

REPORT TO EXECUTIVE MAYORAL COMMITTEE



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

1. ITEM NUMBER : MC 14/10/11

2. SUBJECT
(LSU B3487)

DRAFT ATLANTIS REVITALIZATION FRAMEWORK

ISAKHEKO ESILUYILO SOKUVUSELELWA KWE-ATLANTIS

KONSEPVERNUWINGSRAAMWERK VIR ATLANTIS

3. PURPOSE

This report seeks approval from the Executive Mayoral Committee for the Intergovernmental Steering Committee to embark on a public consultation process to finalize the framework and to compile action plans for focused interventions.

4. FOR DECISION BY

Delegated: For Decision by the Executive Mayor

Section 56 of the Municipal Structures Act authorises the Executive Mayor to develop strategies that are to inform the IDP.

Sec 56 (2)(d) further states that the Executive Mayor may recommend to Council the best way, including partnerships, and other approaches to deliver on those strategies.

5. EXECUTIVE SUMMARY

Severely affected by the current global and domestic economic recession, Atlantis is a distressed area that has catapulted into long-term economic decline given continued loss of business and jobs in the area.



Already high unemployment levels are rising even further, underpinning an escalation in crime, gang activities, drug abuse and domestic violence, to name a few, in the area.

There is growing consensus that the revitalisation of Atlantis requires a partnership approach, drawing on government, business, industry, labour, and civil society to introduce decisive and integrated interventions that address Atlantis's rapid socio-economic decline in the immediate, facilitating economic recovery and growth over the medium- to long-term.

This report tables a proposal for an *Atlantis Revitalisation Framework* (See Annexures A – D) that aims to articulate a constructive and meaningful working relationship where responsibilities between the key stakeholders – government, business, and civil society are agreed and shared, so as to enable successful implementation of the strategies and actions for the revitalisation and thereafter growth and development of Atlantis.

After the public consultation process the draft framework will be revised and submitted to the Council for approval and implementation. The final framework will be aligned with the IDP because it is a cross-cutting and multi-functional initiative which will expedite and advance the development objectives as set out in the IDP.

6. RECOMMENDATIONS

"Delegated: for decision by the Executive Mayor:

- a) Recommended that the Mayco support in principle the Atlantis revitalization Framework.
- b) Recommended that the Mayco approve the request from the Intergovernmental Steering Committee to embark on a public consultation process to finalise the Atlantis Revitalisation Framework and to compile action plans for focused interventions.



6. IZINDULULO

“Zigunyazisiwe: isigqibo sesikaSodolophu wesiGqeba:

- a) Kundululwe ukuba i-Mayco mayixhase ngokomgaqo isiKhokelo sokuVuselelwa kwe-Atlantis.
- b) Kundululwe ukuba i-Mayco mayiphumeze isicelo esivela kwiKomiti eLawulayo ymamacandelo awohlukeneyo kaRhulumente sokuqalisa inkqubo yothatyatho-nxaxheba luluntu ukwenzela ukuqukumbela isiKhokelo sokuVuselela i-Atlantis kwaye iqulunge amanyathelo okwenza umsebenzi ukwenzela imisebenzi yongenelelo ngoncedo kugqitywe kuwo.

6. AANBEVELING

“Gedelegeer: vir besluitneming deur die uitvoerende burgemeester:

- a) Aanbeveel dat die burgemeestersbestuurskomitee die voorgestelde vernuwingsraamwerk vir Atlantis in beginsel ondersteun
- b) Aanbeveel dat die burgemeestersbestuurskomitee goedkeuring verleen aan die versoek van die interregeringsbeheerkomitee om 'n openbarekonsultasieproses te hou ten einde die vernuwingsraamwerk vir Atlantis te finaliseer en aksieplanne op te stel vir gefokuste intervensies

7. DISCUSSION/CONTENTS

7.1 Overview of Proposed Framework

Atlantis has been hard hit by the global and domestic economic crisis, with a loss of business and jobs. Over the past 18 months about 10 factories in the area have closed down and one has relocated within the Cape Town city region with a direct loss of just under 600 jobs. A further 400 – 500 workers living in Atlantis that had been working elsewhere in the Cape Town city region have also since been retrenched. While business retention and expansion efforts have since created about 150 new jobs, the net job loss in Atlantis amounts to 850 over the 18 month period.

Rising unemployment is further compounded by high food price inflation, the hikes in the electricity price and the current fuel price shock has had severe social implications in an already distressed area.

Atlantis is potentially a significant industrial node in Cape Town's and the broader regional spatial economy, and its long-term economic decline reduces the impact that catalytic developments such as the Saldanha industrial development zone may have along the West Coast and broader Cape Town city region, reducing the region's economic competitiveness and long-term growth trajectory.

The common interest at stake, the revitalisation of Atlantis requires a partnership approach that draws all parties from government, business, industry, labour, and civil society together to engage actively in a multi-stakeholder participation process as well addressing spatial dynamics in the area.

Active participation of all stakeholders is critical to the successful planning and implementation of inclusive strategies and action plans for Atlantis. That said, it is important that consultative structures and processes are well managed with clear actions, time frames, and measurable deliverables so that that there is concise feedback into planning and implementation processes. Consultative structures must be 'action' rather than 'talk' orientated so that they to become constructive elements in successful planning and implementation processes.

The current crisis in Atlantis necessitates a phased approach that firstly stabilizes the situation, moving to implement a turn-around strategy that places the area on a sustainable growth path. Strategies and action plans should therefore focus on short, medium and long term interventions, based on an incremental and systematic approach.

The proposed *Atlantis Revitalisation Framework* aims to articulate a constructive and meaningful working relationship where responsibilities between the key stakeholders – government, business, and civil society are agreed and shared, so as to enable successful implementation of the strategies and actions for the revitalisation and thereafter growth and development of Atlantis.



7.2 Environmental Implications

Does your report have any environmental implications:	No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/>
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7.3 Legal Implications

None

7.4 Staff Implications

Does your report impact on staff resources, budget, grading, remuneration, allowances, designation, job description, location or your organisational structure?

No

Yes

7.5 Risk Implications

None

7.6 Other Services Consulted

This framework was compiled jointly by officials from the City of Cape Town, Provincial Department of Economic Affairs and the National Department of Economic Development.

City of Cape Town	Stanley Visser	021 5501201
Province	Faye Dharsey	021 4835708
National	Shirley Robinson	082 819 5789

ANNEXURES

Annexure A: Draft Atlantis Revitalization Framework

FOR FURTHER DETAILS CONTACT:

NAME	Stanley Visser
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E-MAIL ADDRESS	Stanley.Visser@capetown.gov.za
DIRECTORATE	Economic and Human Development
FILE REF No	
SIGNATURE : DIRECTOR THEMBINKOSI SIGANDA	

Sayed

LEGAL COMPLIANCE

REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.

NON-COMPLIANT

NAME RIAANA SAYED
TEL 021 400 4508
DATE 19 / 09 / 2011

Comment:

Certified as legally compliant:
Based on the contents of the report.

[Signature]

Ruby Gelderbloem

ACTING EXECUTIVE DIRECTOR
Ruby Gelderbloem

Comment:

DATE 2011-09-26

B Walker

MAYORAL COMMITTEE MEMBER
Ald Belinda Walker

Comment:

NAME B. WALKER
DATE 28.9.2011

Approved for submission to
Mayco

[Signature]

8 August 2011 Version

A PROPOSED FRAMEWORK FOR THE REVITALIZATION AND DEVELOPMENT OF ATLANTIS**1. EXECUTIVE SUMMARY**

- 1.1. Severely affected by the current global and domestic economic recession, Atlantis is a distressed area that has catapulted into long-term economic decline given continued loss of business and jobs in the area.
- 1.2. Already high unemployment levels are rising even further, underpinning an escalation in crime, gang activities, drug abuse and domestic violence, to name a few, in the area.
- 1.3. That said, Atlantis is potentially a significant industrial node in Cape Town's and the broader regional spatial economy, and its long-term economic decline reduces the impact that catalytic developments such as the Saldanha industrial development zone may have along the West Coast and broader Cape Town city region, weakening the region's economic competitiveness and long-term growth trajectory.
- 1.4. There is growing consensus that revitalisation of Atlantis requires a partnership approach, drawing on government, business, industry, labour, and civil society to introduce decisive and integrated interventions that address Atlantis's rapid socio-economic decline in the immediate, facilitating economic recovery and growth over the medium- to long-term.
- 1.5. This document tables a proposal for an *Atlantis Revitalisation Framework* that aims to articulate a constructive and meaningful working relationship where responsibilities between the key stakeholders – government, business, and civil society are agreed and shared, so as to enable successful implementation of the strategies and actions for the revitalisation and thereafter growth and development of Atlantis.
- 1.6. The document covers 4 key aspects to the proposed *Framework*:
 - 1.6.1. *Key role-players are identified and described*, with comprehensive terms of references for each of the structure proposed, attached as annexures. The intention is to provide substantive and meaningful roles and responsibilities to these bodies;
 - 1.6.2. *A description of the proposed Framework and how it will operate* is followed by a look at the *working relationships for implementation, the proposed implementation vehicle and methodology* (i.e. the phased approach);
 - 1.6.3. *The framework approach to project and programme development is proposed in respect of short, medium and long-term implementation*, with examples of potential interventions identified to kick-start the consultation and discussions around implementation.

1.6.4. Existing or planned sector or spatial strategies and their relationship or linkage to the proposed Framework are clarified with specific sector or spatial strategies finding place and feeding into the overarching proposed Framework.

2. INTRODUCTION

2.1. Atlantis – a distressed area in severe crisis

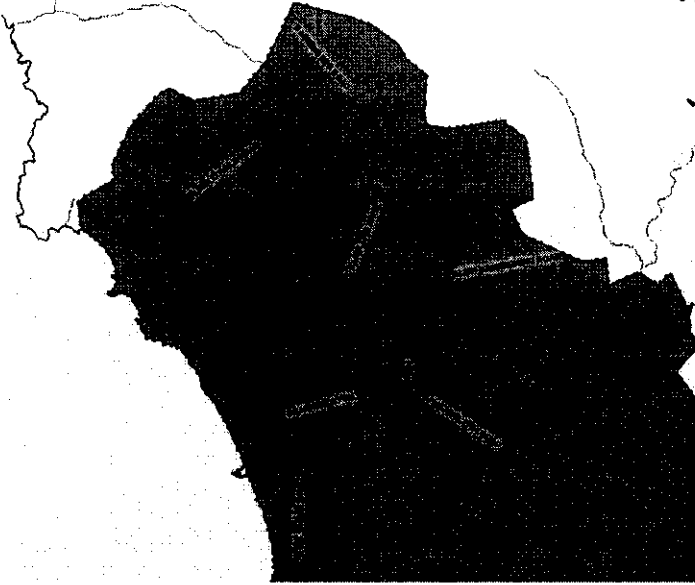
2.1.1. Atlantis is a distressed area in severe socio-economic crisis located on Cape Town's northern corridor on the R27 towards Saldanha. The area lies within the City of Cape Town administrative jurisdiction, falling into its West Coast district (B). The broader district has seen significant growth over the past few years, led by Table View, Killarney and Montague Gardens (with recent annual turnover of R27,5 million)¹. Industrial property forms 58% of the area and has the greatest value of industrial building plans submitted in the city (especially in Montague Gardens). Table View is experiencing continued commercial investment and expansion. In contrast, Atlantis is a spatially and economically isolated area with little economic activity.

2.1.2. Established in the apartheid era, Atlantis has a population of approximately 70 000 (2% of Cape Town's population) of which 98% belong to the group previously classified as coloured². For the purposes of the Atlantis Revitalisation Framework, the Atlantis area refers to area that is bounded wall-to-wall within wards 29 and 32 as per the maps in figure 1 below.

Figure 1 Atlantis area inclusive of wards 29 & 32

¹ City of Cape Town. 2008. *Socio-Economic Analysis, 2008*. City of Cape Town. Cited within City of Cape Town. 2008. *North Local Area Economic Development Study for the City of Cape Town*.

² Quantec Research. 2010. Cited in Urban Econ. 2011. *Atlantis Integrated Project Implementation Framework*. Commissioned by the Western Cape Department of Economic Development & Tourism.



- 2.1.3. With the removal of regional industrial incentives offered during the apartheid area, the attraction of Atlantis as a business location declined, contributing to the area's long-term economic decline and existence as a dormitory urban area that is in many senses disarticulated from the urban core of Cape Town. Despite notable industrial potential, Atlantis has limited commercial (mainly manufacturing) and service economic activity that has experienced severe curtailment given impacts of the recent economic crisis.
- 2.1.4. Atlantis has a youthful population, with almost 40% of the population under the age of 18 years, and a third young adults aged between 18-34 years. That said, the area has notably education attainment deficits with only 70% of the population having completed secondary schooling between the grades of 8-12, while a mere 0,3% of the population has any tertiary qualification beyond matric³. Poor educational attainment has fed into high and rising unemployment, currently estimated at 35%⁴.
- 2.1.5. Atlantis has been hard hit by the global and domestic economic crisis, with a loss of business and jobs. Over the past 18 months about 10 factories in the area have closed down and one has relocated within the Cape Town city region with a direct loss of just under 600 jobs. A further 400 – 500 workers living in Atlantis that had been working elsewhere in the Cape Town city region have also since been retrenched. While business retention and expansion efforts have since about 150 new jobs created, the net job loss in Atlantis amounts to 850 over the 18 month period⁵.
- 2.1.6. Rising unemployment is further compounded by high food price inflation, the hikes in electricity pricing and the current fuel price shock has had severe social implications in an already distressed area.

³ City of Cape Town. 2008. *North Local Area Economic Development Study for the City of Cape Town*, drawing on Census 2001 data.

⁴ Atlantis Rescue Task Team. *Atlantis Socio-Economic Review*. 2010.

⁵ Informal calculations drawn from discussions and observations in respect of Atlantis by the Development Facilitation team of the City of Cape Town Economic and Human Development Department

2.1.7. Poverty and economic exclusion are rife. Out-dated 2001 Census estimates suggested that even then over half of Atlantis' population (51%) earned between R1 600 and R6 400 a month, while just over a third of the population (34%) earned below R1 600 a month⁶. Ten years on, economic hardship has exacerbated further given the impact of the recent global and economic recession, and social ills that are driven by crime, gangs, drugs and domestic violence, dominate daily reality in the area.

2.2. Problem statement

2.2.1. The alarming socio-economic decline in Atlantis is caused by multiple factors, such as globalization, structural economic deficiencies, the current global and domestic economic recession, industrial inefficiencies, ad hoc and non-sustainable government interventions, the high food price inflation, and a lack of local community coherence and pride.

2.2.2. While there is much debate as to what the collective response to the Atlantis crisis should be, there is general agreement that, given current trends, there is a high probability of economic and social implosion as a consequence of inaction.

2.2.3. This has led to a growing consensus that all role-players should partner to introduce decisive and integrated interventions that address Atlantis's rapid socio-economic decline in the immediate, facilitating economic recovery and growth over the medium- to long-term.

2.3. Partnership to drive the revitalisation and development of Atlantis

2.3.1. Atlantis is potentially a significant industrial node in Cape Town's and the broader regional spatial economy, and its long-term economic decline reduces the impact that catalytic developments such as the Saldanha Industrial development zone may have along the West Coast and broader Cape Town city region, reducing the region's economic competitiveness and long-term growth trajectory.

2.3.2. The common interest at stake, the revitalisation of Atlantis requires a partnership approach that draws all parties from government, business, industry, labour, and civil society together to engage actively in a multi-stakeholder participation process as well addressing spatial dynamics in the area.

2.3.3. Active participation of all stakeholders is critical to the successful planning and implementation of inclusive strategies and action plans for Atlantis. That said, it is important that consultative structures and processes are well managed with clear actions, time frames, and measurable deliverables so that there is concise feedback into planning and implementation processes. Consultative structures must be 'action' rather than 'talk' orientated so that they to become constructive elements in successful planning and implementation processes.

⁶ City of Cape Town. 2008. *North Local Area Economic Development Study for the City of Cape Town*, drawing on Census 2001 data.

2.3.4. The current crisis in Atlantis necessitates a phased approach that firstly stabilizes the situation, moving to implement a turn-around strategy that places the area on a sustainable growth path. Strategies and action plans should therefore focus on short, medium and long term interventions, based on an incremental and systematic approach.

2.3.5. The proposed *Atlantis Revitalisation Framework* aims to articulate a constructive and meaningful working relationship where responsibilities between the key stakeholders – government, business, and civil society are agreed and shared, so as to enable successful implementation of the strategies and actions for the revitalisation and thereafter growth and development of Atlantis.

2.4. Shared responsibility within Government

2.4.1. It is important to note that the proposed *Atlantis Revitalisation Framework* aims to address the challenges faced by Atlantis in a holistic manner and is therefore not the responsibility of a single department or role-player. It is rather the result of a multi-institutional programme, where each sphere of government and all relevant role-players need to identify representatives that are dedicated to support and implement strategies and interventions for Atlantis.

2.4.2. Within the government arena, the revitalization of Atlantis has been ratified by the Provincial Cabinet and an Economic Development working group and work-stream already exists, which includes, inter alia, all three spheres of government – national, provincial and local.

2.4.3. This intergovernmental working group has been tasked to develop a proposed framework that speaks to co-ordinated governmental action that addresses revitalisation of Atlantis and which must therefore contemplate and include all possible partners who would be required to participate in and implement this revitalisation process.

2.4.4. Led by the City of Cape Town, the nominated representatives of each sphere of government to the intergovernmental working group are:

City of Cape Town

- Thembinkosi Siganda , City of Cape Town
- Stanley Visser, City of Cape Town

Western Cape Provincial Government

- Amanda Brinkmann, Head of Department: Strategic Partnerships
- John Peters, Department of Economic Development and Tourism
- Fayruz Dharsey, Department of Economic Development and Tourism

National government

- Shirley Robinson, National Department of Economic Development.

2.5. This working group will be expanded and contracted as needed through the intervention process. Post approval and endorsement by the City of the Cape Town's Mayoral Committee (MAYCO) as well as formal agreement by the Provincial Cabinet and the National Economic Development Department, the framework will be tabled for broad and thorough consultation with all relevant role-players and stakeholders in Atlantis.

2.6. Outline of the proposed Framework

2.6.1. This document essentially covers 4 key aspects to the proposed *Framework*:

2.6.1.1. *Key role-players are identified and described*, with comprehensive terms of references for each of the structure proposed, attached as annexures. The intention is to provide substantive and meaningful roles and responsibilities to these bodies;

2.6.1.2. *A description of the proposed Framework and how it will operate* is followed by a look at the *working relationships for implementation, the proposed implementation vehicle and methodology* (i.e. the phased approach). A schematic illustration of the framework is then advised;

2.6.1.3. *The framework approach to project and programme development is proposed in respect of short, medium and long-term implementation*, with examples of potential interventions identified to kick-start the consultation and discussions around implementation.

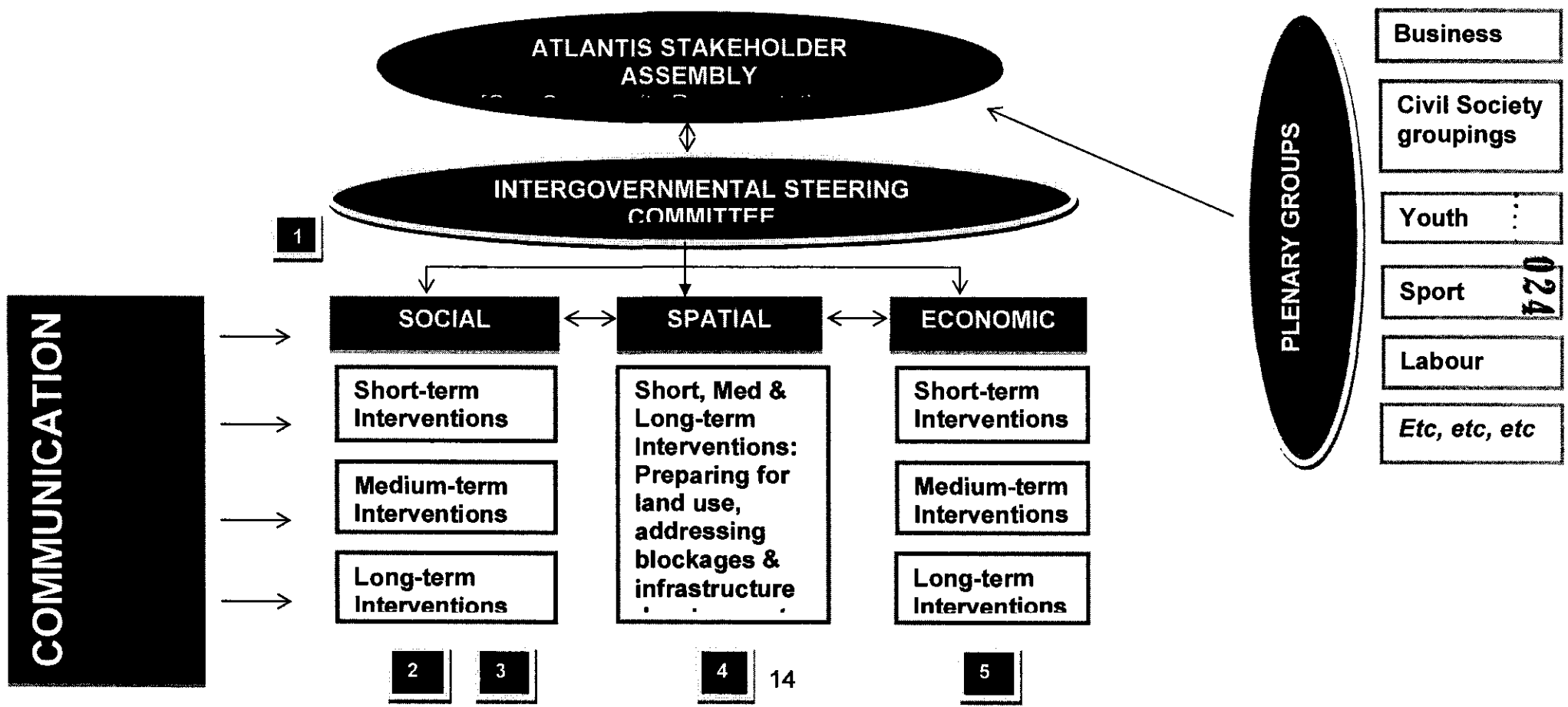
2.6.1.4. *Existing or planned sector or spatial strategies and their relationship or linkage to the proposed Framework* as shown in table 1 below. The specific sector or spatial strategies will find place and feed into the overarching proposed *Framework*.

Table 1 Selection of existing sector or spatial strategies that relate to Atlantis (full list in References)

Industrial Development and Investment Potential Blaauwberg – A Mountain of opportunity (Feb 1998, T. Levita, Blaauwberg Municipality).
Atlantis Industrial Survey and reasons behind job losses: Towards an Atlantis Job retention strategy (July 21, 1998, Blaauwberg Municipality and CMC).
Atlantis Grant Corridor Management Plans Issues, Vision and Proposal (May 2000, Planning Partners, Blaauwberg Municipality)
Design and Action Plan for the Atlantis Small Business Network (May 2000, Nick Green, Consulting CC, Blaauwberg Municipality).
Local Economic Development Strategy for Atlantis (Feb 2002: City of Cape Town, Blaauwberg Administration)
Atlantis Rehabilitation Workshop – 16 April 2005. Towards a process and strategy to rehabilitate Atlantis (Mayoral workshop)
Integrated Development Plan (IDP): Five Years Plan for Cape Town – 2007/08 – 2011/12. (City of Cape Town).
North Local Area Economic Development Study for the City of Cape Town November 2008, BDC).
Social Plan of Eskom Development Foundation for Atlantis Strategic Capital Expansion (March 2008, Thandi Nkonzo, SEDM Western region).
Atlantis Spatial Economic Development Workshop. Final Report. September 2010. Atlantis Socio-Economic Rescue Task Team.
Atlantis Integrated Project Implementation Framework. February 2011. Project Prioritisation and Integrated Implementation

Framework for the Socio-Economic Revitalization of Atlantis. Prepared by Urban Economic: Western Cape.
Provincial Department of Health. June 2010. Atlantis Project Hope: Transversal Revitalization Strategy 2011 and Beyond. Unpublished (Author: Amanda Brinkmann)
Ministry of Rural Development and Land Reform. 2009. The Comprehensive Rural Development Framework. July 2009.

DRAFT FRAMEWORK FOR REVITALISATION OF ATLANTIS



3. FRAMEWORK STRUCTURES AND THE KEY ROLE-PLAYERS

3.1. Plenary Groups or Sector Committees

- 3.1.1. The first phase of the proposed *Atlantis Revitalisation Framework* sees the establishment up of *Plenary groups or Sector Committees* representing all structures in the community with their roll-out planned during the social facilitation phase of the framework.
- 3.1.2. Within each work-stream and from the greater community, there is a need to identify the different local structures that can play a role. The plenary should be open to include all that could make a contribution to the stabilisation and development of Atlantis. First and foremost it should include all residents of Atlantis (business and civil society). These may include business, sport organisations, youth bodies and organisations, civil society groupings, housing fora, etc, as well as the relevant ward committee. Their responsibility will be to make input and recommendations to the *Atlantis Stakeholder Assembly* on what they would like to see happen in their community.
- 3.1.3. The purpose of the *Plenary* would be to:
- Facilitate broad and inclusive consultation and participation;
 - Debate and comment on sector-specific issues,
 - Discuss sector strategies and possible action plans and their potential impact;
 - Provide inputs to the *Atlantis Stakeholder Assembly* on proposed action plans and projects;
 - Participate in the implementation of programmes and projects; and,
 - Ensure the formation of a coherent social alliance for Atlantis.

(Annexure 1: Terms of Reference)

3.2. Atlantis Stakeholder Assembly (ASA)

- 3.2.1. The *Atlantis Stakeholder Assembly (ASA)* shall include:
- One representatives of each of the *Plenary or Sector Committees* nominated to the ASA ;
 - Along with the *political champions*, representatives from government (national, provincial and local);
 - Four *Government Steering Committee (IGSC)* representatives (one from every work stream and the chairperson of the IGSC).
- 3.2.2. The ASA will evaluate the proposed community ideas or recommendations, take input from the work streams and based on priorities that are identified, set an agenda for government to action with partners within resource allocations.

3.2.3. The ASA will select a Chairperson (and Deputy Chairperson) to convene and lead the meetings of the ASA. The purpose of the ASA would be to:

- Interface with *Plenary* and ensure all-inclusive participation;
- Interface with the *Intergovernmental Steering Committee* on implementation and progress;
- Give strategic guidance to and advise the *IGSC* on proposed action plans and projects as it relates to the goals/vision for Atlantis;
- Advise on strategies, programmes and projects (to ratify selected interventions);
- Oversee the implementation of action plans of work-stream programmes to address strategies; and
- Strategically assess interventions in terms of results, outcomes, and impact (i.e. evaluate the impact of the strategic direction).

(Annexure 11: Terms of Reference)

3.3. Intergovernmental Steering Committee (IGSC)

3.3.1. The *IGSC* consists of all assigned representatives of the relevant government departments at local, provincial and national levels, along with the relevant delegates from parastatals. The head of each work-stream, along with the chairperson of the *IGSC*, will serve on the ASA. The *IGSC* will select a Chairperson (and Deputy Chairperson) to convene and chair *IGSC* meetings.

3.3.2. The purpose of the *IGSC* would be to:

- Design and develop programmes or projects for implementation;
- Hold responsibility for planning and the development of business plans for the recommended projects;
- Oversee implementation of approved programmes and projects;
- Plan, develop and implement the recommended projects, along with the coordination of the relevant government support services to be brought on board;
- Coordinate, align and synergise government interventions and its support services;
- Assess and report on interventions –
- Monitor, evaluate and report on progress in implementing programmes and interventions, progress and challenges experienced in the delivery of targeted outputs to the ASA.

(Annexure 111: Terms of Reference)

3.4. Work-stream Proposal

3.4.1. The IGSC would sub-divide itself into three proposed work-streams – Social, Spatial and Economic matters. There is an inter-relationship between the Economic and Spatial work-streams, but for the purpose of focus, the two streams will initially be separated until such time as implementation plans are mature. At that point, all three work-streams will be merged.

4. FRAMEWORK IMPLEMENTATION

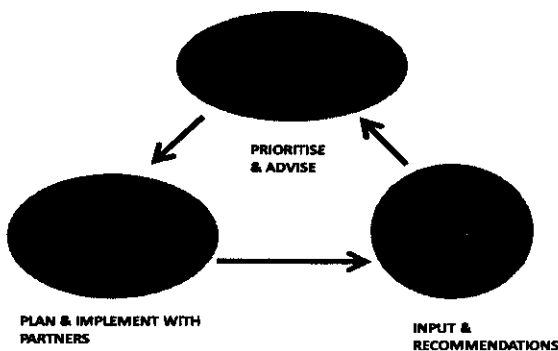
4.1. Implementation Process Outline

4.1.1. The proposed framework sets out a role for the ASA to receive inputs and recommendations from *Plenary groups and Sectors* representing interest groups within the Atlantis community (the youth, business, labour, sport, religious, etc.). The ASA will, based on inputs received, prioritise and advise on a proposed agenda for government to action with a range of partners (internal ones from the plenary groupings and external ones as required).

4.1.2. Government will organise itself by forming an *Intergovernmental Steering Committee (IGSC)* that takes the agreed agenda to three proposed working streams for implementation. The three work-streams proposed are: *Economic, Spatial and Social*. These would be government work-streams with partners brought on board. The work-streams will work concurrently and draft implementation plans for short, medium and long-term action that together will comprise the *Atlantis Revitalisation Strategy*.

4.1.3. To enable optimal implementation, it is proposed that the working relationship and responsibilities between Government and the Atlantis Community and sector groupings is structured as follows:

Figure 2 Implementation Process Outline



4.1.4. It is proposed that a three-five year timeframe for implementation of activities be set as a target, with impact and sustainability assessments undertaken at the end of Year 3 to the end of Year 5. These assessments should test the relevance of the framework and inform government’s exit strategy, with the goal of leaving Atlantis in a sustainable position. An *intergovernmental support team* will however remain available to the Atlantis groupings.

4.1.5. At inception of the planning process, a thorough enumeration of Atlantis will aim at profiling the whole area in respect of the following by way of example:

- Population – demographics as well as psychographic profiling;
- Access to services;
- Service gaps;
- Programmes, projects currently in progress – government as well as civil society;
- Business categories, employment numbers, turnover, geographic plotting;
- Ownership of land as well as immovable property – plotted on map.

4.1.6. It is anticipated that much of the above-mentioned information already exists and so collation of information from existing sources would be the first and intuitive step in the planning process.

4.1.7. Within the three work-streams focus areas can include:

SOCIAL	SPATIAL	ECONOMIC
<ul style="list-style-type: none"> ▪ FACILITATION ▪ COHESION ▪ UPLIFTMENT 	<ul style="list-style-type: none"> ▪ CLEARLY UNDERSTANDING AND SUITABLY INFORMING THE SPATIAL DEVELOPMENT PLANNING FOR ATLANTIS ▪ ADDRESSING BLOCKAGES ▪ PREPARING THE LAND FOR MAXIMISING THE LAND POTENTIAL ▪ INFRASTRUCTURE DEVELOPMENT 	<ul style="list-style-type: none"> ▪ GROWTH ▪ DEVELOPMENT ▪ INCLUSION

4.2. Framework Implementation Vehicle: The Intergovernmental (Inter-Departmental) Steering Committee

4.2.1. The IGSC represented in three work streams, consists of representatives from relevant departments of the City of Cape Town Municipality, Western Cape Provincial Government and the appropriate and relevant National departments.

4.2.2. The three work streams will undertake the planning and implementation of projects and programmes, along with the relevant plenary groups and partners.

4.2.3. The IGSC will be facilitated and headed by the *identified lead departments*, as agreed to by the work-streams.

4.2.4. As this is one of first transversal projects undertaken in the Western Cape, the intention is to build a model which would have the ability to be scaled up or down, for application in a range of communities that require intervention towards reaching their growth and development potential.

- 4.2.5. Care will be taken to contemplate complex issues such as transversal allocation of budget, inclusion of performance indicators within the Annual Performance Plans of the range of departments, across the three spheres of government.
- 4.2.6. Monitoring, evaluation and reporting tools will have to be constructed and implemented so as to ensure that progress can be checked at a glance and that the activities of all governmental departments are inter-linked, although not necessarily linear in nature. In other words, the projects as a whole will be tracked.

Table 2 An example of possible list of departments identified for work-stream participation

INTER-INTERGOVERNMENTAL STEERING COMMITTEE		
SOCIAL WORKSTREAM	SPATIAL WORKSTREAM	ECONOMIC WORKSTREAM
<p>SOCIAL FACILITATION:</p> <p>City of Cape Town</p> <ul style="list-style-type: none"> ▪ PGWC: ▪ STATSSA ▪ Data Capture Service Provider <p>SOCIAL UPLIFTMENT:</p> <ul style="list-style-type: none"> ▪ City of Cape Town <ul style="list-style-type: none"> ➤ Economic, Social Development & Tourism ➤ Community Services ➤ Safety & Security ➤ Health ▪ PGWC: <ul style="list-style-type: none"> ➤ Education ➤ Social Development ➤ Health ➤ Sport & Culture ➤ Community Safety ➤ SAPS 	<p>SPATIAL PLANNING & INFRASTRUCTURE DEVELOPMENT:</p> <ul style="list-style-type: none"> ▪ City of Cape Town: <ul style="list-style-type: none"> ➤ Strategy & Planning ➤ Economic Development and Spatial ➤ Transport, Roads & major Projects ➤ Housing ➤ Utility Services ▪ PGWC: <ul style="list-style-type: none"> ➤ DEADP ➤ TRPW ➤ Human Settlements ▪ Eskom 	<p>ECONOMIC GROWTH, DEVELOPMENT & INCLUSION:</p> <ul style="list-style-type: none"> ➤ City of Cape Town ➤ Economic, Social Development & Tourism ➤ Strategy & Planning ➤ Transport, Roads & major Projects ➤ EDD ➤ PGWC: ➤ DEDAT ➤ DOA ➤ WESGRO

<ul style="list-style-type: none"> ➤ Local Government ➤ Skills Development <p>National: Labour</p>		
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4.3. Implementation Methodology – The Phased Approach

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- 4.3.1. **Phase 1 IGSC Planning:** Post agreement and adoption off the framework a two month planning phase is envisaged to establish the inter-departmental *IGSC*. The *IGSC* will be subdivided into the three work streams (social, spatial and economic). During this phase the work streams will work to develop or consolidate existing reports around the status quo in their respective areas and around specific matters. They will then identify and investigate potential projects or project ideas that can be implemented. These potential projects would then be presented for evaluation to the *ASA* at the completion of phase 2 and prioritised for short, medium and long-term delivery.
- 4.3.2. **Phase 2 Social facilitation:** The first step of this second phase is to compile a household profile (that includes the enumeration of skills, knowledge, experience of persons who are economically able) and identifying the existing needs, as well as existing and required skills within each household.
- 4.3.3. This is achieved by doing a household audit within each of the community households. This process will be followed by community group discussions where the findings of the audit will be assessed and prioritised by the community and sector groupings or committees.
- 4.3.4. The second step in this phase is to create a representative social structure for the community, through an election process where community committees are established that represent community members down to street level, as well as covering all sectors in the community e.g. business, sport, religion, youth, health, etc. The leaders of these committees will then be the nominated representatives from the plenary groups and will represent these interests on the *ASA*.
- 4.3.5. Along with the government representatives, they will collectively make inputs regarding potential opportunities and imminent threats and challenges, and more importantly, that it will be the decision-makers to inform on actions to be taken by the *IGSC*. It is envisaged that this phase will take three months to complete, given no unexpected delays. During these three months, the social upliftment, spatial planning and development and economic development work streams will continue planning project proposals, already on the table for implementation, to present to the *ASA*. In many instances,

parallel processes will be happening – these will be reflected and monitored via a project planning/management tool for tracking purposes.

- 4.3.6. **Phase Social upliftment:** Social upliftment is the third phase of this approach and is initiated at the completion of the social facilitation process. At this stage the potential social upliftment projects in terms of food security, health and skills development have been identified and prioritised by the community groups. Potential skills development projects within the community can include for e.g. building skills, computer skills, industrial or manufacturing production skills, financial management skills, etc.
- 4.3.7. The social upliftment projects that received the highest priority from the community groups are then taken to the ASA for project recommendation. Upon approval, implementation of the high priority projects will be initiated. Existing social programmes and projects will be strengthened and co-ordinated so as to ensure maximum impact. Heritage and the creation of a sense of place and belonging will be vital in the creation of social cohesion. A holistic approach will be taken in addressing social upliftment (model attached). This will be based upon a collaborative approach between government, civil society and the private sector. Global organisations and donors will be approached and included.
- 4.3.8. **Phase 4 Spatial planning and development:** This is the fourth phase and is initiated together with the social upliftment phase. During the social facilitation phase, the community has identified and prioritised planning and infrastructure needs within the community, e.g. roads, sport facilities, community buildings, housing, etc.
- 4.3.9. The projects with the highest priority are then taken to the ASA for recommendation and approval. Upon approval implementation of the high priority infrastructure projects will be initiated. Unlocking of existing buffer zones between industrial and residential, consolidation of land and the setting of conditionalities as well as incentives towards economic development are all issues for inclusion during this phase.
- 4.3.10. **Phase 5 - Economic development:** Economic development is the fifth and final phase of the phased approach and is initiated two months after the start of the social upliftment and spatial development phases. This is to allow time for skills development and infrastructure development to be in process, so that the scene is set facilitate the economic development implementation phase.
- 4.3.11. Skills development will be informed by a range of indicators – viz: available and required jobs, existing businesses and their present as well as future skills requirements, new industries and their required skills. Business plans will be developed for the high priority economic projects. The existing business plans of the Green Cape initiative are already included within the Economic Development Framework. Business plans will be presented to the ASA for project recommendation and approval. Once approval has been gained the implementation of the high priority economic development projects will be initiated.

4.3.12. The phased approach demonstrates the critical path, but interventions over the short-, medium and long-term will overlap and work as parallel processes.

Table 3 Implementation Methodology: The Phased Approach

		M1	M2	M3	M4	M5	M6	M7	M8	M9	M12	M18	M24	M36
Phase 1	Steering Com Planning													
Phase 2	Social Facilitation													
Phase 3	Social Upliftment													
Phase 4	Spatial Plan & Dev													
Phase 5	Econ Dev													

PHASE 1: INTERGOVERNMENTAL STEERING COMMITTEE PLANNING	PHASE 2: SOCIAL FACILITATION	PHASE 3: SOCIAL UPLIFTMENT	PHASE 4: SPATIAL PLAN & DEVELOPMENT	PHASE 5: ECONOMIC DEVELOPMENT
Formation of Government Interdepartmental Steering committee	Community Household profiling	Food Security	Spatial development	Economic development project list
Government Interdepartmental Steering committee Planning meetings	Participatory Community Research	Family support services	Security of water supply for human consumption	Project viability studies
Status quo reports	Community Social Organisational structuring	Improved health care services	Storm water	Selection and approval of economic projects
Status quo report - Assessment of the Economic & Business environment		Improvement of Community safety	Sewerage and water treatment	Business plan development of selected projects
		Improved Social cohesion in the community	Electricity	Economic project implementation
		Self-actualization programmes	Solid waste site	
		Boys & Girls Club	Provincial roads	
		Strengthening of MOD Centres in areas – expansion of activities to include a range of activities focused on learners of all ages	Integrated transport plan	
		Parent education, packages of knowledge across a range of topics	Public transport	
		Depth and breadth of access to Early Childhood Development programmes	Library and e-information centre	
		Urban Regeneration and Greening of facilities used by community at large	Maintenance and upgrade of community streets	
			Household Electricity	
			Sewerage services	
			Community Housing	

			developments	
			Industrial Area development	
			Schools assessment	
			Police station	
			Clinic	
			Municipal offices	
			Community hall	
			Sports complex	
			Public open spaces	
			Cemetery	
			Post office	
			Crèche	
			Household water	
			Community Employment agency	

4.4. Communication

- 4.4.1. Consistent and credible communication with all stakeholders, most importantly the Atlantis community, is key to the successful implementation of the *Atlantis Revitalisation Framework*. Communication underpins social trust and maintains integrity in the process, ensuring that accurate information reaches all parties involved on a regular basis.
- 4.4.2. It is proposed that a centralised 'communications desk' develop an appropriate communication plan that unpacks the different elements and proposed phased implementation approach of the *Atlantis Revitalisation Framework* in a manner to which the Atlantis community is able to relate, engage and commit.
- 4.4.3. A well-structured and details media strategy will be the key to this process. The *Atlantis Revitalisation Framework* and ensuring *Strategy*, if well managed, has the ability to create hope for many citizens in the Western Cape, as well as to galvanise the support of the private sector.
- 4.4.4. It is recommended that the Communications Departments from both Department of the Premier and the Mayor's office are briefed to develop an integrated communications plan.

5. FRAMEWORK APPROACH TO PROJECT AND PROGRAMME DEVELOPMENT

5.1. Phased approach applied to project and programme development

- 5.1.1. The framework suggests a **phased approach** - where intervention areas under the Social, Spatial and Economic clusters are staggered and sequenced - to ensure that the right building blocks via project and programme development are put in place.
- 5.1.2. Furthermore, the framework is proposing that within the clusters, (Social, Spatial and Economic) projects and programmes undertaken should be sequenced and tackled for implementation in **short, medium and long-term timeframes**. A sound mix of short to medium-term interventions are required to address the

socio-economic consequences of the rapidly declining economic situation, as well as longer term interventions required to place Atlantis on a sustained economic growth path.

5.1.3. Both of the above principles are suggested to ensure that collective efforts incrementally and systematically begin to put appropriate (both relevant and achievable) interventions at the centre of future planning and development so as to ensure sustainable growth and develop.

5.2. Short to Intermediate-term Interventions:

5.2.1. In the initial visioning phase of the *Atlantis Revitalisation Framework* [May – June 2010], extensive desk research was done to determine the scope of existing programmes, projects and interventions run by a range of government departments at both City of Cape Town and the Western Cape Provincial Government. Although this information is no longer current, it is encouraging to note the broad range of existing interventions.

5.2.2. It is the intention of the *IGSC* to plot all existing programmatic activities so as to ensure the following:

- Avoiding duplication;
- Strengthening of existing activities;
- Identifying gaps;
- Redeploying resources to fill gaps; and
- Developing and implementing new programmes, projects and activities towards the future-focused vision of developing community members that are actively engaged in both the economy and in community life.

5.2.3. Inter-governmental collaboration as well as partnerships with civil society and the private sector underpin the successful implementation of the Framework. It would also be vital to inform the community about these programmes so that there is an understanding of the kinds of investments that are already being made into the well-being of the Atlantis community.

5.2.4. For the purposes of the *Atlantis Revitalisation Framework*, short-term is viewed as spanning from 6-12 months and medium-term is viewed as spanning 12 – 18 months.

5.3. Medium to Long-term Interventions

5.3.1. By virtue of the fact that Atlantis has been prioritised within the Western Cape, a vote of confidence has been placed in the potential that exists to recreate a sustainable economy within the area. As is evidenced by the content of this document, such a project entails both re-engineering of existing business and sectors as well as the creation of future-focused businesses and sectors. The establishment of a Green Technology manufacturing hub is a good example of establishing future-focused economic growth in the Atlantis area.

- 5.3.2. The continued socio-economic decline of Atlantis is in part due to the fact that there has not been a long-term, future-focused vision and plan for the area.
- 5.3.3. The long-term economic growth objectives of the Western Cape are linked to the region's ability to look ahead and implement proactive socio-economic strategies and interventions that shift the region onto a higher growth and development trajectory, emphasising the legacy of inclusion.
- 5.3.4. With a future-focused vision in mind, timeframes to reach long-term goals range as follows:
- 36 months – 3 years
 - 48 months – 4 years
 - 60 months – 5 years
- 5.3.5. Some interventions, such as the re-engineering of rail and roads infrastructure, may well go beyond a 5-year timeframe.
- 5.3.6. As social cohesion starts taking shape, levels of societal wellness are improved and businesses return to financial health, this should lead to the creation of retail infrastructure as well as a change in the residential landscape and desirability of the area in general. These things will all depend upon how robust the strategy and planning are, but more-over, how well-managed and single-minded implementation is done.
- 5.3.7. It is the intent of the *IGSC* to ensure that a legacy of success, growth and inclusive development is achieved in the Atlantis area.

Table 4 Examples ONLY of areas of consideration over the different timeframes – more detailed S, M & L-T priorities and plans are to be developed:

Short to Intermediate-term Interventions	SOCIAL	SPATIAL	ECONOMIC
	<p>These may include:</p> <ul style="list-style-type: none"> (a) Raise awareness around the City's indigent policy. (b) Introduce and upscale food security assistance programme (c) Grow and cultivate your own food. (d) Advocacy of sustainable livelihood options/elements 	<p>These may include:</p> <ul style="list-style-type: none"> (a) A land audit in terms of ownership, zoning and utilization. (b) Collection and analyses of spatial plans for the area (c) Determine backlogs or delays for land use applications in Atlantis (d) Feasibility study on the establishment of a marine aquaculture zone at Silverstreamstrand, etc. (e) Unlocking of buffer zone between Industrial and residential (f) Creation of spatial context for middle-class families (g) Consolidation of existing land and properties (h) Interrogation of agricultural land and activities 	<p>These may include</p> <ul style="list-style-type: none"> (a) Introduce business retention and extension measures –Undertaken business retention & expansion (BR&E) survey; Implement 1-2 BR&E interventions that emerge from survey (b) Build local and entrepreneurial SMME support (c) Undertaken an investment/ business climate survey (d) Expand support programme for emergent, micro and small business (e) Introduce skills development programme (especially for the youth) (f) Determine the investment and business constraints, and develop intervention to reduce cost of doing business in Atlantis. (g) Intensify investment promotion campaign (h) Integrated investment incentive package (Incentives from national, provincial and local governments). <p>Extend the IRT My Citi Bus link through to Atlantis</p>

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SOCIAL

SPATIAL

ECONOMIC

These interventions could include the following:

- (a) Strategy to provide social amenities to the community (clinics, libraries, sport fields, etc.)
- (b) Sector focused interventions such as education, health services, youth development, etc.)
- (c) Intervention to address human capital formation, social cohesion, life skills
- (d) Intervention to support creative arts

The following should, inter alia, be done:

- (a) Revision of the existing spatial plans, structural plans, zoning schemes in relation to the new development vision for Atlantis.
- (b) Assessment of the current capacities of bulk infrastructure and the future demands on it (an Integrated Infrastructure Development Strategy)
- (c) Connectivity to the City and the wider region
- (d) Possible research – land rationalisation, consolidate Industrial Land, conditional sale of land, small harbour, conference centre

The following are some of the anticipated interventions:

- (a) Design and implementation of a coherent and integrated local economic development implementation plan for Atlantis that feeds from the City of Cape Town Economic Development Strategy
- (b) Investigate: Textiles, Wood, Paper & Pulp, Furniture, Design/Fashion Hub,
- (c) The identification of major investments projects to lead economic confidence and development in the area
 - A green manufacturing hub
 - A transport/ auto manufacturing hub
 - Ensure increased transport connectivity and mobility to the West Coast growth corridor
 - Evaluate options to extend residential and commercial development along West Coast (R27 & N7) corridor linking Atlantis to the West Coast growth corridor

6. CRITICAL SUCCESS FACTORS

- 6.1. It is understood that economic revitalization is a complex and multi-dimensional process which is often slow in the initial phase, but gains momentum as the local business environment changes through the outcomes and impacts of the strategic interventions by all role-players.
- 6.2. However to achieve this, the following are some of the critical success factors:
- 6.2.1. Social cohesion and a unified vision – all role-players should contribute to a spirit of collaboration and a common goal.
- 6.2.2. Roles and responsibilities of all participating stakeholders should be clarified at the start of the multi-stakeholder planning and participatory process.
- 6.3. Sufficient and sustained resource allocation – enough resources should be assigned to start and sustain the revitalization process. Minimum and *ad hoc* allocation of resources will compromise the effective start-up and follow through of interventions, with the ultimate consequence that the initiative will not be trusted and supported and neither will the intended goals be achieved. Therefore, resource availability should be identified as early as possible, because it will allow for:
- 6.3.1. A **phased approach**, where a sequence could be determined to bring different resources to the table at different times.
- 6.3.2. Organisations to reflect the needs of the Atlantis area in their **respective planning cycles** (e.g. agency priorities, budgets, business plans).
- 6.3.3. The **prevention of unrealistic expectations for development** based on the inputs from stakeholders.
- 6.3.4. **Effective alignment and co-ordination** – joint or multi-stakeholder planning and implementation is a prerequisite to ensure the alignment of priorities, the synchronization of budgets, the timeous flow of resources and prudent programme and project management.
- 6.3.5. **Development of an effective communication plan** to keep all role-players informed and abreast of activities, progress and challenges. This will assist to build and sustain the credibility of the process and interventions.
- 6.3.6. **Continuous monitoring and evaluation** – it is important to do this continuously and properly so as to determine as early as possible whether an intervention will achieve its intended outcome

and impact. In this way, corrective actions or changes in direction could be done timeously. As it is our intention to build a model for replication as well as due to the sheer size and scope of the project, it is anticipated that there will be many lessons. The plan therefore has to be an organic, living thing, so as to allow for constant evaluation and adaptation.

6.3.7. A **commitment** beyond the call of duty by all role-players.

A SELECTION OF RESEARCH OUTCOMES ON ATLANTIS

1. Industrial Development and Investment Potential Blaauwberg – A Mountain of opportunity (Feb 1998, T. Levita, Blaauwberg Municipality).
2. Atlantis Industrial Survey and reasons behind job losses: Towards an Atlantis Job retention strategy (July 21, 1998, Blaauwberg Municipality and CMC).
3. Atlantis Grant Corridor Management Plans Issues, Vision and Proposal (May 2000, Planning Partners, Blaauwberg Municipality)
4. Design and Action Plan for the Atlantis Small Business Network (May 2000, Nick Green, Consulting CC, Blaauwberg Municipality).
5. Report on the Historical Sites Route Map (August 2000, Prepared by the Heritage Agency, Blaauwberg Tourism Agency).
6. Tourism Attraction Base and Economic Development (August 2000, V3 Consulting, Prepared for the Blaauwberg Tourism Agency).
7. Local Economic Development Strategy for Atlantis (Feb 2002: City of Cape Town, Blaauwberg Administration)
8. Local Area Economic Development (LAED) Policy of the City of Cape Town (July 2003) (EHD, Jacqui Boule)
9. Atlantis Zone of Action. (Feb 2003. Compiled by G.S. Visser ZAC coordinate)
10. Atlantis Rehabilitation Workshop – 16 April 2005. Towards a process and strategy to rehabilitate Atlantis (Mayoral workshop)
11. Integrated Development Plan (IDP): Five Years Plan for Cape Town – 2007/08 – 20011/12. (City of Cape Town).
12. North Local Area Economic Development Study for the City of Cape Town November 2008, BDC).

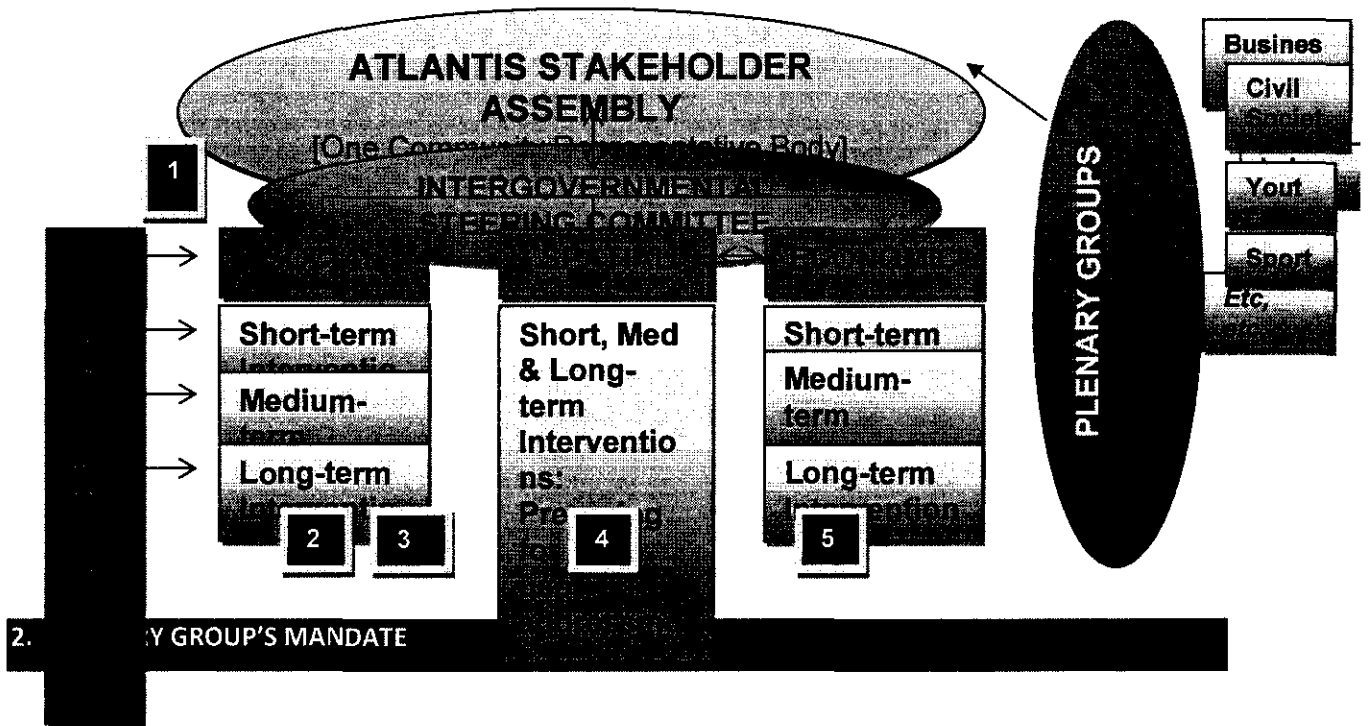
13. Social Plan of Eskom Development Foundation for Atlantis Strategic Capital Expansion (March 2008, Thandi Nkondo, SEDM Western region).
14. Draft: A Strategic Framework for a City Development Strategy for Cape Town (June 2010, City of Cape Town)
15. Draft: Economic Development Strategy: City of Cape Town (Sept 2010, City of Cape Town).
16. Atlantis Spatial Economic Development Workshop. Final Report. September 2010. Atlantis Socio-Economic Rescue Task Team.
17. Atlantis Integrated Project Implementation Framework. February 2011. Project Prioritisation and Integrated Implementation Framework for the Socio-Economic Revitalization of Atlantis. Prepared by Urban Economic: Western Cape.
18. Provincial Department of Health. June 2010. Atlantis Project Hope: Transversal Revitalization Strategy 2011 and Beyond. Unpublished (Author: Amanda Brinkmann)
19. Ministry of Rural Development and Land Reform. 2009. The Comprehensive Rural Development Framework. July 2009.

DRAFT TERMS OF REFERENCE: PLENARY GROUPS OR SECTOR COMMITTEES

1. INTRODUCTION

- 1.1. The proposed *Atlantis Revitalisation Framework* sees the establishment up of *Plenary Groups or Sector Committees* representing all structures in the community. Within the proposed framework, the **Plenary Groups or Sector Committees** are responsible for undertaking the initial investigation and consultation within plenary groupings and then providing inputs to the *Atlantis Stakeholder Assembly* on social, spatial and economic opportunities for growth and development for this area.
- 1.2. The *Plenary Groups* should aim to bringing cohesion and coordination between community groupings and/or sector committees in Atlantis. It should also aim to ensure that a strong emphasis is placed on bringing structure to communities by institutionalising community organisations and establishing a voice for the community through the formation of these plenary groupings.

DRAFT FRAMEWORK FOR REVITALISATION OF ATLANTIS



- 2.1. The proposed framework sets out a role for the *Plenary Groups*, as that sector committee that will gather, collate and package inputs from groupings and community members representing interest groups in the Atlantis Community (like, the youth, business, labour, sport, religious, etc.). These inputs will be used to inform the ASA’s recommendations that set an agenda for government to action.

3. PLENARY GROUP COMPOSITION

- 3.1. The *Plenary Group* should be open to include all that could make a contribution to the stabilisation and development of Atlantis. First and foremost it should include all residents of Atlantis (business and civil society). These may include business, sport organisations, youth bodies and organisations, civil society groupings, housing fora, etc.
- 3.2. The *Plenary Groups* shall include:
- 3.2.1. A Chairperson and Deputy Chairperson selected by the Plenary Group to call and lead meetings.
- 3.2.2. The Chairperson or nominated person to the ASA would need to be mandated to act on behalf of the said organisations in the *Plenary Group*.

4. PLENARY GROUP ROLE AND RESPONSIBILITY AREAS

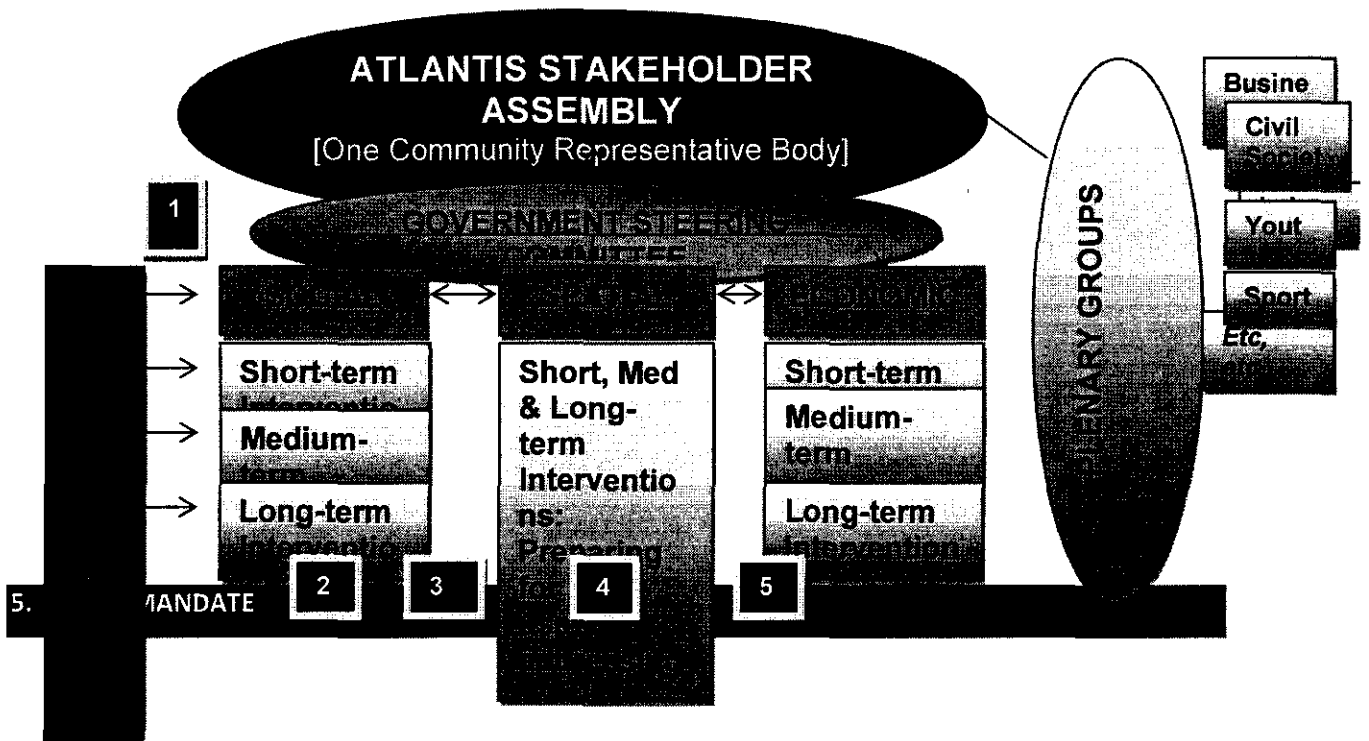
- 4.1. The purpose of the *Plenary Groups* would be to:
- 4.1.1. Facilitate broad and inclusive consultation and participation;
- 4.1.2. Debate and comment on sector-specific issues,
- 4.1.3. Discuss sector strategies and possible action plans and their potential impact;
- 4.1.4. Provide inputs to the *Atlantis Stakeholder Assembly* on proposed action plans and projects;
- 4.1.5. Participate in the implementation of programmes and projects; and,
- 4.1.6. Ensure the formation of a coherent social alliance for Atlantis.

DRAFT TERMS OF REFERENCE: ATLANTIS STAKEHOLDER ASSEMBLY

7. INTRODUCTION

- 4.2. Within the *Atlantis Revitalisation Framework*, The **Atlantis Stakeholder Assembly (ASA)** will function as the decision making body, championed at the highest level, to work towards social, spatial and economic opportunities for growth and development for this area.
- 4.3. The ASA will also fulfil a coordinating function, bringing cohesion and coordination between the community groupings or sector committees in Atlantis and the implementation plans of different departments across the three spheres of government.
- 4.4. The ASA will aim to ensure that a strong emphasis is placed on bringing structure to communities by institutionalising community organisations and establishing a voice for the community through the formation of one community representative body.

DRAFT FRAMEWORK FOR REVITALISATION OF ATLANTIS



- 5.1. The proposed framework sets out a role for the ASA that will receive inputs from plenary groups and sectors representing interest groups in the Atlantis Community (like, the youth, business, labour, sport, religious, etc.). The ASA will, based on inputs received and priorities identified, make decisions that set an agenda for government to action with partners (internal ones from the plenary groupings and external ones as required).

6. ASA COMPOSITION

- 6.1. The ASA shall include:
- 6.1.1. One representatives of each of the plenary groups or sector committees nominated to the ASA;
- 6.1.2. Political champion representatives from—:
- 6.1.2.1. National government - nominated by Minister Patel: national Department of Economic Development;
 - 6.1.2.2. Provincial government – nominated by the Premier: Western cape
 - 6.1.2.3. Local government – nominated by the Mayor of the City of Cape Town *[possibly the local councillor]*
 - 6.1.2.4. Four technical/administrative representatives from the Government Steering Committee - the head of each work-stream along with the chairperson of the GSC will serve on the ASA.
- 6.1.3. The ASA will select a Chairperson (and Deputy Chairperson) to call and lead the meetings of the ASA.
- 6.1.4. All nominated members from government would require an appointment letter from the respective Head of Department or Municipal Executive Director, or Stake-holder plenary group. (This would be consulted with the relevant authority).
- 6.1.5. All members would need to be mandated with the necessary delegations to act on behalf of the said organisation.

7. ASA ROLES AND RESPONSIBILITY AREAS

- 7.1. The ASA will evaluate the proposed community ideas or recommendations, take input from the work streams, and based on priorities identified, advise government as to the actions to undertake with partners within resource allocations.

7.2. The purpose of the ASA would be to:

- 7.2.1. Interface with plenary and ensure all-inclusive participation;
- 7.2.2. Interface with the Intergovernmental Steering Committee (IGSC on implementation and progress;
- 7.2.3. Give strategic guidance to and advise the IGSC on proposed action plans and projects as it relates to the goals/vision for Atlantis;
- 7.2.4. Give strategic guidance on proposed action plans and projects as it relates to the goals/vision for Atlantis;
- 7.2.5. Advise on strategies, programmes and projects (to ratify selected interventions);
- 7.2.6. Oversee the implementation of action plans of work-stream programmes to address strategies; and
- 7.2.7. Strategically assess interventions in terms of results, outcomes, and impact (i.e. evaluate the impact of the strategic direction).
- 7.2.8. Institutionalise community organisations in the form of the ASA that will bring structure and organisation to the community and make it easier for Government and Private sector to engage with communities on the implementation of new programmes and business ventures.
- 7.2.9. Support the development and promote the efforts credible communication with all role-players and stakeholders, especially from the communities of Atlantis. This is critical to ensure that trust is built and faith is maintained that the best collective action is being undertaken to tackle the challenges faced by the area.

7.3. As a phased approach within the framework is proposed, the following more specific roles, through the phases (for the ASA) are identified:

Phase 1: Steering Com Planning	<i>None</i>
Phase 2 Social	<ul style="list-style-type: none"> • Community group discussions will need to take place after a household profiling of the Atlantis area. The findings of the audit will be assessed and prioritised by the community and sector groupings or committees. • A representative social structure for the community – the Plenary Groups – will

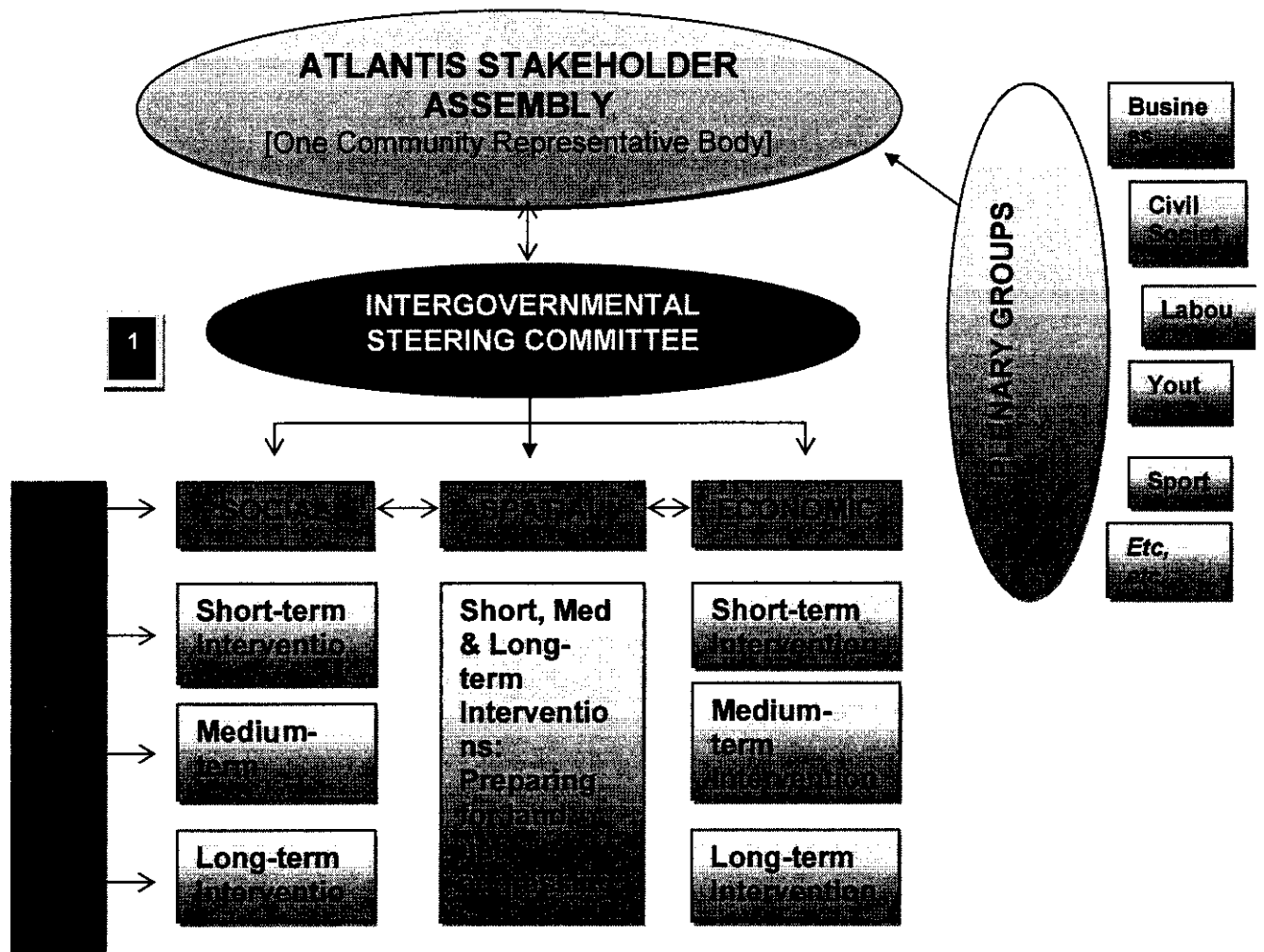
<p>Facilitation</p>	<p>be established through an election process where community committees are established that represent community members down to street level as well as covering all sectors in the community e.g. business, sport, religion, youth, health, etc., needs to be established.</p> <ul style="list-style-type: none"> • The leaders of these committees will then be the nominated representatives from the plenary groups on the ASA. Along with the government representatives, they will collectively make inputs regarding potential opportunities and imminent threats and challenges, and more importantly be the decision-makers to inform on actions to be taken by the Intergovernmental Steering Committee. • During the three months that the social facilitation will be done, the social upliftment, spatial planning and development and economic development work streams will continue planning project proposals, already on the table for implementation, to present to the ASA. • Potential projects or project ideas will be identified and investigated for implementation. These potential projects would then be presented for evaluation to the ASA at the completion of phase 2 and prioritised for short, medium and long-term delivery.
<p>Phase 3 Social Upliftment</p>	<ul style="list-style-type: none"> • The social upliftment projects that receive the highest priority from the community groups are then taken to the ASA for project recommendation. • Upon approval, implementation of the high priority projects will be initiated.
<p>Phase 4 Spatial Plan & Development</p>	<ul style="list-style-type: none"> • The projects with the highest priority are taken to the ASA for recommendation and approval. Upon approval implementation of the high priority infrastructure projects will be initiated.
<p>Phase 5 Econ Development</p>	<ul style="list-style-type: none"> • Based on the highest priority, potential economic projects will then be identified. These are presented to the ASA for project recommendation and approval. Once approval has been gained the implementation of the projects will be initiated.

DRAFT TERMS OF REFERENCE: INTERGOVERNMENTAL STEERING COMMITTEE

8. INTRODUCTION

- 7.4. Given the complexity of socio-economic challenges in Atlantis, the proposed *Atlantis Framework for Revitalisation* is based on 3 pillars – social, spatial and economic development.
- 7.5. A separate working group will be responsible for developing the technical proposals for each of the 3 pillars or work-streams. These proposals will be tabled for discussion at the *Intergovernmental Steering Committee* and either approved for further tabling to the *Atlantis Stakeholder Assembly* or returned to the relevant working group for further revision.
- 7.6. The working groups therefore fulfill a technical function in researching and developing alternative proposals for key programmes and interventions in each of the three pillars or work-streams.

DRAFT FRAMEWORK FOR REVITALISATION OF ATLANTIS



8. IGSC'S MANDATE

- 8.1. The working groups will be mandated by the *Atlantis Stakeholder Assembly* via the *Intergovernmental; Steering Committee* to research and develop a terms of reference or clear programme of action (POA) for each of the three pillars or work-streams in respect of short-term (within 6 months to 12 months), medium-term (12 – 18 months) and longer term (18 months to 3 years and beyond) strategic interventions.
- 8.2. The POAs will indicate clear intergovernmental responsibilities, resources (budget allocations) and timelines for delivery, identifying the baseline situation, milestone and target indicators, the data used for monitoring and evaluation, and risks to delivery.
- 8.3. Each work-stream POA will therefore need to strategically focus and prioritize programmes and interventions, aligning such to realistic and achievable resource allocations, capacity utilization and delivery time frames.

9. IGSC COMPOSITION

- 9.1. Each working group will be comprised of nominated senior managers of key relevant departments within all three spheres of government, and relevant public entities, such as Wesgro and the IDC.
- 9.2. Each sphere of government will be mandated to lead one working group, strengthening the intergovernmental collaboration in the Framework's implementation.

10. IGSC ROLES AND RESPONSIBILITY AREAS

- 10.1. The roles and responsibility areas of the three working groups are to:
 - 10.1.1. Champion the work-stream overarching objectives and target outcomes;
 - 10.1.2. Liaise with other departments and stakeholders in the specific area;
In consultation with the other public bodies within the specific area;
 - 10.1.3. Ensure revision and updating of POAs;
 - 10.1.4. Lead and monitor the implementation of the POAs;

- 10.1.5. Facilitate achievement of projects listed in the POAs;
 - 10.1.6. Produce work-stream specific progress reports as directed;
 - 10.1.7. Appoint and / or co-opt additional members as and when required;
 - 10.1.8. Remove communication blockages between departments to create one intergovernmental vision for each of the work-streams;
 - 10.1.9. Properly mandate officials that represent Departments to be able to make decisions at interdepartmental meetings relating to the Atlantis Revitalisation POAs.
 - 10.1.10. Facilitate and coordinate the availability of all relevant Government training programmes supporting social, spatial and economic development.
- 10.2. For instance, the Economic Development working group POA may include:
- 10.2.1. *Short-term:*
 - 10.2.1.1. Undertake business retention & expansion (BR&E) survey;
 - 10.2.1.2. Implement 1-2 BR&E interventions that emerge from survey;
 - 10.2.1.3. Extend the IRT My Citi Bus link through to Atlantis.
 - 10.2.2. *Medium-term*
 - 10.2.2.1. Build local and entrepreneurial SMME support;
 - 10.2.2.2. Undertake an investment/ business climate survey;
 - 10.2.2.3. Implement 1-2 interventions to reduce the cost of doing business.
 - 10.2.3. *Long-term*
 - 10.2.3.1. Establish a green manufacturing hub and a transport/ auto manufacturing hub;
 - 10.2.3.2. Ensure increased transport connectivity and mobility to the West Coast growth corridor;
 - 10.2.3.3. Evaluate options to extend residential and commercial development along West Coast (R27 & N7) corridor linking Atlantis to the West Coast growth corridor