many places to hide and not a lot of penetration from the sunlight. To someone who doesn't know the terrain, it can be a scary place to enter. To change this perception, opening up the valley and thereby attracting more people to use the area frequently will have significant positive effects. Although the study area's ecology is very impressive, some of the plant species that have invaded the area are beginning to change the characteristics of the valley. The resultant erosion and damage from flooding will only increase as trails in the valley are used more and more.

Recommended Solutions

The panel has come up with a number of recommendations to help address these issues and create new opportunities for the valley.

Create Jobs and Improve Ecology. The Wilderness Foundation and the municipality have already agreed to begin to train young people to pull invasive vegetation and get people into the valley. It's a public win-win, because people learn about their native environment and take that knowledge back out into the community. More generally, it creates a fresh way to look at the study area. It's a value. The participating young people become ambassadors and create many, many more eyes on the park, making it that much safer.

Give the River Room to Breathe. The panel encourages the sponsor to eliminate channelization and remove



To help create new opportunities for the Baakens River Valley, the panel recommends giving the river room to breathe by eliminating channelization where possible and removing invasive plants.

invasive plants where possible. Although this cannot be done everywhere, the main goal is to open up the flow to create softer places, ones that can create areas for absorption and begin to capture some of the runoff further upstream. The river needs to be more fully understood to accomplish this.

Create More Vehicular, Pedestrian, and Bicycle Connections. Connections are needed not only between the beautiful places within the park but also between the wilderness and the city. The panel encourages the sponsor to consider how to connect various parts of the valley, such as St. George's Park and King's Park, with the downtown and existing bicycle paths. Greater connections multiply the accessible areas for more visitors to enjoy.

Make the Area Safe and Attractive to All, and Diversify the Economy. Creating a place that is safe and attractive for everyone is critical. Extensive opportunities exist to start with small attractions and enhancements, such as a zip line or bridges that welcome visitors to the valley's recreational amenities. Once the valley enjoys more foot traffic, economic opportunities will open up to create small businesses, such as a bike rental facility, coffee shops, touring centers, and other places that cater to the valley's users. Build on the success of the Valley Market, and encourage businesses that support activities in the valley.

Build on the Nelson Mandela Bay Sports Identity. Port Elizabeth is already a significant international athletic destination with huge events such as the Ironman South Africa competition and the Addo Elephant Trail Run that attract people from all over the world. These activities should be marketed and branded to attract and celebrate smaller athletic events and participation from the local community.

First Steps

The panel recommends the sponsor focus on the following immediate next steps:

- Initiate job training to get more people into the park and begin the removal of certain plant species with local youth volunteers.

- Map the catchment area and flood plain to ensure current and updated information is known and available.
- Coordinate the many interest groups that are already active in the park.
- Consider modifying the existing funding structure to allow some of the revenue that is earned by events in the valley to be used for enhanced maintenance and repair.
- Tell the story of the valley at the Tramways building through advertisement and educational exhibits.



The Port of Port Elizabeth comprises 1.7 million square meters and forms a significant portion of the panel's study area.

The Port of Port Elizabeth

The port is a major strategic asset for Nelson Mandela Bay and by its very nature must be planned over very long time frames, as is evidenced by its published strategic plan, which stretches to 2042. A significant asset for Nelson Mandela Bay, the port occupies 1.7 million square meters (420 acres) and provides jobs to some 3,000 people. For a port of this size and scale, timelines, conditions, and market forces do not always coincide in total harmony. The port, however, is an asset that everyone should feel part of, be proud of, appreciate for its significance in the future of Nelson Mandela Bay, and most important, have a role in its evolution.

Painting the Picture

The panel understands that a commitment exists to relocate the bulk commodities to the Coega Industrial Development Zone by 2019, which will enable further growth of these commodities and provides further significant economic impact for the city region. Nelson Mandela Bay is the first city in South Africa to have two commercial ports: Port Elizabeth and the Port of Ngqura. The panel believes this is a huge opportunity: two port powerhouses stimulating current and future economic growth. These ports are key links between major local industries and their global markets and economies. Exports and imports are diverse, including but not limited to fruit, cars, manganese, wheat, steel, liquid bulk, tires, and many more. A little gem that may not always stand out among the heavy industry

and shipping activity is the cruise liner terminal. More than 40 international ships also call into Port Elizabeth and are making a significant contribution to the local economy.

The Vision

Since the beginning of time, ports have been people-centric. Even with the mechanization of jobs over the years, while many ports have declined, Port Elizabeth has remained a significant employer. What it currently does not do well, however, is welcome nonport workers to the waterfront. The port of the future should be a *people's port*.

The panel encourages the sponsor to imagine a future where a working port sits in harmony with other marine industry business, tourism, local people spending their leisure time, people wanting to pursue a career in the marine industry, and people wanting to experience marine leisure activities. The port should become a signature destination in Nelson Mandela Bay that is recognizable worldwide. This goal does not mean the port needs to be the next Dubai skyline, but it does mean the port should not fear bold ideas, excellence, and long-term ambition.

To become a 21st-century port, the port must go through a technology revolution and be a place of connectivity, not only linking the ocean to the city, industry to its markets, and inbound visitors to the city core but also connecting to 21st-century living with superfast broadband and Wi-Fi. The port poses an enormous opportunity just waiting to be tapped. Collectively, the municipality, MBDA, Transnet, and private partners hold the key to unlocking the currently

A view of Port Elizabeth Harbor during the panel's study tour.



BRENDEN BOSWORTH

closed door of connecting the ocean to city and the city to the ocean once again.

The panel strongly believes creating these connections is completely achievable and a necessary and key milestone for the vision previously described. The vision also includes putting back a significant harbor that was once present many years ago, increasing cruise line passengers, and capitalizing on incremental spending for attractions, local culture, and retail. Although the port is currently a port of call, Port Elizabeth should also aspire to hold *tumaround status*, enjoying the opportunity for people to join and leave the cruise in Port Elizabeth; opening up the region to further growth in hotel stays, attractions, airport expansion; and experiencing the culture and heritage of the Nelson Mandela Bay region. To achieve this goal, clear signage highlighting attractions, a pedestrian connection to downtown, and food and beverage options, among other things, must be in place. Creating a vibrant, exciting port district is an essential first step to attracting this business, however.

How to Get There

The port needs the people of Nelson Mandela Bay, and the city of Nelson Mandela Bay needs its port. The panel feels strongly that a new leadership environment, which recognizes this interdependence and can act as a springboard to stimulate action and ongoing momentum, is required. Strong and sincere partnerships from Transnet, NMBM, MBDA, and others will be needed. Stakeholders and the wider community need to be engaged with the port, and champions need to understand, support, advocate, and

drive the direction of travel. However, the port needs to be more transparent in explaining the process and communicating to the larger community both positive messages and some of the challenges it faces.

Transnet is a very large institution that requires patience, time, and trust to change and evolve. All stakeholders must share and believe in a common vision, and respect that some items cannot be influenced or shared publicly. The port must do more to authentically engage with the business and residential community of the city region; it must be even more open and transparent about its intentions and time scales. It must deliver on its promises and be inclusive in finding solutions. The panel recommends simple approaches, such as creating an information center in the middle of the city that not only has models, but also shares timelines, provides webcams showing the start of the commissioning process, and describes how the port is starting to come to life. It will build the confidence of those multitudes moving through the waterfront and provide ongoing engagement with the larger community.

The First Few Steps

To help NMBM, MBDA, and Transnet get started, the panel has made a series of recommendations for immediate next steps:

1. The panel strongly encourages immediate commencement on a project to clear out all the obstructions of the Baakens Valley River estuary as a collective project with Transnet, NMBM, NMDA, and other partners. Potential roles and responsibilities are summarized below:
 - Transnet to clear out the channel;
 - NMBM to pave and light the area; and
 - NMDA to coordinate and fund an arts and culture project to dress the channel.
2. Within three months, create the Strategic Interface Forum, a regular convening of Transnet, NMBM, MBDA, and others to agree on a vision, assign clear roles, and ensure execution of that vision is operating



BRENDEN BOSWORTH

To foster better communication and engagement with the larger community, the panel recommends that Transnet provide regular and transparent communications with the business and residential communities.

- effectively with all the appropriate parties and officials regularly attending and driving forward the agenda. As achievements are reached, these milestones need to be communicated to the larger community.
- 3. Immediately commence an effective strategic planning and engagement program among all stakeholders on the workings of the port, and make the process transparent to the public.
- 4. By June 2016 open engagement with initial thoughts on the medium-term plan for the port area marked Maritime Commercial.
- 5. Within a year, open a Port Information Center that is publicly accessible to provide information on jobs, job training, and the port's near- and long-term plans. In addition, this center could create a visitor hub that

showcases the history of the city and the port and provides food concessions to encourage and invite the larger community to visit. Building 92, which opened in 2011, is part of the Brooklyn Navy Yard Center's campus in Brooklyn, New York, and offers a successful example of a working industrial space that showcases the Navy Yard's history and current innovations in jobs and industry happening on its campus. Building 92 offers exhibits, public tours, educational programs, archival resources, and workforce development services as well as a café operated by a local restaurateur.



DAVID BERKOWITZ

BLDG 92, located in Brooklyn, New York, showcases the history and innovations of the Brooklyn Navy Yard. BLDG 92 offers workshops, lectures, readings, performances, and tours to the public.

- 6. Hold Transnet accountable to meet its 2019 deadline for ceasing bulk material transportation from the Port of Port Elizabeth.
- 7. Finally, continue to support the growth of the cruise liner terminal. Nelson Mandela Bay tourism must be enabled to drive further growth in current markets, open up to new markets, and develop and expand current tourism experiences. The port is a two-way connection, and inbound visitors bring new investment.

Heart of the Bay/CBD "From the City to the Sea"

The panel finds much to value in the Port Elizabeth downtown. The Baakens River and Valley are exceptional natural assets to have so close to the region's urban center. But right now, connecting these two assets and traveling

between them, which is necessary to achieve full social and economic value, is a major challenge.

The panel suggests three primary strategies to extend the vibrant activity the panel observed on Govan Mbeki Avenue and to better link the study area in the minds and imaginations of residents and visitors across the Metro.

Strategy 1. Celebrate the Mix-and-Match City

South Africans have long been aware of the opportunity to turn their path-breaking spirit and history of ubuntu, celebrated the world over, to create new ways and places to live. As Mandela said, “Having excluded and marginalized most of our people, is it surprising that our museums and national monuments are often seen as alien spaces? With democracy, we have the opportunity to ensure that our institutions reflect history in a way that respects the heritage of all our citizens.” This opportunity for innovation includes new ways of understanding and telling the heritage story in the downtown and the valley.

1a. Emphasize multistranded stories. Downtown and the valley’s heritage is San, Khoikhoi, Xhosa, Bantu-speaking, Afrikaans, Indian, British, East Asian, Jewish, and more. It is indigenous, colonial, modern, and contemporary. Although multistranded history is visible everywhere, the private and public sector stakeholders in these places can do much more to celebrate it and make it a point of pride for locals and an attraction for visitors. Colonial buildings share design elements with Eurocentric traditions, yet they were built by hands and minds from different places and traditions. These complexities can be framed for celebration and contemplation through printed information, signage, and public art: Nelson Mandela Bay as a global collage. If and when new structures are added, perhaps over existing surface parking, strong expression and eclecticism should be encouraged. Telling the story can also become a job of ambassadors from a CID or the Metro, seducing local, regional, and distant visitors with the complex, sober, and heartening threads that make today’s Nelson Mandela Bay.

1b. Foster a variety of offerings and uses big and small. NMBM’s unique infrastructure, created by the

MBDA on Govan Mbeki Avenue, is a natural demonstration of this variety, offering national chains located side-by-side with small sellers and street vendors. Other examples, such as the Pitkin County Housing Authority’s work in Aspen, Colorado, where first-floor spaces were intentionally designed to help affect the type of retailers they could attract and support, provide a model to encourage mixed-use development in downtown. The panel also encourages the NMBM and the MBDA to appoint a staff person (as referenced earlier in this report) to create an inventory of what retail currently exists and what the gaps are in terms of meeting community and tourist needs. This information can then be used to help target and recruit the right businesses to locate downtown.

Strategy 2. Make It Good for Walkers

Although the panel heard much about the divisions between drivers and walkers and their different concerns, a successful connection between downtown and the valley requires the ability and desire for everyone, if only temporarily, to become walkers. This is the only way to create a place that caters across lines of race and class and taps into the immense working-class market across the Metro. Realizing success depends on achieving secure and secure-feeling public spaces for all visitors so that positive uses outweigh bad. The panel makes the following four recommendations:

2a. Humanize the spaces between Vuyisile Square and the entrance to the valley. Although the recent public investment in Govan Mbeki Avenue appears to be working, with lively pedestrian traffic and shopping activity, below Vuyisile Square this energy quickly dissipates toward the highway and entrance to the valley. Walking from the valley to the port, whether for a look at the sea or a bite at This Is Eat, feels dreary, lonely, and insecure. Many quick and cheap things should be tried to improve these situations—painting pavements and infrastructure, placing plants and vegetables growing in containers, adding human touches with mosaics (as in the Donkin Reserve), graffiti art (already found in some places under the N2), murals, banners, navigational signs; planting trees; and adding lights—anything to clarify that these spaces are



Parts of the study area encourage walking while others prove challenging for walkers, as highlighted here.



An example of existing retail, both national and local, located in the CBD.

intended for walkers and give them dignity. Furthermore, all of these activities can produce jobs at low capital costs.

2b. Consider basic commonsense rules for building.

If and when old buildings are renovated or new buildings are built, consideration should be giving to establishing

basic commonsense rules that contribute to the value of public spaces and the overall place, including minimum front facade windows, front doors, and maximum set-backs, which will not add significant expense to development projects. Existing front facade building additions that break the visual and physical unity of these public spaces should be considered for removal.

2c. Maximize access from downtown street ends to valley.

The valley is a tranquil and delightfully otherworldly place. However, this isolation can contribute to feelings of insecurity. To maximize feelings of connection, as well as actual use, the panel recommends that low-cost pedestrian connections from downtown streets to the valley be established at North Union Street, Dalglish Road, Belmont Terrace, Annerley Terrace, Surbiton Street, and Gordon Terrace. The creation of such trails can be undertaken by volunteers and the youth wildlife park ranger program run by the Wilderness Foundation.

2d. Improve and beautify the mouth of the river.

Starting immediately, the panel strongly encourages the Metro, Transnet, and MBDA to undertake a short-term collaborative project to improve and beautify the mouth of the river. The following actions can make it more pleasant to be in this area as well as improve the river's flow during any floods:

- **Metro:** Clean up, paint, and plant areas between the Tramways building and the port entrance.
- **Transnet:** Clean and dredge the river channel.
- **MBDA:** Clean up and cultivate river vegetation beginning from the upper catchment and around the Tramways building and into the valley.

Such a collaborative action, even if limited in investment and scope, should be widely publicized to dispel perceptions that cooperation is impossible. As the area develops, these parties can contemplate further improvements such as removing unnecessary bridges and concrete structures.

Strategy 3. Attract the Life of the Entire Metro to Its Own Front Door

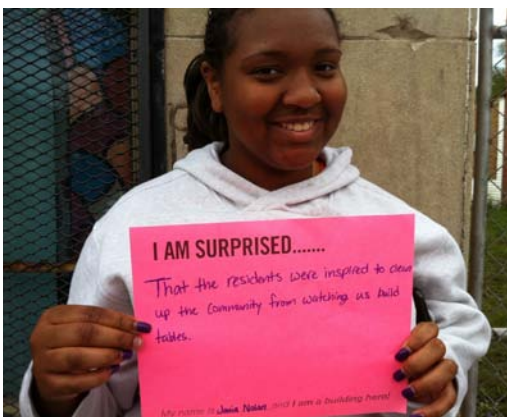
To thrive, downtown and the valley need to bring in the life and pocketbooks of the entire Metro. Strong and proud traditions bring tens of thousands of locals to town on

December 23 and January 1, and these patterns can be strengthened and amplified through smart and wide-ranging events and programs. Once locals start seeing the attractions, visitors follow. Experimentation and failure will be needed to see what works and what doesn't. Of course, people have always been drawn to the mixing in port towns. The panel was told by even a high-end real estate professional that "Clients want to overlook the sea and the port." This could be cooler than Bay West.

3a. Start with events and pilot programs. Set a goal for participation in pilot events and programs over the next three years. Connect the users of the different areas surrounding the river. To succeed, diversify planners, event organizers, and property owners. Create events by bringing cool things that people do throughout the Metro to this place. Such events might include the following:

- Praise singing;
- Braai;
- Mariam Makeba records;
- Eid celebration;
- "Movies and pizza" showing movies outdoors in Xhosa, English, and Afrikaans;

Tiny WPA, a nonprofit organization based in Philadelphia, Pennsylvania, engages young people and communities through design thinking and design building programs. As the name suggests, each Tiny WPA project is a small-scale creative intervention.



COURTESY OF TINY WPA

- Watersports;
- Fish eating;
- Appearances by local sportspeople and celebrities; and
- Environmental education.

Make sure people can come by car, by taxi, and by rail from the north. Explore potential partnerships with the Nelson Mandela Bay Civil Society Coalition, Northern Areas Peoples Development Initiative, and others.

3b. Catalyze civic discussions about building Nelson Mandela Bay. Use public art to tell the story of the city in its public spaces and spark unexpected discussions. Relocate colonial sculptures here similar to what has been done by Fred Wilson in Indianapolis and Krzysztof Wodiczko in the Union Square neighborhood of New York City.

Create youth education programs. Port Elizabeth as a city is an educational resource not only to educate youth but also to help train the imaginations of the entire Metro region. This is a way to improve democratic communication

between government and residents. The panel recommends that the MBDA provide a small amount of grant funding to nonprofit educational partners to help create and run such a program. Examples like TINY WPA out of Philadelphia, Pennsylvania, a program to engage youth and communities through design thinking and design building, provide a useful case study.

The study area can be symbolic of this second transition post-1994. As the National Plan 2030 says: “Break apartheid’s planning legacy.” This is what it means to break apartheid’s planning legacy. This is one city. What excites the human imagination builds the future.

Implementation

THE PANEL BELIEVES A VERY REAL and urgent need exists for key leaders to show clear direction and ownership. The area leading from the Tramways building to the port gates is currently a harsh and uninviting streetscape, separating an outstandingly beautiful area from a working port, but with the possibility to become a celebrated connection between the waterfront and the CBD. The panel proposes four immediate next steps that will be relatively easy and inexpensive for NMBM, MBDA, Transnet, and the private sector to carry out in this area:

- Cut back the overgrown vegetation reed beds not just from the bridge down to the Tramways building. Begin at the upper catchment so that seeds don't move down the river and recolonize areas that have already been cleared. Tidying up the watercourse will materially reduce flooding and make the river more visible and accessible. The panel recommends that NMDA take on this responsibility.
- Brick pave an eight-meter-wide walkway running alongside the road from the Tramways building leading

to the port entrance. This effort should include adding some indigenous plants and incorporating street lighting. These efforts will soften the street and make the crossing “possible” in the eyes of pedestrians. The panel recommends that the NMBM take on this responsibility.

- Remove rocks, concrete, and debris from the channelized portion of the river (i.e., under the various bridges). This action will not only improve general aesthetics but will also greatly reduce flooding. The panel recommends that Transnet take on this responsibility, primarily because it already has the equipment on site to remove the debris.
- Form the Baakens River CID. A clear, easy-to-implement CID framework is already in place in Port Elizabeth, which NMDA has been instrumental in facilitating. Now the private sector needs to step up, define the specific geographical area for a new CID in the study area, and steward its implementation. This work needs to start soon to link with the next municipal budget and will require at least one or two private property owners to lead.



As part of its overall recommendations, the panel proposes a number of immediate next steps for the NMBM, the MBDA, Transnet, and the private sector to carry out.

These immediate first steps are achievable, significant, and highly visible. Execution will show leadership and an ability to work together for the betterment of the city. NMBM, MBDA, and Transnet have done a tremendous amount of planning to date, which provides a strong foundation to now move forward with actions. Taking the next steps creates leadership and will show people are working together.

Another critical immediate activity is the formation of two task teams to explore the following:

- *Capacity building within the municipality:* The panel had the opportunity to meet many Port Elizabeth residents. They are hardworking, dedicated, and carry a deep

passion for the city. Regeneration will not happen if developers struggle to get their plans through the system. If efficiency, collaboration, and willingness to partner with the private sector are not addressed, the city risks the danger that developers and investors will relocate to cities where they can get their plans through the system with a minimum of delay and more easily work with public processes. The city should work to improve regulatory efficiencies, including permit review processes, and improve communication forums with developers.

- *Kick-starting affordable housing into the city center:* The panel strongly recommends the city explore the opportunity to bring safe, clean, and affordable housing into the CBD. For example, the city should explore what financial tools and incentives exist or can be created to encourage housing development and what publicly owned sites or land might be appropriate for disposition or a public/private partnership.

Conclusion

GREAT CITIES ARE BUILT on strong coalitions and partnerships. No government, no private enterprise, no well-meaning nongovernmental organization can do it alone. There are never enough resources, never enough capacity, and never enough wisdom in separateness. But collectively, amazing visions can be fulfilled. It is essential the leaders of Port Elizabeth find ways to work together, step by step, project by project, to return to former greatness, create jobs, and build the quality of life for all residents.

Every project needs champions. Throughout this report, the panel has made numerous recommendations for how NMBM, NMDA, Transnet, and others can begin to truly collaborate and move forward to realize a thriving and sustainable vision for the Baakens River Valley. The panel's overall recommendations are summarized here.

A conceptual plan from the panel, illustrating the future of the study area.



1. Tell Your Story

The panel was incredibly impressed by the Port Elizabeth community, but investment needs to be made to put together materials to do the marketing and communications work, to get the websites, to tell your story to the rest of the world. It will pay for itself very quickly. The panel has found many treasures that people don't know about. So make the investment. Prioritize investment in marketing your city.

2. Allow the Public Sector to Create the Environment for Private Investment

The role of the public sector is to create the environment and protect the investment. Its role is to provide the environment to put in the infrastructure and provide assistance to the private sector so it can invest and profit and continue to do business in the city. Public funds should be leveraged to encourage projects that create jobs and more entrepreneurs in the community. Ultimately this strategy brings more prosperity to the local community and larger region. Very commonly, in developing economies the public sector starts out by taking a larger role and then gradually weans away as the economy grows.

Throughout the week on site, the panel became convinced that Mandela Bay is losing investment and will lose more if it doesn't start providing more support to the private sector. To that end, the panel's major recommendations include the following:

- *Nelson Mandela Bay Municipality*: Invest in the resources that cut red tape for businesses as well as for develop-

ers. For example, the NMBM should review its current development delivery process to evaluate how the various stages of development (e.g., planning, permit review) are currently managed and then consider what improvements could create a smoother and more dependable environment for developers to do business. Some peer jurisdictions, such as the city of Johannesburg, hold regular developer and business forums to provide a venue for input and feedback. The panel recommends creating a similar forum for NMBM's local development and business communities.

- *Mandela Bay Development Agency:* Prioritize working with the private sector to create new development deals and only take on the expense to the MBDA staff of direct development as a last resort. Do everything you can to bring the private sector in; introduce private sector players to each other so the private sector can lead the development in the community.

3. Focus on Regeneration before New Building

Use what you have. Port Elizabeth has a lot of building stock that creates excellent opportunity for regeneration. Regeneration makes a lot of sense. It is generally more economical than new construction, which allows you to do more regeneration and to do it more quickly.

4. Foster and Create More Housing in the Central Business District

Great cities of the world all have great CBDs. And great CBDs all have a lot of housing. There is a reason for that. The people who live in the houses support other businesses. Housing creates more activity, more jobs, and more wealth. It puts more eyes on the street. The CBD becomes

a safer place. It becomes a more interesting place. It attracts more visitors and more investment. Putting more housing in the CBD is critical. And any mix of housing will create these benefits. It could be student housing, social housing, market-rate housing, leasehold, freehold, or any mix. It all works. But the focus must be to bring more housing closer to the CBD.

5. Let Champions Lead the Way

Find your champions. You can have the timber. You can have blueprints. You can have a tool kit, but unless you have a carpenter, that house doesn't get built. Champions are people who are so committed to a passion and to a vision that they are willing to commit themselves to the hard incremental work, to stay the course until the vision is achieved. Of all the communities on the planet, the NMBM region knows about champions. Your name says it all: Mandela Bay. Remember the lessons of the past, but be open to reach out and to find new champions of this generation. Look to the youth. Look to the private sector. Bring people in. Give them an opportunity. Give them projects. Let them participate and work together to make the city of Nelson Mandela Bay what it can be.

About the Panel

Marilee Utter

Panel Chair
Denver, Colorado

Utter is executive vice president, district/national councils, at ULI. Responsible for the growth and success of ULI's local offices, she oversees the staff and operations of more than 70 National and District Council offices around the world and holds Executive Team responsibility for strategy and management.

Nationally recognized as an expert in urban redevelopment, before she came to ULI, Utter was founder and president of Citiventure Associates LLC and managing partner of P3 West LLC. Both firms worked nationally and focused on public/private transactions, infrastructure, and development of mixed-use projects, transit-oriented developments, failed mall sites, and large-scale master plans.

In addition to experience as a banker with (now) Wells Fargo Bank and a private developer (with Trillium Corporation managing the revitalization of Denver's Central Platte Valley rail yards), she previously established the Office of Asset Management for the City and County of Denver and the Department of Transit-Oriented Development for the (Denver) Regional Transit District.

With this unique background, Utter has become a nationally known speaker, writer, and adviser on innovative approaches to community redevelopment and urban issues.

Utter holds an MBA from UCLA's Anderson School, a certificate in State and Local Public Policy from Harvard's Kennedy School, and designations from the Counselors of Real Estate and the Fellows of the Royal Institution of Chartered Surveyors. She is a past national trustee for the Urban Land Institute and chair of the Colorado District Council and a member of the International Women's

Forum. In addition, she serves on the boards of many community organizations, including the Metropolitan State University of Denver Foundation.

Dena Belzer

Berkeley, California

Belzer has 30 years' experience working on economic issues ranging in scale from regional growth management to individual development projects. Her work has helped position Strategic Economics as a national leader in developing innovative urban economics research techniques that guide local public policy decisions and are based on sound market principles while simultaneously fostering sustainable communities and creating places with lasting value. This work has included a wide range of clients, such as cities, counties, transit agencies, metropolitan planning organizations, councils of governments, economic development organizations, developers, and a number of community-based organizations. Under Belzer's leadership, Strategic Economics has worked on numerous award-winning projects and was central to the creation of the Center for Transit Oriented Development (CTOD), a three-way partnership that included Reconnecting America and the Center for Neighborhood Technology. The CTOD was also known for its high-quality research and innovative approach to implementation of transit-oriented development (TOD). In addition to her project-based work, Belzer has published numerous white papers with sponsors including the Brookings Institution, the Federal Reserve Bank of San Francisco, and the Federal Transit Administration.

Belzer's reputation as a creative thinker, strong communicator, and support case maker for the principles of smart growth and sustainable communities has earned her recognition as a national expert for the U.S. Environmental

Protection Agency (EPA) on smart growth implementation. In this capacity, Belzer has worked with communities facing a multitude of growth challenges, ranging from economies in the inner-mountain west transforming from a tourism base to second-home development; slow growth regions with continued sprawl, including upstate New York; and, large fast-growing communities with expanding economies, like Denver and Houston. Her most recent EPA assignments include an evaluation of new and innovative strategies for financing TOD infrastructure and the creation of equitable development and fiscal health tools.

Other projects to which Belzer has contributed include a TOD implementation strategy for the West Corridor in the Denver region; a TOD strategic investment plan for Portland (Oregon) Metro; an economics strategy for the reuse of a former auto manufacturing plant in the Bay Area; an economic base assessment for a two-county region; and, an assessment of the economic benefits of a streetcar line. In addition, she was a key member of the team responsible for creating the Transit Oriented Affordable Housing fund in the Bay Area.

Before founding Strategic Economics, Belzer was a partner at Bay Area Economics. While there, she managed over 60 projects ranging from small fiscal and market studies to large-scale strategic development plans, including the economics portions of several military base reuse plans, a market study informing reuse decisions about the former Stapleton Airport in Denver, and multiple neighborhood revitalization and economic development strategies.

Belzer is president of the board of directors for Community Economics Inc., a nonprofit organization specializing in affordable housing finance. She is regularly invited to serve as a featured speaker at conferences and has served on multiple ULI Advisory Panels and as a resource team member for over ten Mayors Institutes for City Design, sponsored by the National Endowment for the Arts. Belzer received her master in city and regional planning from the University of California at Berkeley and a bachelor of arts in psychology from Pitzer College.

Chris Bliss

Liverpool, England

Bliss joined Grosvenor's management team in 1997. He was appointed Grosvenor Estate Director Responsible for Liverpool ONE in January 2009.

Bliss is responsible for the property management of the Liverpool ONE asset owned by the Grosvenor Liverpool Fund. Before this role, Bliss spent six years as the project manager responsible for the delivery of the Liverpool ONE development. The Grosvenor Liverpool Fund is the investment vehicle that built and owns Liverpool ONE, which was at the time Europe's largest city center, retail-led development. Liverpool ONE started construction in 2004 and opened in two phases in 2008, delivering two department stores, 170 shops and restaurants, a 14-screen cinema, two hotels, two office buildings, and over 300 apartments in the heart of the historic city center. Since its opening in 2008 it has transformed Liverpool city center and now attracts more than 28 million visitors a year, with a total annual rent of close to £50 million.

Among Bliss's responsibilities was managing the design of 35 buildings' mechanical, electrical, and electronics installations and commissioning, the smooth transition from development to opening of the scheme, and establishing the 150-person team that runs it on a day-to day basis. Bliss also played a significant role in Liverpool City Centre stakeholder management. In Liverpool ONE's first three years of opening, it comprehensively outperformed its retail industry peers. Since opening, Liverpool ONE has grown its secondary catchment by 68 percent and seen 37 percent growth in footfall.

Liverpool ONE was one of only seven global winners of the ULI Award for Excellence in 2009.

Before joining Grosvenor, Bliss worked with Friends Provident, developing a retail scheme in Aylesbury Buckinghamshire. He currently holds a number of nonexecutive positions, including Liverpool City Region Local Enterprise Partnership, Liverpool Business Improvement District, and Community Foundation for Merseyside and Chair of Unity Theatre.

Mark Huppert

Seattle, Washington

Huppert is a principal at Point B Property Development with over 25 years of experience building complex projects. He has led business lines and real estate projects as a developer and consultant, having touched over \$2 billion in commercial and residential real estate across the United States. He provides creative vision, organizes capital, and leads complex partnerships and teams to achieve ambitious goals for investment partners and clients.

Huppert is an innovator in urban revitalization and reuse. As a strategic adviser and partner to municipalities and investors, his teams have helped turn around aging downtowns by reshaping policies and building catalytic projects that attract new residents and small businesses to neighborhoods in transition. His policy work has influenced the creation of thousands of urban homes and commercial spaces in Seattle and Los Angeles. As a member of an airport authority's \$500 million renovation program, he represented the port's largest airline as an expert in building renovation.

He has a passion for improving the built environment and has directed energy research and sustainability programs for the National Trust for Historic Preservation, the National Renewable Energy Laboratory, the U.S. Department of Energy, and public and privately held corporations.

Huppert holds a BS in mechanical engineering from UCLA and a joint MS in construction management and MBA from the University of Washington. He is a management committee member of the Urban Land Institute's Northwest District Council and is a LEED Accredited Professional of the U.S. Green Building Council.

Rob Kane

Cape Town, South Africa

Kane has recently retired as CEO of Texton Property Fund (formerly VPIF), which he formed in 2006 and then listed on the JSE in 2011. The fund currently has R5 billion of

assets comprising 350,000 square meters of commercial, retail, and industrial buildings throughout South Africa. In 2014 Kane diversified the business offshore, and the fund now has 25 percent of its asset base in the United Kingdom. He is also chair of the CCID, a public/private partnership that is responsible for public safety, urban management, social development, and public relations and communications. The CCID is accepted as the organization primarily responsible for the turnaround of Cape Town central business district, resulting in property values growing from R 6 billion in 2005 to some R 29 billion in 2015. The CCID board comprises many of the large local property owners, and the work is done pro bono. The CCID is responsible for the employment of 600 people, many of them formerly homeless. Kane also sits on the South African Property Owners Western Cape Committee.

He is known as a pragmatic, creative entrepreneur with a passion for cities and their well-being. His career is characterized by an ability to identify early trends and then to invest heavily to bring them to fruition. His deep knowledge of property fundamentals, finance, and legal and statutory processes has enabled the delivery of node-enhancing mixed-use developments. Practical examples are his Cape Town developments in Greenpoint (1998), Green Market Square (2004), and Woodstock (2011), and Weirda Valley (2015) in Sandton. He has arguably been involved in more Cape Town central business district brownfield developments than anyone else. Relevant developments are The Decks (23,000 square meters), Hill House (10,000 square meters), Vunani Chambers (12,000 square meters), Foretrust (26,000 square meters), 14 Loop Street (2,300 square meters), Weirda Valley (30,000 square meters), and The Paddocks (384 apartments).

Kane has an undergraduate degree in civil/structural engineering from the University of Cape Town and an MBA from Bath University, UK. He lived in the United Kingdom for six years, traveling extensively for business, and worked in 15 countries.

Molly McCabe

Big Fork, Montana

McCabe is a pioneer in the field of finance and sustainability. Through her company HaydenTanner, she acts as an investment adviser and management consultant to global real estate organizations, nongovernmental organizations, and governmental agencies. Before starting HaydenTanner, she spent several years in banking, real estate, and corporate finance. With more than 25 years of experience in commercial real estate, finance, and business consulting, she is a groundbreaker in the monetization of resource efficiency. McCabe has a comprehensive and quantitative understanding of the triple bottom line.

McCabe's company, HaydenTanner, cultivates practical solutions and strategies to facilitate investment and accelerate emergence of resilient buildings and vibrant, sustainable cities. Her work centers on game-changing innovation—innovation that will change how we live and work and the resources we use. Using a systems approach, the company focuses on identifying future trends to recognize technological and cultural shifts as well as new patterns that can dynamically alter markets. As these themes are charted, investment opportunities are identified and risks proactively managed with an eye on the big picture and the bottom line. Through thoughtful questions, intuitive listening, and active partnering, McCabe crafts bold and creative solutions to enhance resiliency, community vibrancy, and livability while meeting economic objectives.

HaydenTanner's work is multifaceted, incorporating real estate, economics, human behavior, policy, strategy, and finance. Investment projects span residential, office, urban mixed use, and diverse land development. The firm is committed to generating positive change locally and globally.

McCabe is the author of the book *Practical Greening: The Bottom Line on Sustainable Property Development, Investment and Financing*. She is also responsible for a number of cutting-edge research reports.

She is the chair of ULI's Responsible Property Investment Council and on its Center for Sustainability Advisory Panel. A trained mediator and business coach, she is also an instructor at the Boston Architectural College and a research fellow for the Responsible Property Investing Center. She has an undergraduate degree in economics from the University of California at Davis and an MBA from the University of San Francisco.

Todd Mead

Berkeley, California

Mead is a landscape architect and urban designer with PWP Landscape Architecture in Berkeley, California. He has led a broad range of work, including urban parks, gardens, urban infill redevelopment, and campus projects, involving complex, integrated teams throughout the United States. This work often involves the rehabilitation of natural systems as a means of making healthy urban places that amplify their social, economic, and ecological context. Mead is currently involved with the rehabilitation of Constitution Gardens on the National Mall in Washington, D.C., the redevelopment of the Parkmerced residential community in San Francisco, and landscape architectural work on the campus of the University of Texas at Austin.

Mead has been actively involved with the Urban Land Institute, serving previously on the Gerald D. Hines Competition jury in 2013–2014. He has presented at the ULI national meeting and other national conferences including the American Public Works Association, the Associated General Contractors, and the American Society of Landscape Architects (ASLA). He has been a frequent critic at the University of Colorado at Denver and Boulder, has been a juror for the ASLA student design awards at Colorado State University, and participated in peer review for Bushwick Inlet Park in Brooklyn, New York.

Before joining PWP, Mead was a principal with Civitas, contributing to design practice and firmwide leadership. Mead received a master of landscape architecture from the University of Colorado and bachelor of science natural resources from the University of Wisconsin.

Damon Rich

Newark, New Jersey

Rich is a designer, planner, and partner at Hector, an urban design, planning, and civic arts firm.

As director of the Newark Planning Office (NPO), he worked from 2008 to 2015 to make New Jersey's most populous municipality a prosperous, walkable, and environmentally just city. Under his leadership, the NPO's achievements included leading design negotiations on over \$2 billion of real estate development, completing the city's first riverfront parks, launching the Newark Public Art Program, and drafting the first comprehensive update to the city's zoning regulations in over 50 years. He has led award-winning planning and urban design projects, including Making Planning Public: Newark Zoning Workshop, winner of a 2015 National Planning Award from the American Planning Association; the Newark's River: Public Access and Redevelopment Plan, awarded a 2014 New Jersey Future Smart Growth Award; The Box and Beyond: Infill Housing for Newark, awarded the 2009 Outstanding Community Engagement and Education Award by the New Jersey Chapter of the American Planning Association; and Newark Riverfront Revival, the recipient of an Our Town grant from the National Endowment for the Arts.

Before coming to Newark, Rich founded the Center for Urban Pedagogy (CUP), an internationally recognized nonprofit organization that uses art and design to increase meaningful civic engagement, where he served as executive director for ten years. At CUP, Rich developed innovative models of community education, drawing on the tools of architecture to help people and organizations understand and improve the places where they live. He also served as chief of staff for capital projects at New York City Parks, where he led the efforts of 200 architects, landscape architects, and engineers on over \$400 million of investment in the city's public spaces.

Rich has taught architecture and planning at schools including Harvard University, Cooper Union, and Syracuse University, and has written about real estate and architecture for *Perspecta*, *Metropolis*, *Architecture*, and *Domus*, among other publications. His first book, *Street Value: Shopping, Planning, and Politics on Fulton Street*, was published by Princeton Architectural Press in 2010. His design work represented the United States at the 2008 Venice Architecture Biennale and has been exhibited internationally at venues including the Canadian Centre for Architecture, the Netherlands Architecture Institute, and the MoMA PS1 Contemporary Art Center. He is a Loeb Fellow in Advanced Environmental Studies at the Harvard University Graduate School of Design, a MacDowell Colony Fellow, and a fellow of the MIT Center for Advanced Visual Studies. Rich is a member of the American Institute of Certified Planners and a licensed Professional Planner in the state of New Jersey.

A ULI Advisory Services Panel Report



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Washington, DC 20007-5201
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