

June 2010

LINBRO PARK

URBAN DESIGN FRAMEWORK PLAN





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Urban Design Framework Team



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DOCUMENT STRUCTURE

The Urban Design Framework (UDF) is structured in the following way:

- Section 1 summarises the **Background** and approach applied to this urban study.
- Section 2 sets out the **Aims and Objectives** of the design and development of Linbro Park.
- Section 3 identifies the **Current Realities** or broad spatial challenges, problems and possible opportunities for the development of Linbro Park.
- Section 4 describes the **Performance Qualities** which need to inform the design at varying scales.
- Section 5 describes the **Development Principles** and a rationale for why they should be applied to Linbro Park and its broader environs.
- Section 6 illustrates the **Layers of Implementation** and how the development principles are applied spatially to Linbro Park.
- Section 7 provides an overall spatial **Vision** of what Linbro Park can become.
- Section 8 outlines an **Implementation Strategy** that takes into account timing, phasing and critically – future management of the area.
- Section 9 concludes and recommends a **Way Forward**.



01

BACKGROUND

1.0 Introduction

Linbro Park is strategically located between the Johannesburg CBD, Tshwane CBD and OR Tambo International Airport which is identified in the Gauteng Spatial Development Framework as an area where the bulk of development in Gauteng is expected in the future.

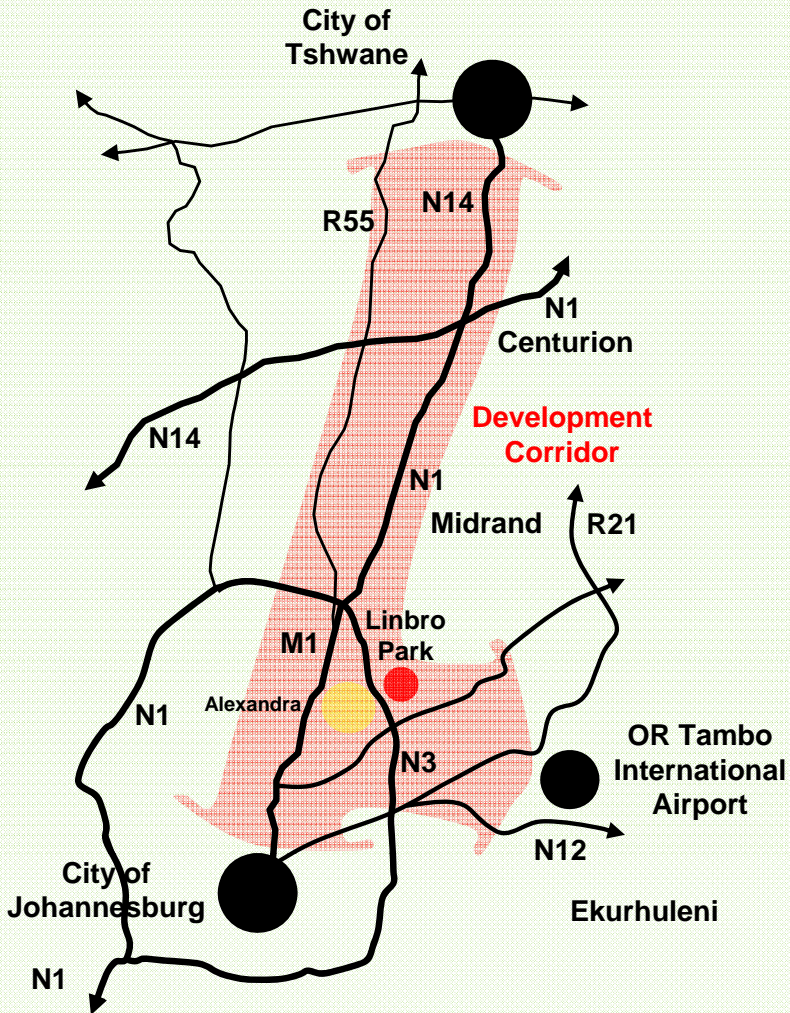
Situated within the influence of the new Marlboro Gautrain Station and adjoining the planned Modderfontein New Town Centre, has also raised the profile of Linbro Park and demonstrated the developmental need and potential of this part of the City. This potential and opportunity has been confirmed in the findings of the Linbro Park Development Framework and recognised in the Regional Spatial Development Framework as an area for **sustainable human settlement development**.

It is this potential that is seen as a driving force in the approach and vision for Linbro Park to contribute to the evolution, and of elevating the role and contribution of Johannesburg's north-eastern region in the broader city context.

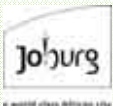
Linbro Park is peri-urban in nature – an area in transition from rural to urban, comprising of agricultural small-holdings from which some conduct various commercial and business uses. Urban development, specifically commercial, is beginning to extend north and south into Linbro from the neighboring Linbro Park and Longmeadow business estates.

Adjoining Linbro Park west of the N3 is **Alexandra**. Alexandra is a former black township in the eastern region of the City of Joburg with an estimated population of roughly 350,000 residents. Development of Linbro Park will provide immediate opportunities for job-creation and employment for Alexandra residents.

The **Linbro Park Urban Design Framework Plan** is an important element in the development of the area and the north-eastern region of the City of Joburg, and has a vital role to play in the broader city development strategies.



Regional Context of Linbro Park in relation to Gauteng



BACKGROUND



Modderfontein Development Framework



Linbro Park Development Framework - 2008



Linbro Park Urban Design Framework Study Area

1.1 Study Area

The RSDF for Administrative Region E of the City of Johannesburg and the approved Linbro Park Development Framework (2008) recognise a mixed-use node of significance at the confluence of the N3, Marlboro Drive, London Rd and the planned K113 and PWV 3 roads.

Situated between the recently completed Marlboro Gautrain Station and the planned adjoining New Town Centre of Modderfontein, also with a Gautrain Station, has raised the profile of Linbro, and demonstrated the developmental need and potential of this part of the City.

The Gauteng Provincial Government's Department of Housing appointed the multi-disciplinary BWLC development consortium through the consultants roster programme to prepare an Urban Design Framework (UDF) for Linbro Park.

The Linbro Park UDF is essentially a refinement of the Linbro Park Development Framework (2008) taking into account the Linbro Park Roads Master Plan (2009) undertaken by the JRA, along with the influence of surrounding uses and planning of the adjoining areas.

The Linbro Park UDF study area is bounded by the N3 and Linbro landfill site in the west, Marlboro Drive in the north, the planned K113 and PWV3 in the east and south respectively - it comprises of some 395 Ha in area.

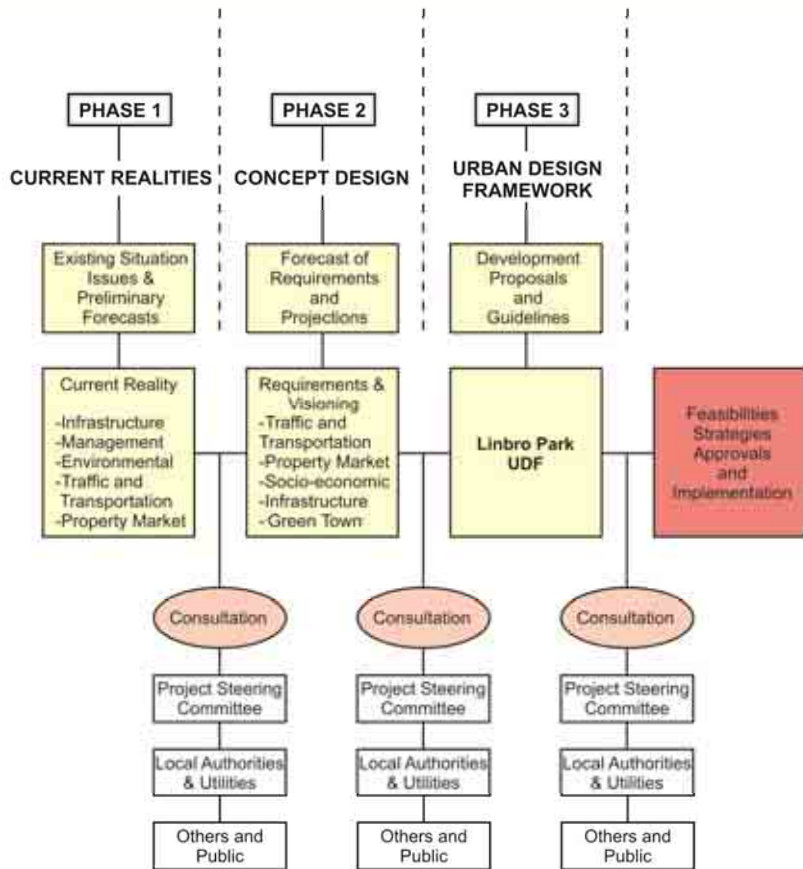
BACKGROUND

1.2 Method and Approach

The **Linbro Park UDF** is the preparation of a plan for the future redevelopment of Linbro Park.

The development of this plan includes co-ordination and participation with the Linbro Park Community Association's Task Team, Linbro Park residents, CoJ engineers, planning departments, private property developers and other specialist consultants to resolve and prepare the framework plan, with explanatory graphics, as a manual for directing future development of Linbro.

The methodology undertaken by the design team comprised of the following 3 phases over a 12 month timeframe.



Structure of Urban Design Framework Method and Approach

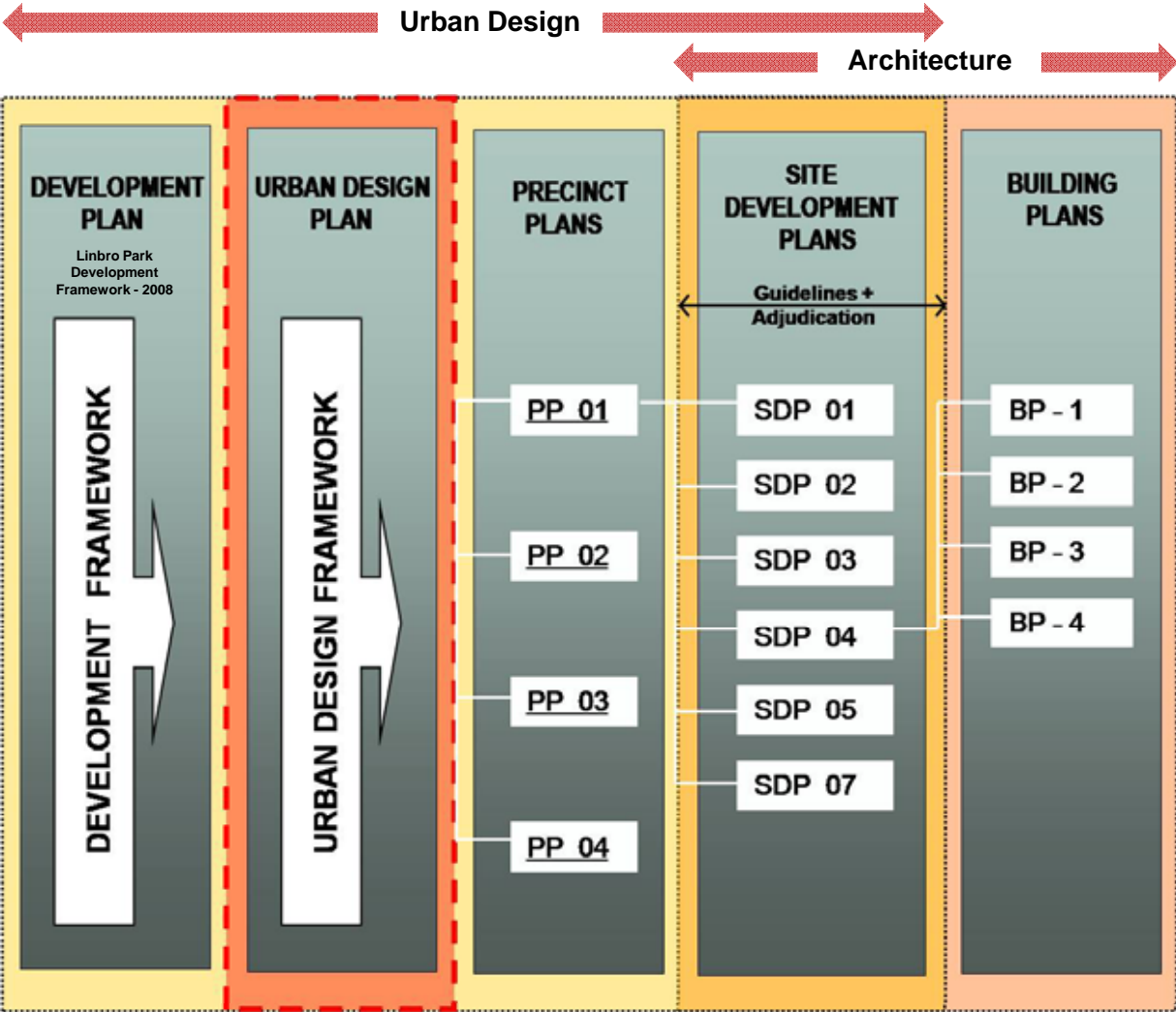
- The *first phase* was to establish the **current realities** of the area. This involved the collection and examination of all relevant documentation to develop an understanding of the key problems and issues currently facing Linbro.
- The *second phase* established a set of performance qualities and development principles on which the **concept design** was based and discussed. The purpose is to understand what is needed for the area to develop – with specific focus on movement, land use, environmental and spatial considerations.
- The *third phase* is the application of spatial development principles and how they are specifically applied to Linbro to establish an **urban design framework** and vision.

The purpose of the Linbro Park UDF is to guide future specific projects and programmes. The implementation of the proposals will ultimately depend on the effective management and commitment from public and private sector leaders.

The completion of a UDF is less important than the creation of a robust and flexible development plan. For this reason, the Linbro Park UDF should be **continually monitored and reviewed** to assess its performance.



BACKGROUND



1.3 Hierarchy of Plans

The Linbro Park UDF forms part of a hierarchy of plans.

The Linbro Park Development Framework undertaken and approved by the City of Joburg in 2008 precedes and forms the basis of the UDF.

The Linbro Park UDF spatially informs the next level of detail planning at precinct, site development and building plan level.

The UDF along with the design of the engineering services allows priority infrastructure projects to be identified with the steering committee, local authority and utility agencies for implementation and phasing.



02

AIMS + OBJECTIVES

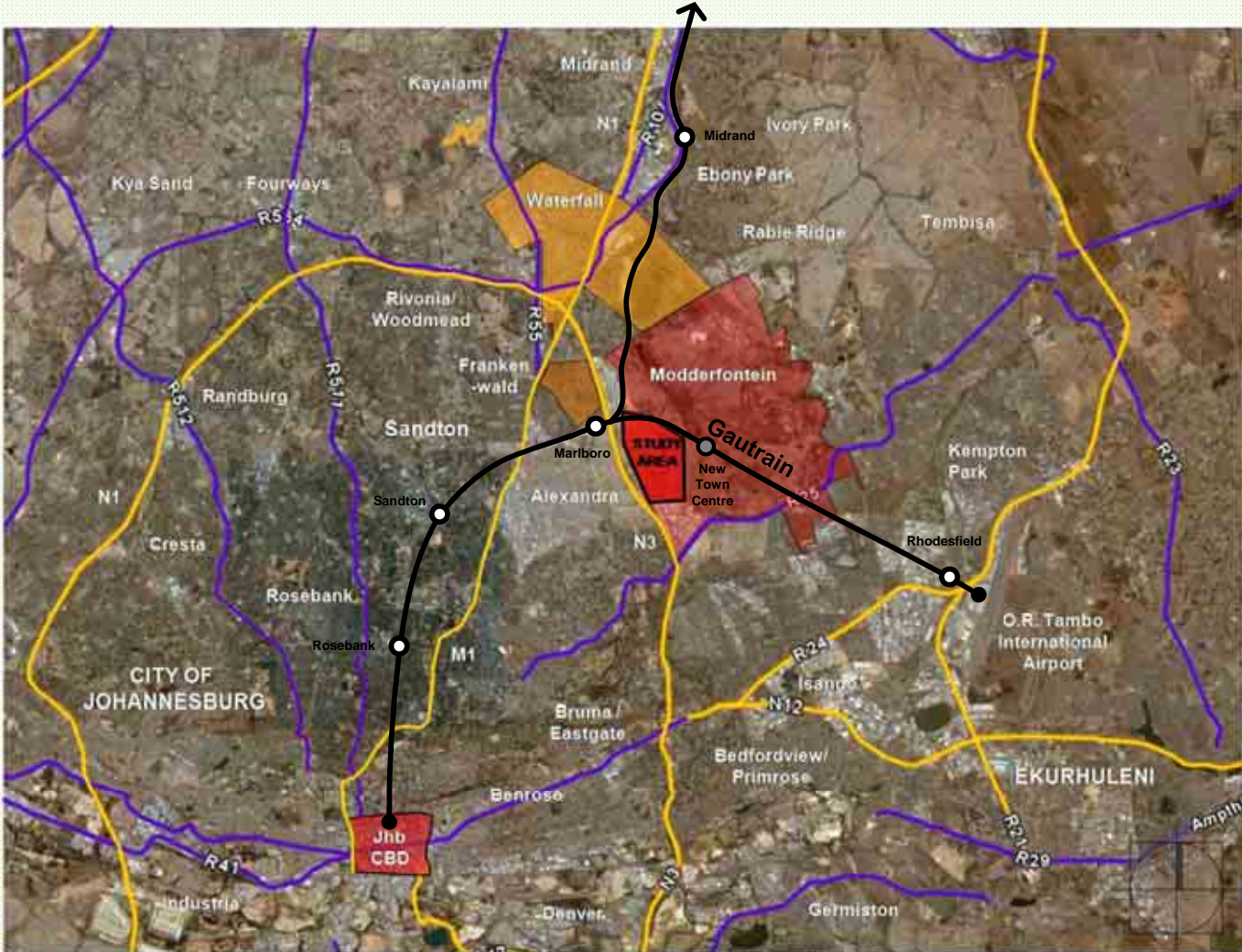


The UDF for Linbro Park aims, with contributions from the City of Joburg, landowners, developers and other specialist studies, to determine how development in the area could take place in a manner, which is sustainable, offers a unique living environment, enhances and builds on the area's advantages, addresses its weaknesses, and maximises benefits to the landowners, future users and to the city as a whole.

The objectives of the Linbro Park UDF are to;

- Create a coherent, **holistic vision**, with easily understood principles which can guide development.
- Provide a **clearly defined urban model**, which allows no grey areas of uncertainty.
- Establish a clear understanding of what the public environment looks like and how that can be translated into a **sense of identity** for development.
- **Create a unique space**, within an environment where a large variety of people will meet, network and prosper.
- Form an environment that is **safe, secure, distinct and memorable** for both residents and visitors alike.
- Establish **appropriate linkages** to the greater region around the development.
- Establish a legible and **integrated street network**.
- Produce an environment that promotes **ease of movement** and access for both vehicular and pedestrian traffic.
- Explore **development flexibility**: ensuring a structure that can respond to changing market requirements.
- Establish a framework which identifies **lead projects** and **phasing methods** and suggests an implementation strategy to assist the landowners in managing change.
- Provide a practical and **easily understood framework document**, that can act as a development tool for the project.

03 CURRENT REALITIES



Regional Location – City of Joburg

3.1 Local Context

Linbro Park is situated in the north-east of the City of Joburg, east of the N3 freeway between the London Road and Marlboro Drive interchanges.

Linbro Park is strategically located between the Johannesburg CBD, Tshwane CBD and OR Tambo International Airport which is identified in the Gauteng Spatial Development Framework (2000), as an area where the bulk of development in Gauteng is expected in the future.

The Linbro Park Development Framework (2008) puts forward a mixed development approach comprising of some 25,000 med-high density residential units with commercial, social and leisure uses.

Most of the Linbro Park is still peri-urban in nature – an area in transition from rural to urban, comprising of agricultural small-holdings, from which some conduct various commercial and business uses.

Urban development, specifically commercial, is beginning to extend north and south into Linbro from the adjoining Linbro Park and Longmeadow business estates.

Situated within the influence of the new Marlboro Gautrain Station and adjoining the planned Modderfontein New Town Centre, also with a Gautrain Station, has raised the profile of Linbro Park and demonstrated the developmental need and potential of this part of the City.

Alexandra Township, comprising of some 350,000 residents, is located across the N3 directly west of Linbro Park.

CURRENT REALITIES

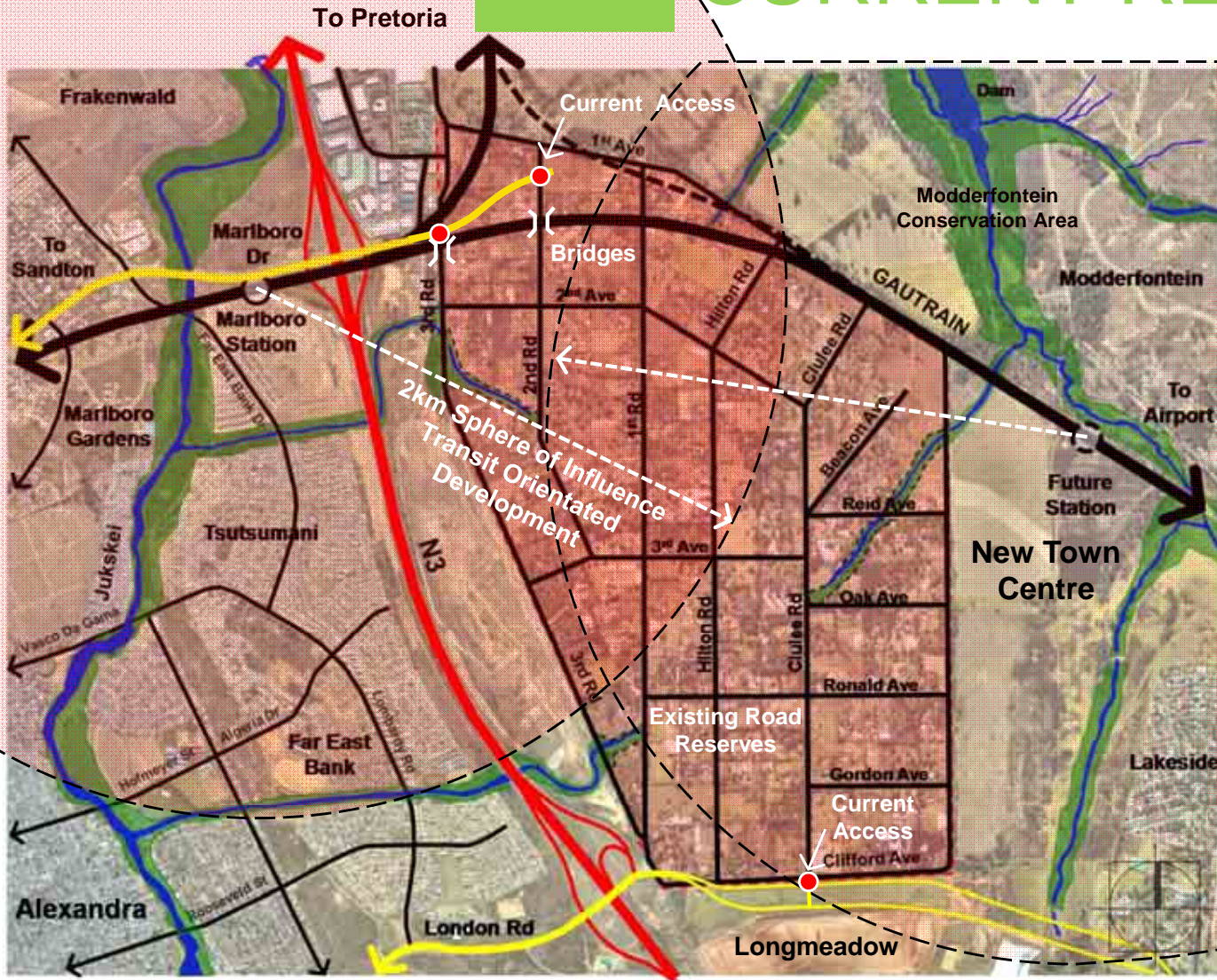


3.2 Surrounding Land Uses

Surrounding land uses and planned development adjoining Linbro Park that have been considered in developing the UDF are:

- Linbro Park business estate and the Longmeadow business estate north and south of the study area respectively. These estates comprise of commercial and light industrial uses that capitalise on the freeway frontage visibility and access.
- The Linbro Park landfill site, situated in the west, is in the process of rehabilitation. A final decision is yet to be made on the future use of the site.
- Specific proposals from the Modderfontein Development Framework which influence Linbro Park include mixed business, commercial uses, offices and residential to the north.
- A New Town Centre comprising of mixed use business, office and residential uses to the east.
- The area adjoining the K113 south of the Town Centre is also planned for mixed business, commercial and residential uses.

CURRENT REALITIES



Existing Transportation and Road Network

3.3 Transportation

Most people within Linbro Park currently access employment and social amenities by car, making the area a private vehicle-reliant community.

The opportunity created by the Gautrain allows **Transit Orientated Development (TOD)** to form around the stations. TOD is a mixed-use residential and commercial area designed to maximize access to public transport and incorporates features to encourage transit ridership such as medium-high density development and pedestrian friendly streets.

The new **Gautrain Marlboro Station** will be the closest to Linbro Park for the immediate future, and public transportation serving Linbro Park should be linked to improve modal transfer within the regional public transportation network.

Linking Linbro Park to the Gautrain Station with the Gautrain Bus Feeder and Distribution System, and pedestrian walkways will greatly improve access to other transportation modes, and provide a platform for the promotion and future sustainable development of Linbro Park.



CURRENT REALITIES



Planned Surrounding Road Network

3.4 Roads

An extensive freeway and distributor road network is planned surrounding Linbro Park, characterised by strong north-south and east-west linkages. Although many of the roads within Linbro Park are in place, there remain roads to be developed surrounding Linbro that will limit, but improve connectivity and accessibility.

The **PWV3 freeway** traversing the south of Linbro is considered a city development priority. This freeway will relieve pressure on the N12 and R24 between Johannesburg and Ekurhuleni. However, the complex nature of building such a freeway may still take a number of years before it becomes a reality. Two frontage roads running parallel to the planned PWV3 have been recently completed.

Completion of the planned **K113** road east of Linbro will promote eastern development and provide several links to Modderfontein and onto the PWV3 and Marlboro Drive. Access is limited to 600m intervals.

The extension of **Marlboro Drive** eastwards from the N3 to the K113 will improve regional connectivity and access.

Due to future development in the area and increased transportation demands a new east-west link across the N3 freeway is also planned to better integrate and alleviate congestion at the Marlboro and London Road interchanges.

Existing road reserves and smallholding boundaries within Linbro Park provide a strong spatial structuring element to guide and shape future urban development within the area.



CURRENT REALITIES



3.5 Open Space System

The topography of Linbro Park drains northward, towards the confluence of the Jukskei River and Modderfontein Spruit.

A ridge traverses the centre of Linbro Park dividing the area in two. The western half of Linbro Park drains towards the Jukskei River and the eastern half of Linbro drains towards the Modderfontein Spruit, a tributary of the Jukskei River.

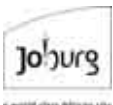
There are large open spaces adjoining Linbro Park which form part of the CoJ regional open space system, such as the natural open space of the Modderfontein Conservation Area and the Linbro Park Landfill Site. These natural features afford Linbro Park the opportunity to share open space rather than duplication.

The 100 year flood-lines calculated for stormwater to drain into the tributaries limits development within Linbro Park and provides links into a greater continuous open space corridor system.

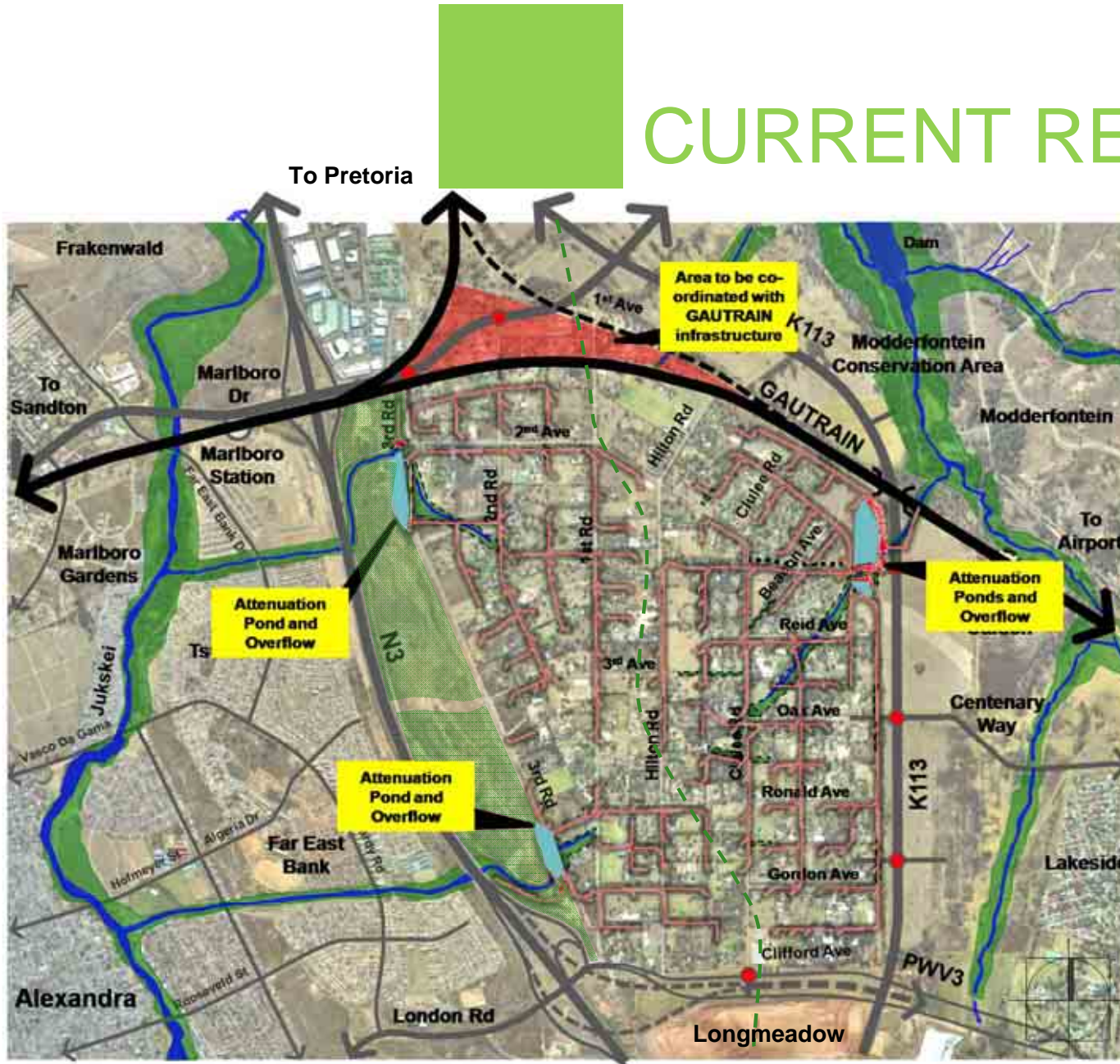
Transversing the site along the western edge is the Linbro Park Landfill Site, which prohibits development and is in a process of rehabilitation.

The height of the landfill also creates a visual and physical barrier from the N3 whilst forming part of the open space system.

Open Space System



CURRENT REALITIES



Existing and Planned Stormwater Management Network

3.6 Stormwater

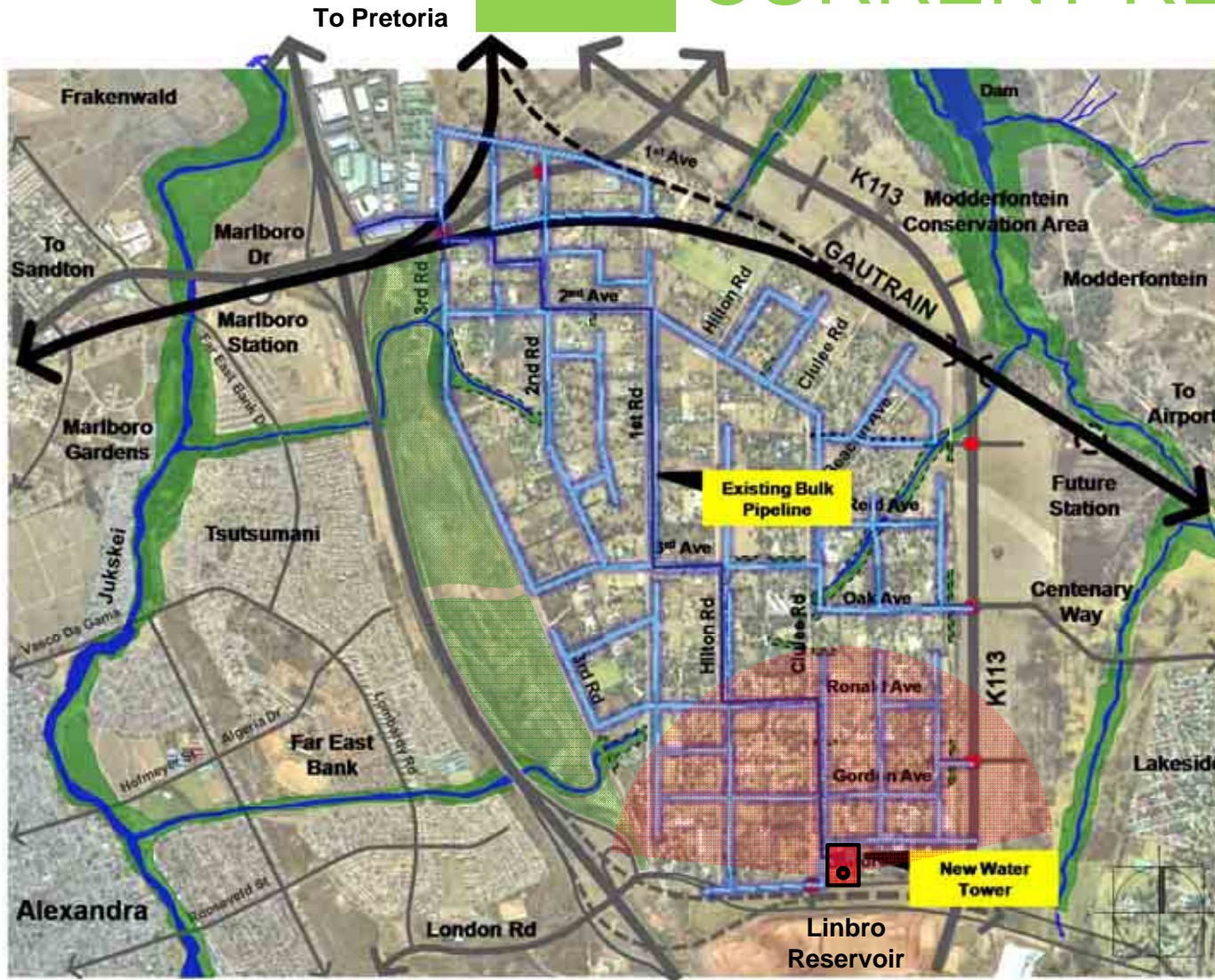
The roads and stormwater network in Linbro Park are in a poor condition and a complete upgrade will be required to accommodate any new development.

The stormwater system proposed for Linbro comprises of surface drainage, kerb inlets, pipe culverts and attenuation in three ponds located at the lowest points on the development boundaries of Linbro Park.

The stormwater reticulation system does not pose a constraint to future development, since easy extension is possible. Although, new development may be restricted to commence closest to the stormwater attenuation ponds and outfall points to reduce initial infrastructure costs.

A coordinated and sustainable **Stormwater Management Plan** should be undertaken in light of the stormwater output from the development envisioned.

CURRENT REALITIES



Existing and Planned Water Supply Network

3.7 Water

There is a newly constructed reservoir on a municipal site located on the southern boundary of Linbro Park.

The reservoir was built as part of the Alexandra Renewal Project, but it will only be able to feed the northern portion of Linbro due to insufficient water pressure.

A new water tower will need to be constructed at the reservoir site to provide water pressure for the higher lying Linbro sites located to the south.

Although the water reticulation should not pose a constraint to future development, since easy extension is possible, development will be limited to the northern portion of Linbro until the new water tower is constructed.

CURRENT REALITIES



Planned Sewer Network

3.8 Sewer

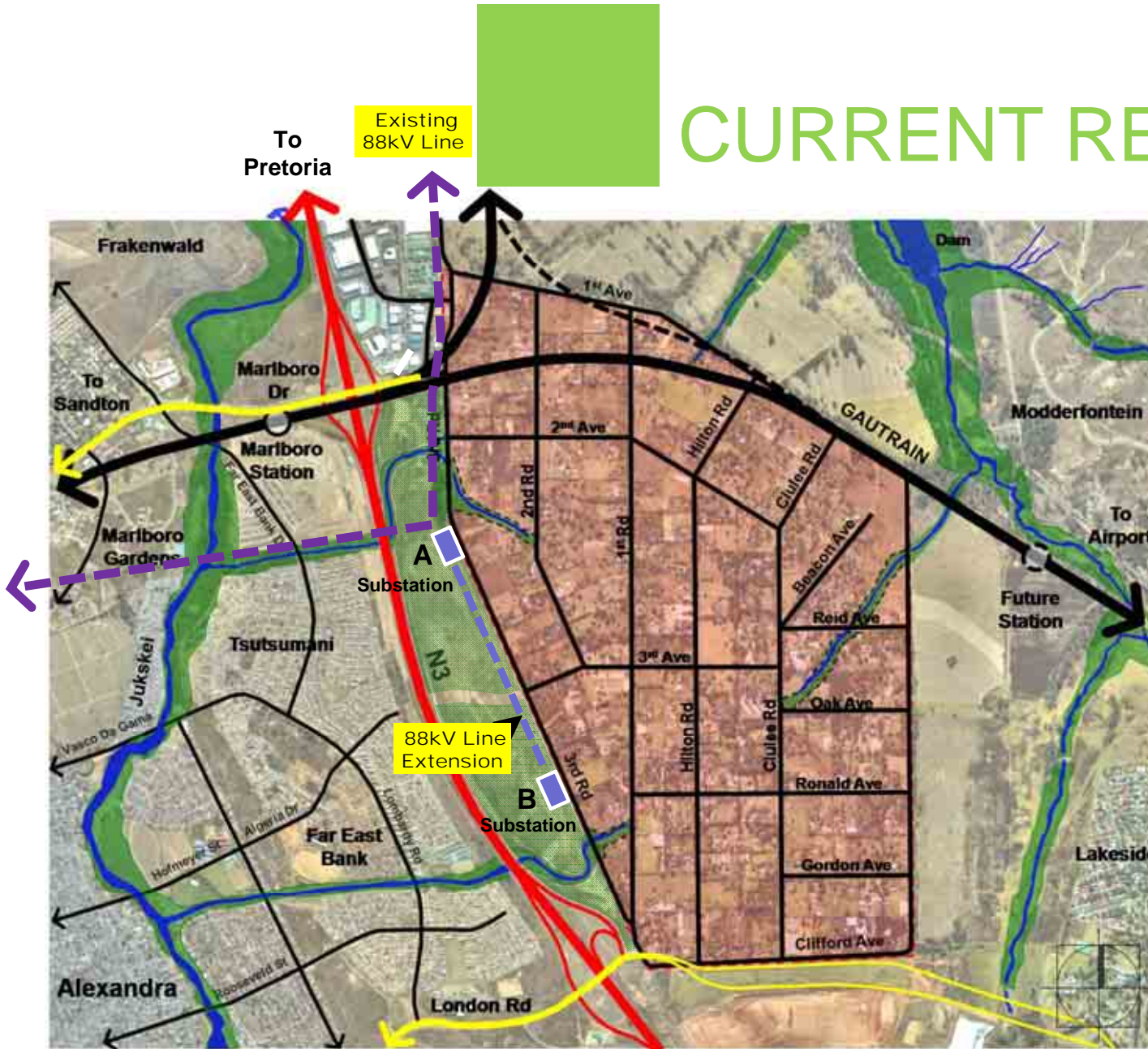
The watershed that runs through the centre of Linbro creates two distinct drainage zones, draining to the Bruma Outfall in the west, and the Modderfontein Outfall in the north east.

The outfall sewers join downstream and drain towards the Northern Waste Water Treatment Works, which is operated by Johannesburg Water. The works were recently extended and has sufficient capacity to cater for the Linbro Park development as envisioned.

Link sewers, upgrades and internal reticulation will be required to connect the planned developments to the existing outfall infrastructure as indicated.

The sewer reticulation system should not pose a constraint to future development. However, new development may also be restricted to commence closest to the connection points at the north-east, north-west and south-west outfall sewers.

CURRENT REALITIES



Planned Bulk Electricity Supply

3.9 Electricity

Eskom currently supplies electricity to the area. With development City Power will most likely become the future electricity provider.

No bulk electrical infrastructure is currently available for development. However, capacity of the existing 88kV overhead line is currently being strengthened and Eskom is also in the process of establishing a new substation in the vicinity of site A, which would be able to supply the northern portion (up to 45MVA) of Linbro Park.

The development envisioned for Linbro will require a total estimated bulk supply of 90MVA.

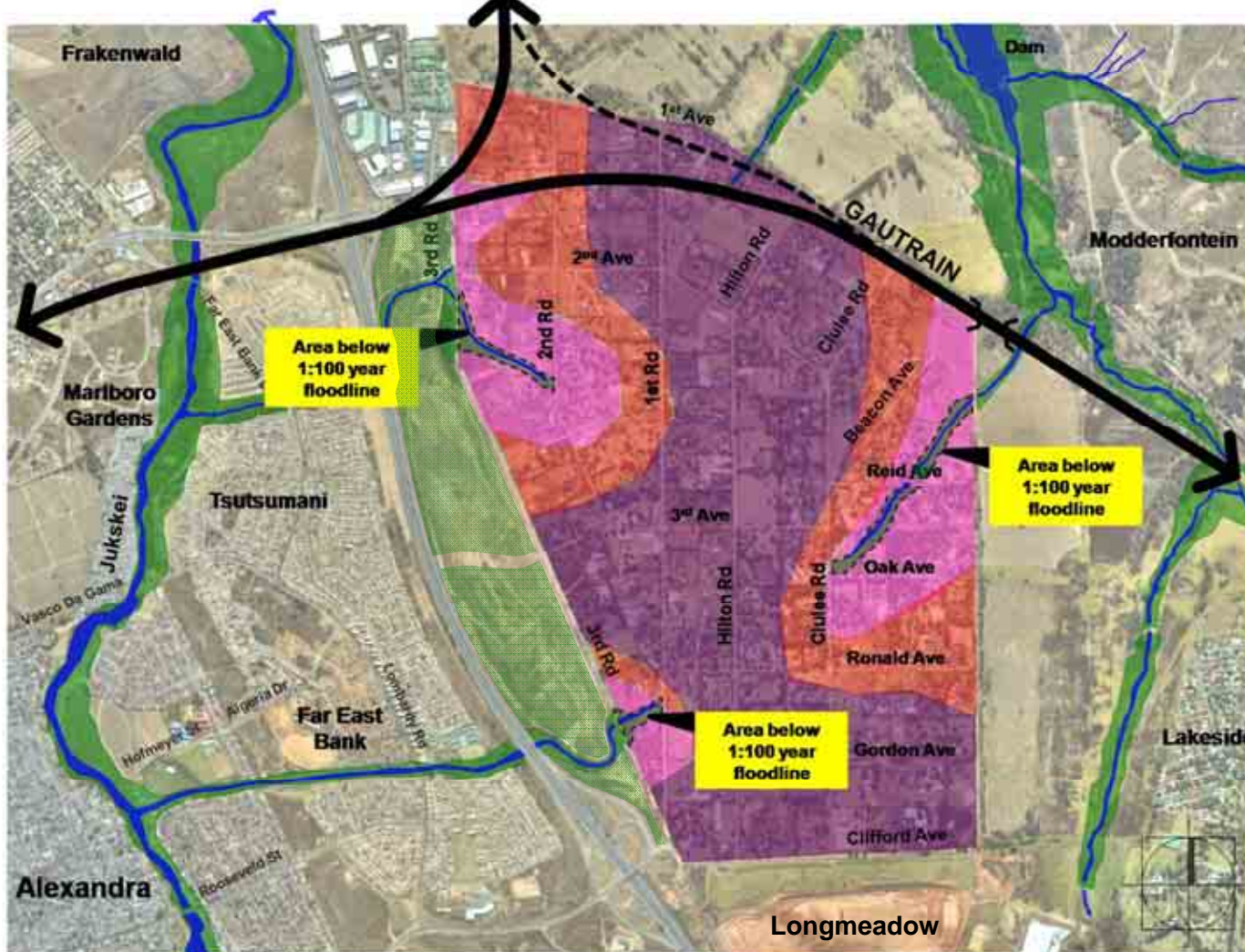
A new 88kV line extension located in an existing electrical servitude on the Landfill will be required to supply a new southern substation in the vicinity of site B with a further 45MVA.

The electrical reticulation system should not pose a constraint to future development, as easy extension is possible from the substations to new switching stations in Linbro, but Eskom's generating capacity may limit the rate of future development.



CURRENT REALITIES

To Pretoria



3.10 Geotechnical

A Geotechnical Study (GFSH-2 Phase 1) was performed for Linbro Park in November 2009 and acknowledged generally favourable soil conditions for development.

The 1:100yr floodlines will have to be re-certified due to the increase in stormwater caused by development of the area.

Leaching of groundwater was evident in the (pink) areas adjoining the floodlines, which will require subsoil drains to be incorporated in service trenches.

Special measures during construction such as shoring and recommendations for certain foundation footings and building procedures were also suggested.

Further geotechnical studies and investigations (GFSH-2 Phase 2) will need to be undertaken on the individual smallholdings prior to township establishment .

The results of such a study however, should not influence the typology and intensity of the proposed land uses for Linbro Park.

Geotech Findings



LINBRO PARK: Urban Design Framework Plan

GFSH - Generic Specification for Housing

June 2010

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To Pretoria

CURRENT REALITIES



Linbro is largely peri-urban in character - an area in transition from rural to urban, and contains some 228 agricultural smallholdings that range in size from around 1-2+ hectares, which are used primarily for residential and some business purposes.

There are several equestrian facilities in the area with local community services, such as schools, crèche, a library, post boxes and a tennis club.

There is a variety of business uses conducted from some smallholdings such as; nurseries, builders yards, transportation, guest houses, party farmyard - typical of an area in transition.

There are around 30 vacant and undeveloped properties, totaling some 50Ha, of which four are government owned. Some properties are derelict and in a state of disrepair.

Linbro is predominately privately owned with most sites zoned agricultural.

Establishing new rights for development would require a township establishment process for each site.



CURRENT REALITIES



3.12 Residential Densification

Housing density is of central importance to sustainable urban form. Sustainable neighbourhoods and densities are a strategic goal and spatial element embraced by National and Provincial Government Departments, the Gauteng and CoJ Spatial Development Frameworks and RSDF's.

The CoJ's Densification Strategy aims to offer more choices for different income groups and a range of lifestyles and living environments that seeks to make the city more efficient and sustainable. Overall, the strategy aims to increase the average density of the city as a whole, and to identify those locations that are more suited to higher-density development.

In terms of the trend towards reducing urban sprawl, optimisation of land use and improving urban form, the CoJ promotes higher residential densities within the influence of the Gautrain Stations.

Linbro Park is well-suited to residential densification, as it has:

- Access to the Gautrain - an efficient world-class public transport system,
- Proximity to places of employment, services and facilities,
- Proximity to open space,
- Good infrastructure capacity and opportunities.

The Linbro Development Framework (2008) determines the area has the capacity to accommodate about 25,408 dwelling units with a population of about 81,020 people at an average nett density of 101 units a hectare.





CURRENT REALITIES



3.13 Social and Recreational Facilities

Generally, Linbro Park has an adequate community infrastructure network for the lifestyle of the current residents. However, if Linbro Park is to develop as envisioned, more schools and other higher-order community facilities such as a police and fire station, clinic and a multi-purpose community centre will need to be developed.

A portion of state-owned land is available for certain community services however, one should be mindful of converting small holdings into housing development. Individually, housing developments do not reach the thresholds for providing community facilities. Collectively, however, housing developments would increase the numbers of residential units without taking responsibility for providing space for community facilities.

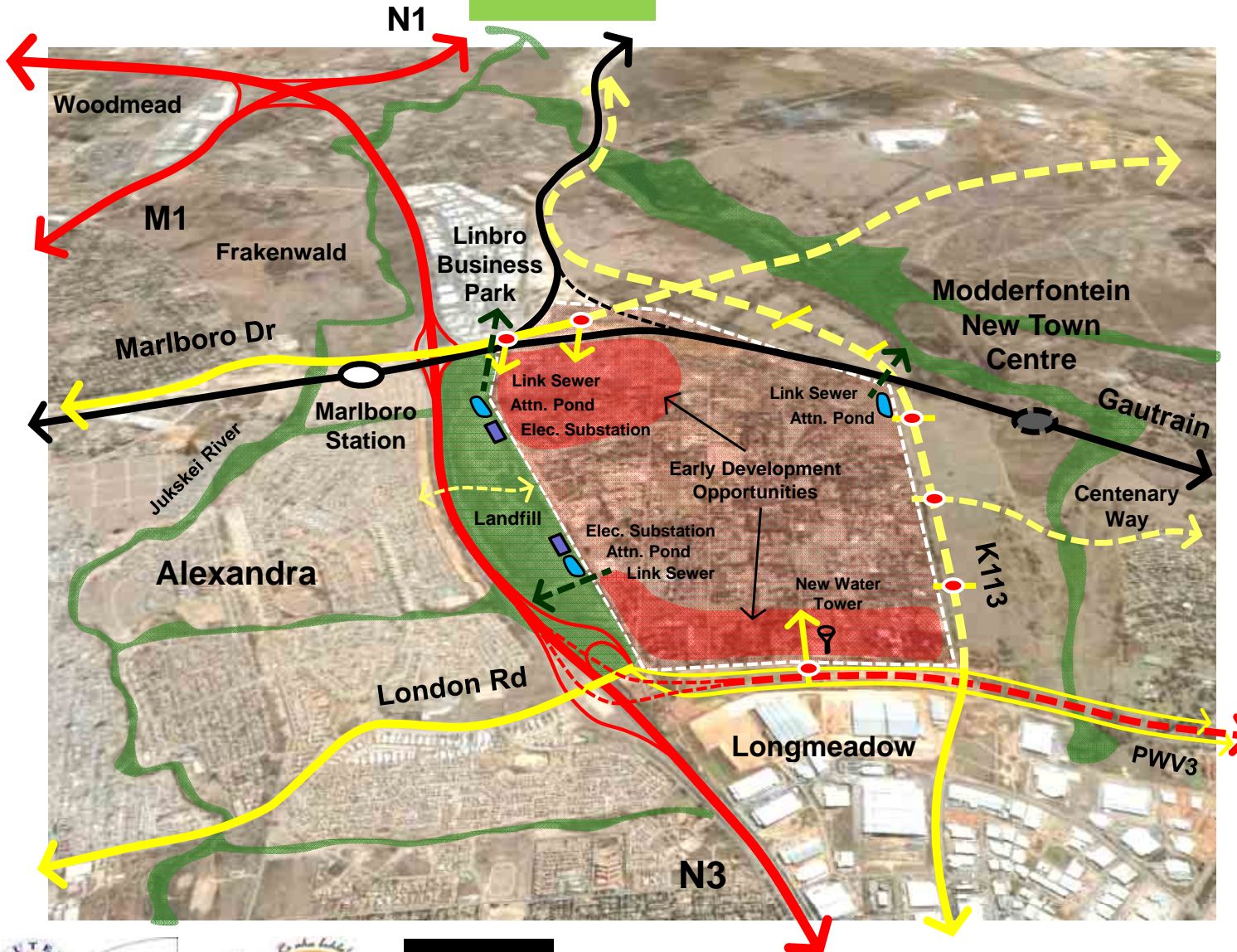
A means should be explored where developers make contributions for the purchasing of stands or portions, for the development of community facilities, much in the same way that developers make bulk services contribution.

The formation of a Management Structure, comprising of landowners within Linbro Park to manage and maintain the common areas could also assist in the long-term management and improve the public social and recreational facilities as done elsewhere in the City.

On a more detailed level, new residential developments should also provide sufficient space for playlots and recreation areas.



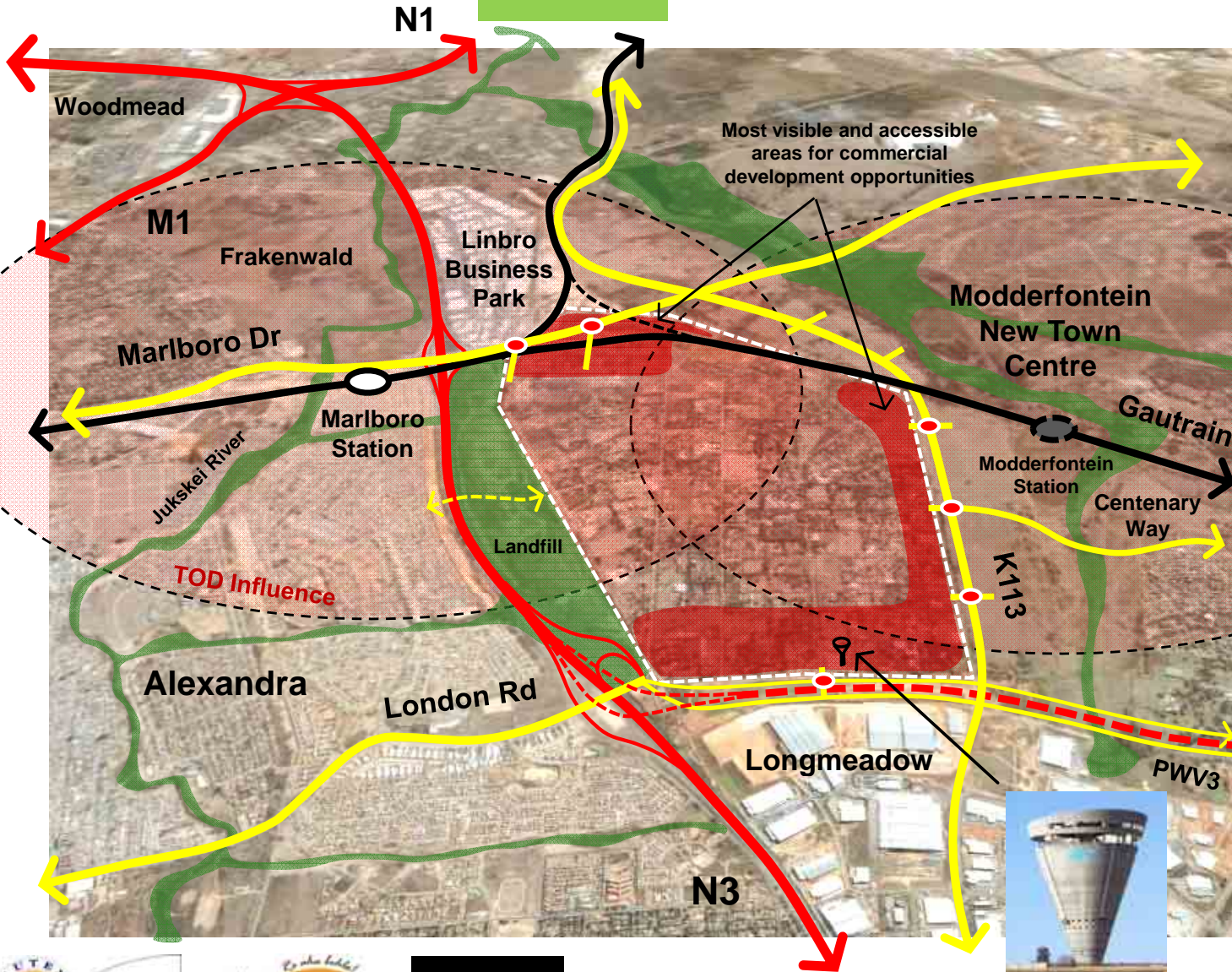
CURRENT REALITIES



3.14 Constraints

- The implementation of the K113 and extension of Marlboro Drive is key to unlocking the full potential of the area.
- The area is based on private vehicle transport, with an underdeveloped public transport system.
- There is a lack of infrastructure and new development may initially be restricted to commence closest to the current road accesses and new connection points for the outfall sewers, stormwater systems and electrical substations to minimise upfront infrastructure costs.
- A new water tower is required to provide sufficient pressure to the southern portion of Linbro.
- Power supply constraints due to generation may limit the rate of future development.

CURRENT REALITIES



3.15 Opportunities

- Linbro Park forms part of the **Gauteng Development Corridor** that connects Johannesburg with Ekurhuleni and Tshwane.
- Linbro Park enjoys **excellent regional accessibility** via the N3, Marlboro Drive, London Road and the planned PWV3 and K113.
- Linbro Park lies between two Gautrain Stations which allows **Transit Orientated Development** to occur.
- Large **open and natural spaces** surround and adjoin Linbro Park.
- The surrounding area accommodates **well-developed, good quality commercial areas**.
- Linbro has **attracted private sector interest and investment**.
- Limited number of landowners** in Linbro improves likelihood of realising the vision and eases the implementation process.
- Linbro comprises of private smallholdings permitting **ease of assembly** for large-scale developments.
- The development of the **PWV 3 will extend the freeway system** and improve accessibility at a regional level.
- Linbro Park can provide **economic and employment opportunities** for Alexandra residents.



LINBRO PARK: Urban Design Framework Plan



04

PERFORMANCE QUALITIES

4.0 Introduction

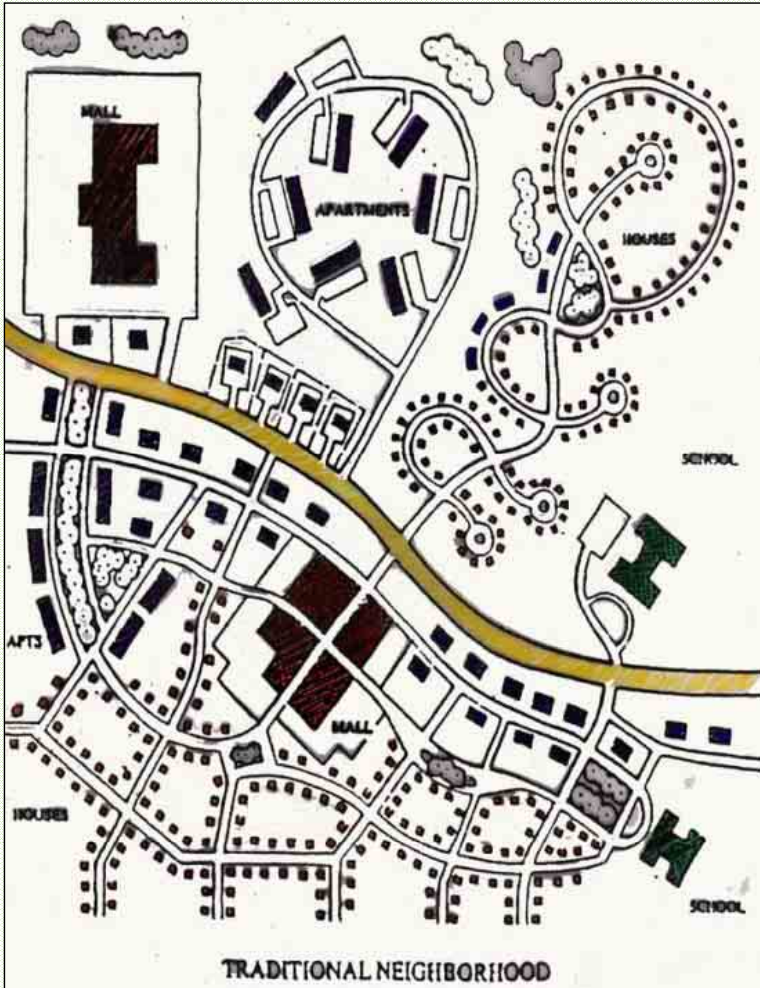
Central to the design and development of Linbro Park is what design issues and concerns should drive the UDF.

Clearly, the vision of the City Council and the spatial directions of The City of Joburg should be complementary and synergistic. Equally, the local spatial issues also need to be taken into account.

Direction has been derived from three main sources:

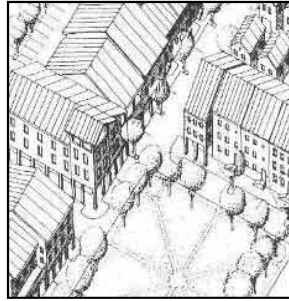
- Expanding and building upon the current vision of the City of Joburg, in order to illustrate its spatial implication. The vision for urban development areas, and how the city hopes to improve the living environment of its citizens.
- Identifying desirable performance qualities which South African urban areas such as Linbro Park in the 21st century should be seeking to achieve.
- One-on-one discussions and meetings with council officials, stakeholders and the design team, in order to uncover insights and concerns.

The main performance qualities that have informed the design of the **Linbro Park UDF** are discussed below:



New Urbanism's comparison of suburban sprawl and Traditional Neighbourhood Development by Duany/Plater-Zyberk, 1995

PERFORMANCE QUALITIES



4.1 Equity of Access

All people should have the choice to access a broadly equivalent set of opportunities.

Spatially, equity of access implies commitment to a movement system anchored by the lowest common denominator, pedestrians or people on foot.

4.2 Integration

The issue of promoting integration in a society historically obsessed with separation is one of the most important of our time. Several kinds of integration are important for Linbro:

Integration with the surrounding development

If Linbro is to be of its place, sustainable, and attractive for people to live and do business, integration with the greater urban environment is essential.

Integration of Modes of Movement

Tying Linbro to a city-wide Public Transport System with an integrated grid or network of streets is crucial for efficient movement and encouraging use of public transport.

Social Integration

Providing places for casual gathering and meeting requires using buildings, parks, urban squares, markets and transport interchanges to create defined and pleasant public spaces.



Marlboro Gautrain Station with Feeder and Distribution Buses



Umlhlanga New Town Centre

4.3 Efficiency

Efficiency promotes a balance between urban performance and consumption. The underlying principle is the relationship of transport and density, and that higher density cities are more sustainable than low density cities.

Compact, high-density communities result in more efficient urban systems, delivering services at less cost per unit to each citizen. Use of compact, walkable, mixed-use settlements along transit corridors support effective and efficient infrastructure and transport systems, as opposed to a dependence on personal vehicles.



PERFORMANCE QUALITIES

4.4 Dignity

A characteristic of South African urban environments is that they are populated by people from many different walks of life. It should be a basic right of all citizens to meet in dignified public spaces which are 'owned by all', regardless of personal circumstances.

Spatially, the emphasis is on creating dignified places for meeting and gathering, such as: using new buildings to define and make space; using selective hard and soft landscaping in different ways to create a place, provide shade and shelter - all to reinforce one's sense of belonging.



4.5 Safety and Security

Unfortunately, issues of safety and security impact on all dimensions of life in South Africa today.

While crime and violence are primarily social and economic issues, spatial design can impact significantly on the propensity for it to occur.



Design factors that can assist include: creating a clear hierarchy of vehicular and pedestrian networks; good street-lighting; the promotion of 'people in buildings overlooking streets and spaces'; avoiding use of dead-edges or blank walls, and maintaining of planting and open spaces.

4.6 Place-Making

Any plan for Linbro Park must take into account place-making: the creation of a sense of spatial uniqueness and identity. An important part of this is developing an appropriate response to the site.



The spatial implication includes working with the land; working with the open space system; use of landmarks; and the appropriate use of indigenous street trees and vegetation.

4.7 Flexibility

The challenge is to create a UDF which is strong enough to give clear direction but which is flexible, in that it can accommodate future demand, growth and change.

05

DEVELOPMENT PRINCIPLES



5.0 Introduction

The desired performance qualities together with the given current realities and aims can be translated into **development principles** that sets the basis for the design of Linbro Park.

These principles highlight the main urban aspects for development and are used as a point of departure for the design and spatial decisions of Linbro.

The development principles serve both as a point of reference for the development and as a blueprint for developing and growing the area.

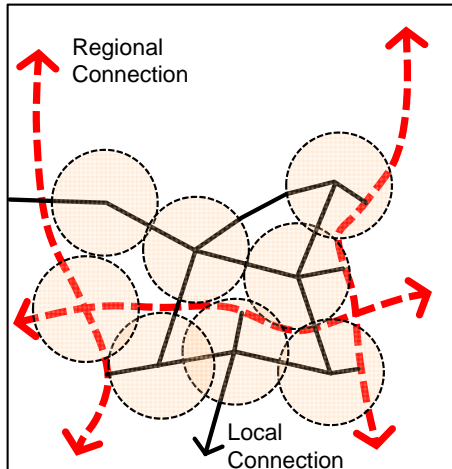
The principles combined make up a spatial **design rationale** for Linbro Park.

- Equity of Access
- Integration
- Dignity
- Safety and Security
- Place-Making
- Development Flexibility
- Identity
- Pedestrian Preference
- Orientation
- Comfort and security
- Social Integration
- Defined Town Units
- Street Hierarchy
- Accessibility
- Topography
- Variety/mixture
- Phasing
- Walkability



- Principle 01:
MAKING CONNECTIONS
*physical and visual urban integration
 universal access
 legibility and orientation*
- Principle 02:
BALANCED MOVEMENT NETWORK
*a network of streets
 hierarchy of streets
 pedestrian prioritisation*
- Principle 03:
A LOCAL DISTRICT NETWORK
*all amenities within walking distance
 identity
 accessibility*
- Principle 04:
INVEST IN THE PUBLIC REALM
*memorable public open space
 safety and security
 defined public space
 active edges*
- Principle 05:
BROADER MIX OF USE
*variety to strengthen existing uses
 active edges
 investment opportunities
 richer perceptual mix*
- Principle 06:
IDENTITY AND LEGIBILITY
*a framework for all elements
 identity
 place bound
 community based*

DEVELOPMENT PRINCIPLES



5.1 Making Connections

Regional Connectivity

Increased development sustainability depends on physical mobility - it implies accessibility, appropriate connections, availability of public transport and links to locations of desired activities.

The proposed development needs to maximise its connectivity with the greater surrounding areas to better its own long-term sustainability and development opportunity of any residential, commercial and leisure opportunities.

The scale and location of the development implies multiple national and regional connections. The proposed development area should give users a choice of routes to maximise its connectivity with the greater Johannesburg, Ekurhuleni and Tshwane metropolitan areas.

Local Connectivity

On a local development scale the street networks should be connected as it permits ease of movement. Connected or 'permeable' networks encourage walking and cycling and make places easier to navigate through.

Ways and means to accomplish this should be continually investigated in ongoing discussions with the local community, traffic engineers, planners and development companies.

Legibility and Orientation

How a place is put together and how its parts relate to each other are important in helping people to find their way around and understand how a place works. Visitors need to grasp the area quickly, locate it within and understand its relation to the rest of the urban environment and its immediate surrounds.

Legibility and a sense of orientation is further improved by placement of landmark buildings or structures and locating activities to allow constructive interaction between them.



DEVELOPMENT PRINCIPLES

5.2 A Balanced Movement Network

Streets give order and structure, their purpose is to facilitate communication, access and transport, and help people know where they are, in relationship to the community and the larger region.

An Integrated Network of Streets

The urban pattern that provides the most flexible use, facilitates ease of movement, provides for a variety of routes and increases legibility is an **integrated grid** of streets.

A grid of streets;

- is legible and easily understood
- becomes a network of public open spaces
- permits a variety of land parcel sizes, therefore flexibility in development & investment opportunities.
- allows for a structured hierarchy of streets
- maximises accessibility

Hierarchy of Streets

Circulation of all movement should follow a clearly organised system of streets and open spaces. The proposal foresees a movement network addressing the needs of all visitors and residents.

- Regional Connectors
- Local Connectors
- Local Streets
- Pedestrian and Non-Motorised Routes
- Boulevards
- Neighbourhood Streets

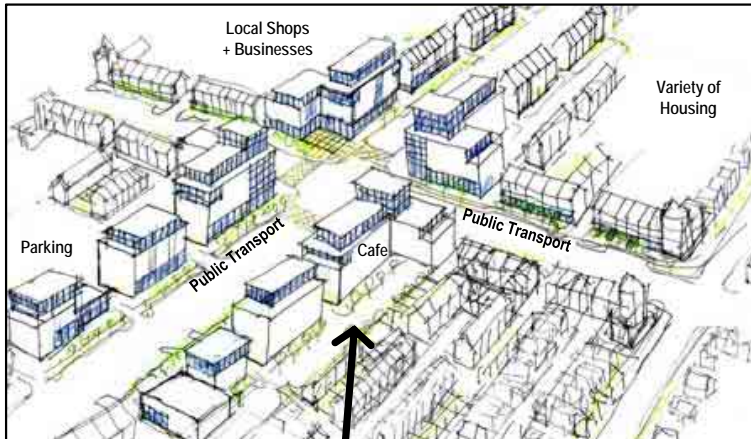
Pedestrian Prioritisation

Every fine street is one that invites leisurely, safe walking. Pedestrian and non-motorised routes should be developed to promote safety, access and circulation to and through the area. To encourage pedestrian and cycle friendly streets;

- Make crossing points visually prominent
- Minimise street widths at crossings
- Introduce elements that reduce vehicle speeds and encourage walking and cycling.



DEVELOPMENT PRINCIPLES



5.3 A Local District Network

Pedestrian proximity is the measure by which Linbro Park should be structured.

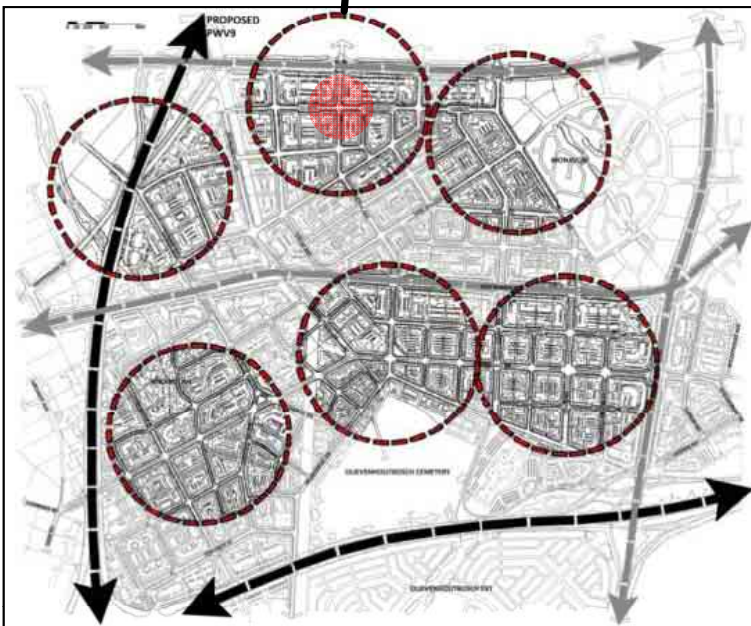
All basic daily needs, public amenities, transport access and recreation should be within a five to seven minute walk or +/- 500m radius. Each local district should develop their distinct character and predominant use.

Local District Characteristics

- Walkability – 5-7 minutes or ~500 metres.
- The local district provides a spectrum of amenities.
- A mixture of plot sizes - smaller sites / finer grain at the centre. Large land parcels at the edges .
- Most prominent 'public square' positioned near the centre. Community and neighbourhood facilities should also be positioned in or near the centre.
- Local shops, leisure and other social amenities with public transport stops positioned on the public square or along primary routes.
- Large parks and recreation areas define the outer edges.
- Small parks, play grounds and squares spread throughout each district.

Benefits of the Local District

- The local district provides a development tool that can accommodate change in development patterns scale or size.
- It becomes an efficient management tool.
- It is an urban building unit that ensures identity.
- It is a an effective component from which development can cluster and focus around.
- It helps limit and concentrate infrastructure expenditure.



DEVELOPMENT PRINCIPLES



5.4 Invest in the Public Realm

Public open spaces are those outside the defined private realm. Public open space not only refers to the grid of streets, but also to the squares, parks and landscaped areas.

Defined Public Open Spaces

Good public space has important underlying characteristics, they have definition, they have boundaries, usually buildings of some sort, that clearly communicate where the edges are, that sets the public space apart from the private space. Definition of public space is best achieved by positioning building fabric on the perimeter of the site boundary.

Benefits to Defined Space

Defining the public realm with the built-up fabric has various advantages over that of the typical pavilion type developments that withdraw from the public edge;

- They ensure active street edges, '**eyes on the street**' therefore contribute to a safer urban environment.
- Clear **definition between public and private** improves management, control and security over the public spaces.
- **Perimeter buildings** engage with the precinct/environment and not withdraw from it.
- Creates a **sense of enclosure** and protection.

Active Edges

Successful Public Open Space are not dependent on definition alone. The activity along the public face is equally important. The building edge should house activities which benefit from interaction with the public realm and can contribute to the life in the street or square.

Public spaces are vibrant when they are interesting and safe. They are safer when people inside can watch over those outside. They are more interesting and safer when those outside feel some contact with people inside adjacent buildings.

DEVELOPMENT PRINCIPLES

5.5 Boarder Mix of Uses

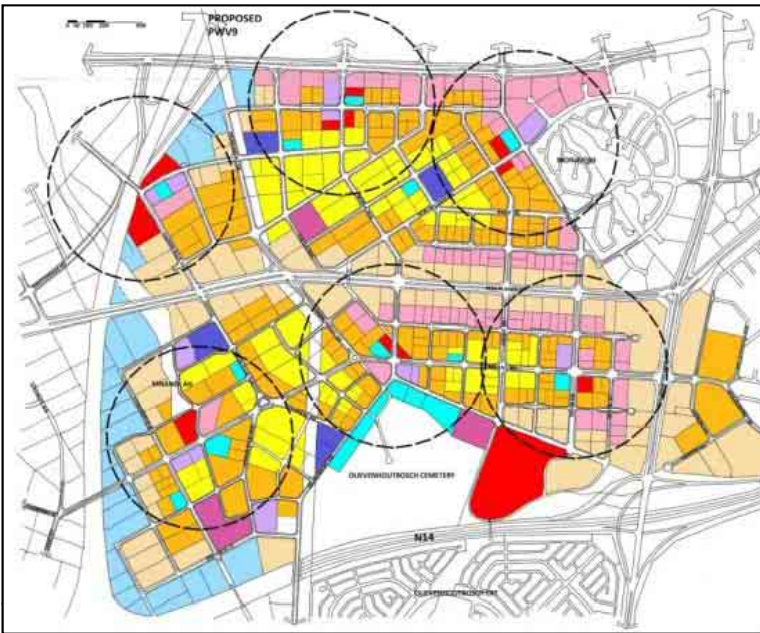
Ensuring Variety

Broadening the mixture and variety is to increase choice which in turn depends on mobility. Through variety the urban design framework implies an urban form that empowers - giving the majority more choices and greater accessibility to basic amenities without being dependent on vehicular transport.

It is only by integrating housing with other urban activities that people's living environment will be enriched. The broad residential component of the development should gain access to the overall urban system with minimal effort. The UDF proposes close proximity to public transport, employment opportunities, education, recreation and cultural activities which in turn improves social access and mobility.

Implication of Greater Variety

- Variety in layout, plot sizes and uses implies varied forms, uses and meaning.
- A place with varied uses has varied building types of varied form.
- Variety attracts varied people, at varied times for varied reasons.
- Broadening variety is to increase choice. Choice for investors, tenants, residents and visitors.
- Mixture of land parcel sizes, increases choice for investors, which in turn increases the vitality and sustainability of the development.
- Greater variety ensures longer time of usage and improved use of infrastructure.
- Because of different activities, forms and people it provides for a rich perceptual mix and takes on varied identity.



DEVELOPMENT PRINCIPLES

5.6 Identity and Legibility

Landmarks, vistas and focal points, through the design of streets, the concentration of commercial, community and civic uses and the use of distinctive landscaping and building forms - all assist in shaping places that are easy to read and memorable.

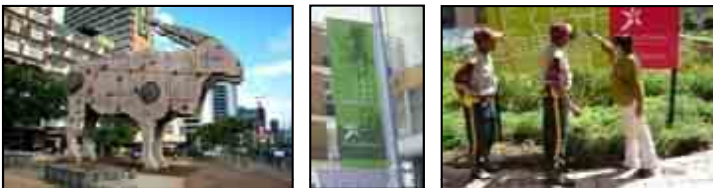
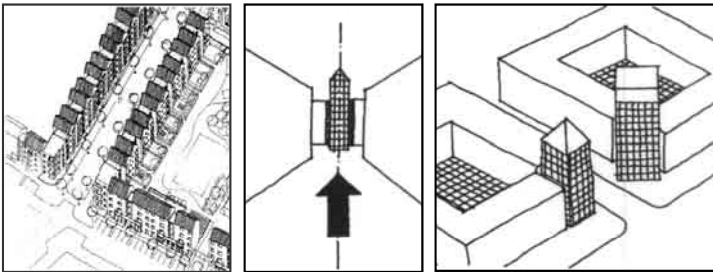
Landmarks serve to:

- **Orientate people**
- **Emphasize a sense of hierarchy**
- **Show the way**
- **Create distinctive places**

Vistas emphasize a clear and useable series of connections between places, and help create a favourable image in the memory of the user.

Focal points positioned at the centre of a node or at major transport interchanges, serve to welcome people with an entrance and sense of arrival within a particular place of interest.

Emphasizing the centre of nodes through **physical form** such as height, density, landmarks and **activity patterns** like shopping, business and leisure will help define and create memorable places.



06

LAYERS OF IMPLEMENTATION

6.0 Introduction

the **Layers of Implementation** illustrate specifically how the development principles are applied spatially to Linbro Park.

This section gives **design guidelines** to direct public and private development in Linbro and help to make certain that the overall vision can be realised.



LAYERS OF IMPLEMENTATION



Proposed Connections and Links

6.1 Making Connections

Linbro Park located east of the existing N3 highway and north of the planned PWV3 enjoys excellent regional connectivity.

Linbro will have three access opportunities to the N3 – two at Marlboro Drive in the north, and one at London Road to the south.

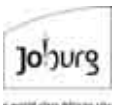
East of Linbro Park is the planned K113 which is essential for north-south movement of Linbro and the future Modderfontein New Town Centre. The number and placement of accesses from the K113 is influenced by sightlines and the minimum allowable distance of roughly 450-600 metres.

Road closures due to the Gautrain at 1st, Hilton and Clulee Roads could extend across to improve integration and access, however further detail investigations are required to assess geometrical alignment and viability.

The Modderfontein east-west link - Centenary Way is aligned with Oak Ave and affords Linbro the opportunity to develop a new mixed-use 'high street' comprising of retail, office, residential, leisure and social uses.

Realignment of Oak and 3rd Ave would significantly improve connectivity and access within Linbro. This would require however, that the adjoining neighbours participate in the consolidation and sale of the properties.

Future extension of 3rd Ave across the N3 will alleviate congestion at the Marlboro and London Road interchanges and integrate better the areas adjoining Linbro.



LEGEND

- █ Mobility Ave 30m
- █ Mobility Str. 25m
- █ Local Street 20m
- █ Pedestrian 20m

LAYERS OF IMPLEMENTATION



6.2 A Balanced Movement Network

The movement network has been derived from the existing road reserves and cadastral property boundaries wherever possible.

The UDF proposes an interconnected network and hierarchy of streets. In certain areas a finer-grained arrangement is proposed for greater permeability and flexibility in land parcel layout to encourage a variety of development opportunities.

Where intersections of roads are not granted due to road classification standards, the road-reserves are continued to allow for pedestrian access, which promotes better permeability, whilst keeping open the opportunity for future vehicular intersections or configurations.

Although a direct link from Clulee Rd in the north to the K113 and future Gautrain Station will improve connectivity and access for Linbro, it bisects several properties, requires the closure of Beacon Ave, and to avoid 'uitvalgrond', is only suggested. This link maybe best undertaken by a developer seeking to create a new precinct.

Traffic circles to reduce vehicle speeds and mark the main intersections along the 30m mobility avenue are also proposed.

The UDF promotes that the development of the internal street network is undertaken with pedestrian walkways, crossings and street-trees to provide a pedestrian friendly and safer, walkable urban environment.

Proposed Movement Network

LAYERS OF IMPLEMENTATION



Local District Network

6.3 A Local District Network

A series of local districts nodes are proposed throughout Linbro Park, positioned along the main intersections at the traffic circles of the Mobility Avenue routes.

A 500m or 5-7 minute walking radius also influences the spacing between each node.

This permits 'local centres' that can develop either in sequence, phased, or independent of one-another.

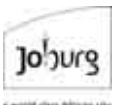
If the local district network is connected through strong, well-defined, corridors, then each 'centre' becomes an arrival foyer for its specific local district.

Land uses around local district centres should promote and support the greatest variety of uses and the highest density.

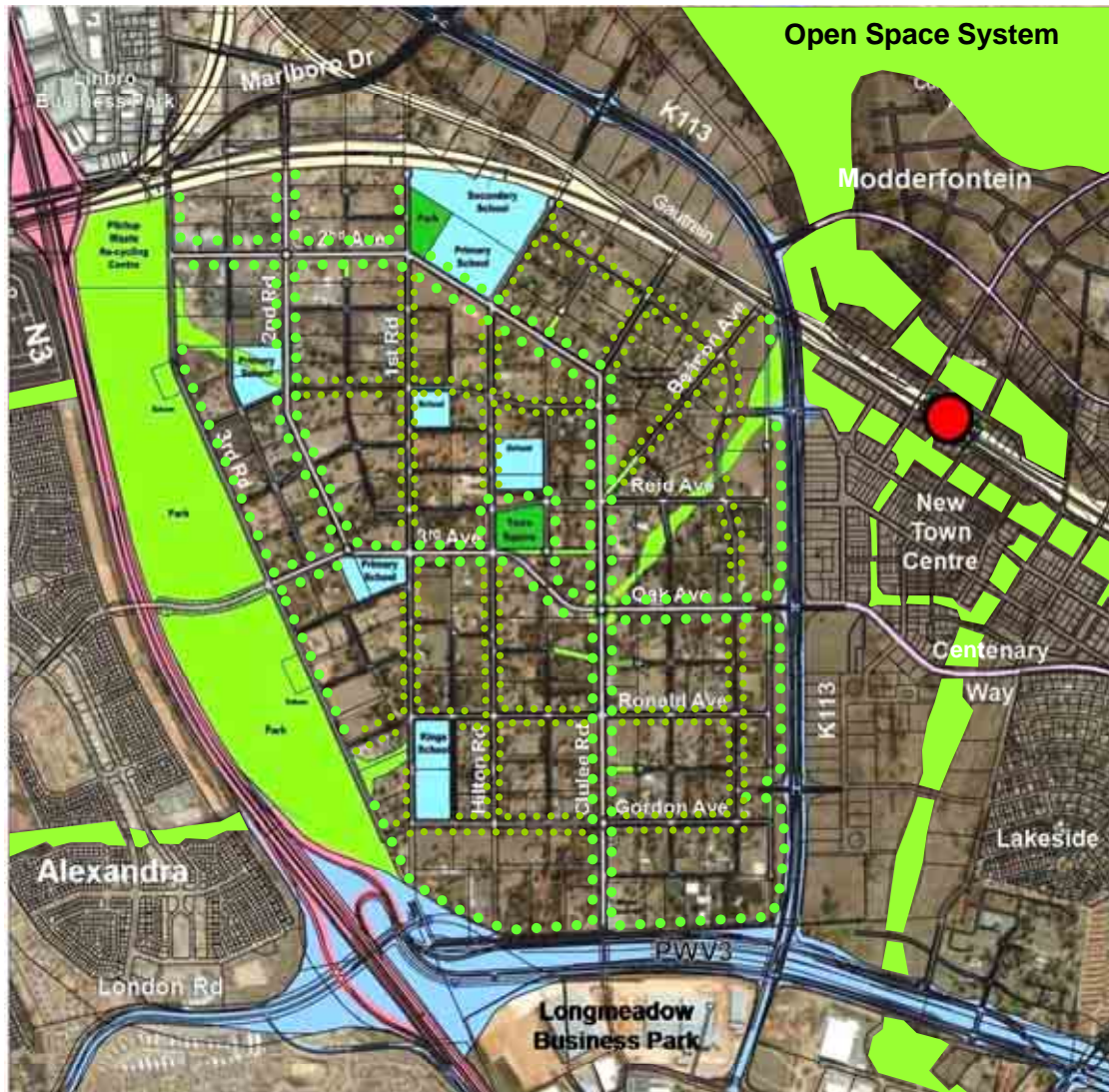
These local district centres should include:

- **Formal public space,**
- **Shopping and business activities**
- **Public or Social amenities, and**
- **Transport facilities.**

Emphasizing the centre of nodes through physical form such as height, density, landmarks and activity patterns like shopping, business, leisure and community uses will help define and create memorable places.



LAYERS OF IMPLEMENTATION



6.4 Invest in the Public Realm

The UDF proposes an integrated and connected network or 'green corridor' of public open spaces, whereby;

- Open spaces bordering the N3 freeway and K113, link into Linbro Park and its surroundings.
- Current road servitudes are used to extend and link the open spaces.
- The street and pedestrian network is promoted as an extension of the open space system through planting of street-trees to reinforce and extend a green corridor network.

The plan also promotes the establishment of a variety of smaller public common spaces, such as;

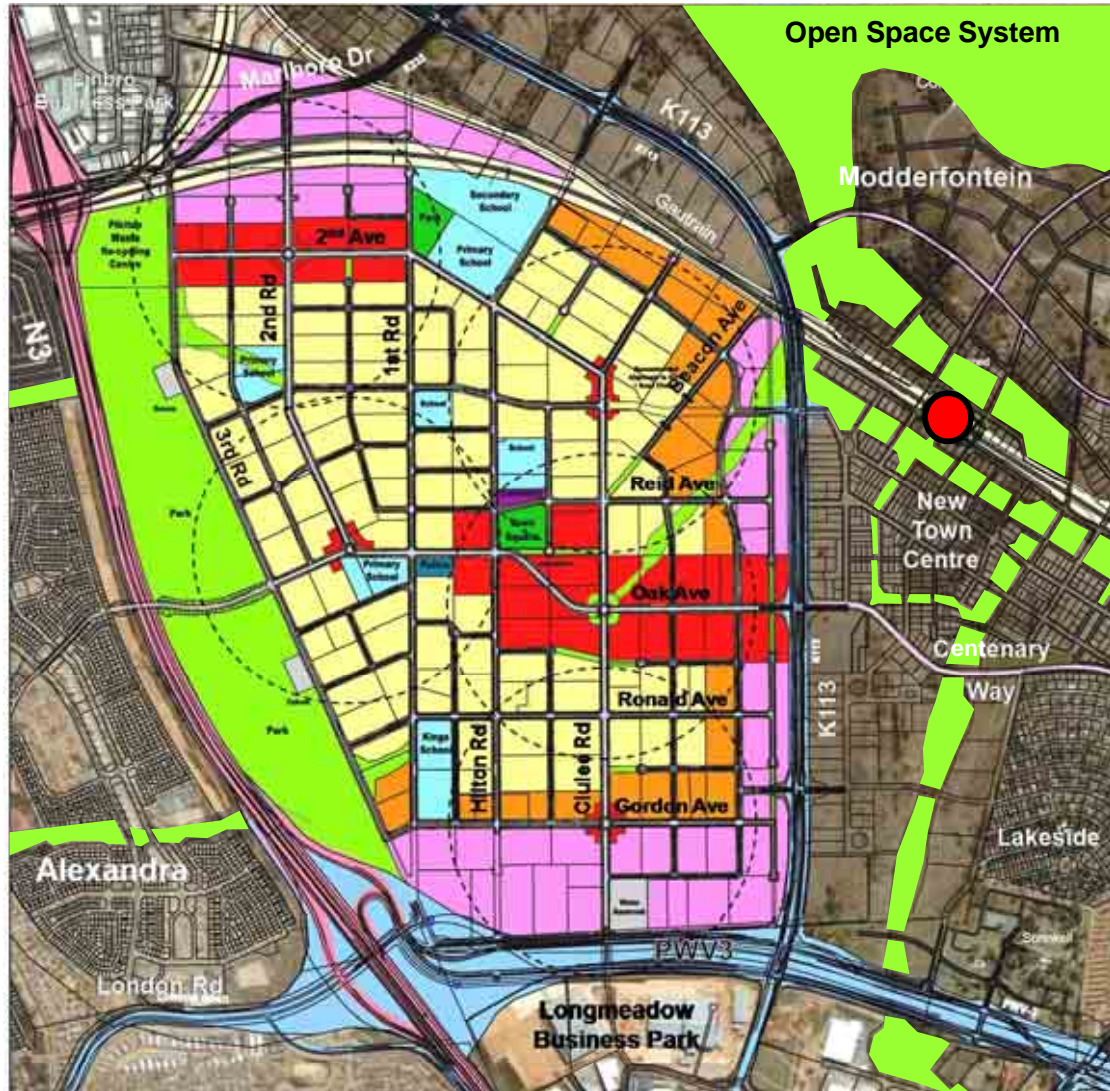
- Formal squares at local district centres,
- Play-parks in residential areas,
- Smaller parks or squares within commercial districts,
- Sports fields that carry the interest of both schools and the community.

In defining the public open space system, the treatment and edge conditions facing onto the public realm should encourage;

- Land-uses that promote active edges, and
- Buildings that overlook and are orientated towards the street, square or park.

- Commercial, Offices + Light Clean Industry**
 - 4 Storey Height
 - 60% Coverage FAR 0.8
- Retail, Offices, Business + Residential**
 - 4 Storey Height
 - 60% Coverage FAR 0.8
- Offices + Residential Buildings**
 - 4 Storey Height
 - 50% Coverage FAR 0.6
- Med-High Density Residential**
 - 4 Storey Height
 - 50% Coverage max 150du/Ha

LAYERS OF IMPLEMENTATION



6.5 Broad Mix of Uses

A broad range of land uses and activities are proposed for Linbro Park;

-Freeways and K-routes, are edged by large footprint uses: commercial, light industrial, showrooms and high-technology to compliment surrounding uses and capitalise on the visibility, exposure and access.

-A mixed-use 'high street' business centre is proposed from the K113, along Oak to 3rd Ave. It is anticipated that development will have an influence on the local district attracting larger business and commercial interests compared to other local district nodes.

-A transition zone of mixed offices and residential is proposed between the core commercial and residential areas.

-Primary residential areas are shielded behind the landfill and located away from the surrounding Marlboro Drive, K113 and PWV3 road network and their immediate connecting corridors.

-Local district centres are primarily surrounded by community facilities or public amenities such as transit stops, with a mix of shops, businesses, offices and med-high density residential.

-Existing schools have been retained and future schools and educational facilities are positioned in close or direct proximity to residential areas, and as extensions of the public open space system.

-A 'Town Square' is planned on state-owned land in the middle of Linbro and at the 'end' of the high street flanked by business and community uses.





LAYERS OF IMPLEMENTATION



6.6 Identity and Legibility

The placement, size and orientation of buildings should articulate and define the edges of streets, open spaces and strategic sites within Linbro.

Generally consistent building alignments and street heights of 2 to 4 stories, with some higher landmark structures at nodal points, should be the goal wherever possible.

Setbacks and maximum building dimensions should be employed to ensure a reasonable degree of amenity in terms of light, landscape and overlook for occupants, neighbouring buildings, motorists and pedestrians.

Residential uses should differentiate from existing examples of housing in neighbouring suburbs, be varied in nature and affordability. Clusters, duplexes, apartments, hotels, and self-catering accommodation all have a place in meeting the needs of the future envisioned for Linbro Park.

Parking and service areas for erven within Linbro should be provided by developers, to avoid conflict with streets and open spaces.

It is envisaged that **detail design guidelines** will be developed further in the Precinct Planning phase. Developers will need to consider and assess to what extent they can meet the guidelines. The site development proposals would then be weighed up by adjudicating bodies – in this case, the proposed Linbro Management Structure and the City of Johannesburg.



07

URBAN DESIGN FRAMEWORK

7.1 Proposed Land Use Zoning and Potential

Description	Zoning	Primary Land Uses	Consent Land Uses	Storey Height	Coverage %	F.A.R.	Density	Area (Ha.)	Retail (m ²)	Office (m ²)	Commercial / Clean Industry (m ²)	No. of Dwelling Units	Proposed Urban Form
Commercial Offices + Light Clean Industry	Special for Industries, Warehouses and Wholesale uses, Offices, Businesses	Distribution Depot, Wholesale Trade, Storage, Warehouses, Cartage and Transport Services, Laboratories, Computer Centres, Light/Clean Industry, Offices + Businesses	Filling Station, Builders Yard	4	60%	0.8		70.5			563,910		Offices with Commercial Warehousing
Retail, Offices, Business, + Residential Buildings	Business 1 including Businesses	Shops, Offices, Business Purposes, Places of Public Worship, Places of Instruction, Social Halls, Dwelling Units, Residential Buildings, Institutions, Places of Refreshment	Any purpose other than Industries and Commercial	4	60%	0.8		38.6	77,196	77,196		3,088	Ground Floor Retail and Businesses, First Floor Office, Second and Third Floor Dwelling Units
Offices + Residential Buildings	Special for Offices, Businesses, Dwelling Units, Residential Buildings, Places of Public Worship, Places of Instruction, Social Halls, Institutions, Places of Refreshment	Offices, Businesses Dwelling Units, Residential Buildings, Places of Public Worship, Places of Instruction, Social Halls, Institutions, Places of Refreshment		4	50%	0.6		29.9	2,500	179,269			Offices and Dwelling Units with Ground Floor Retail at Local District Nodes
Med-High Density Residential	Residential 4	Dwelling Units, Residential Buildings	Places of Public Worship, Places of Instruction, Social Halls, Institutions, Places of Refreshment, Places of Amusement, Sports and Recreation, Clubs	4	50%		150du/ha	137.6	5,000			20,640	Dwelling Units with Ground Floor Retail at Local District Nodes
Totals								276.6	84,696	256,825	563,910	23,728	

Areas and Dwelling Units summarise the Floor Space Potential of Linbro Park

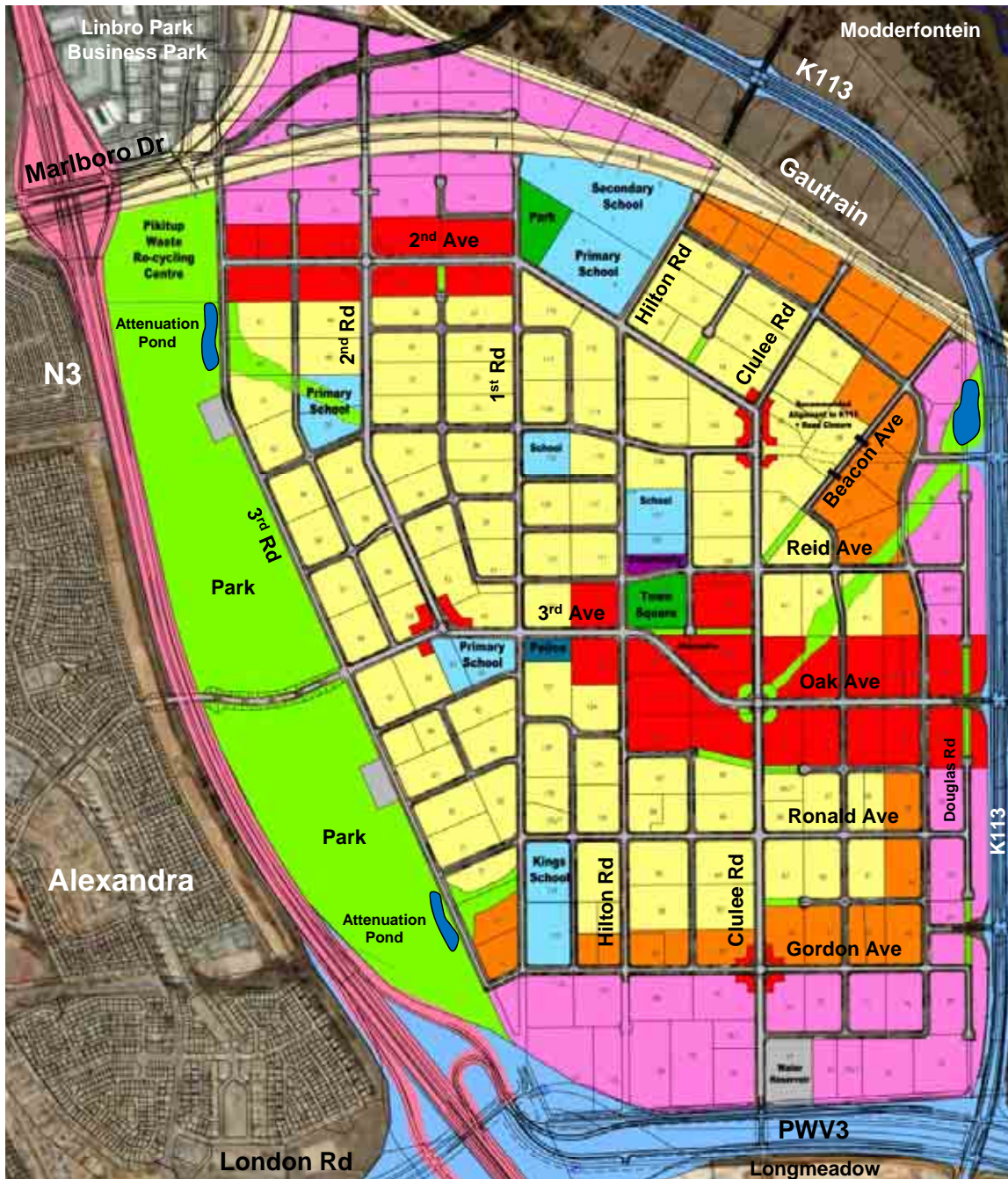


URBAN DESIGN FRAMEWORK PLAN

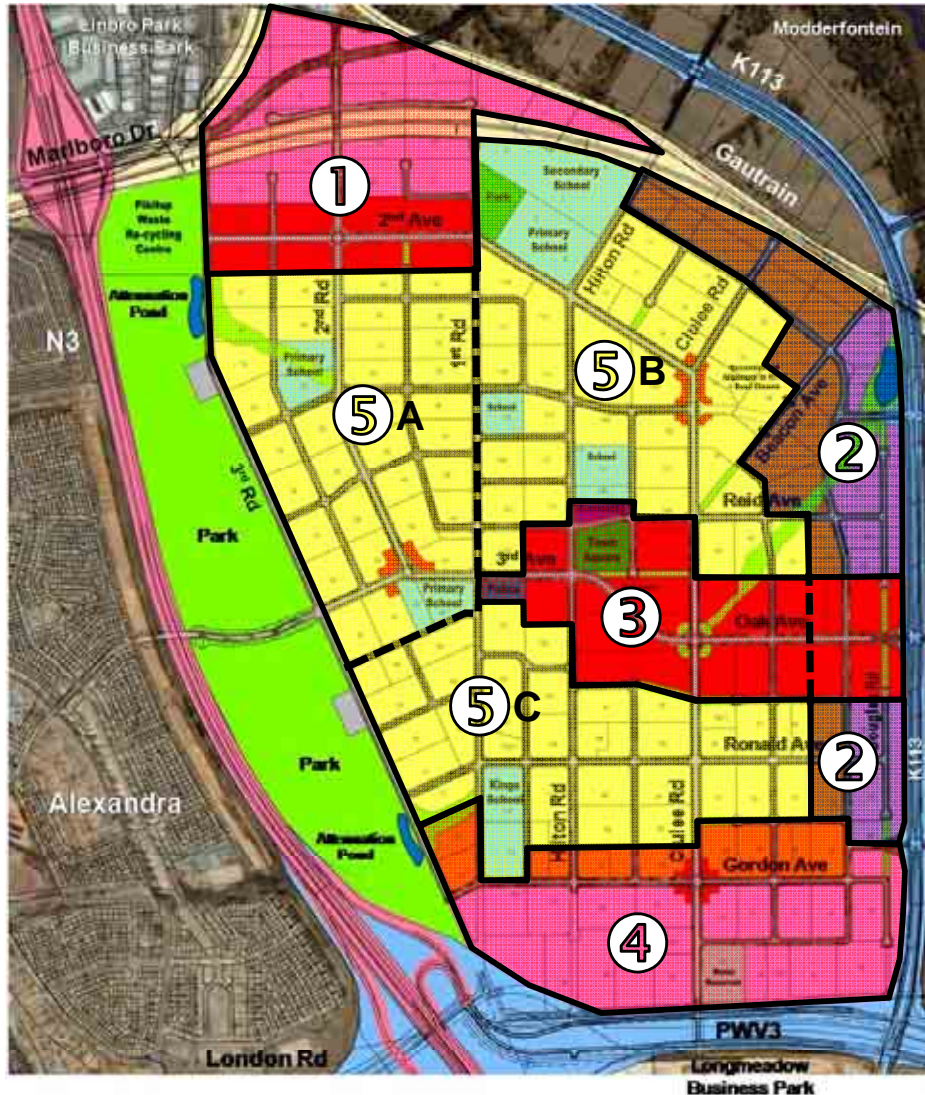
7.2 Urban Design Framework Plan

Legend

- Commercial, Offices + Light Clean Industry
- Retail, Offices, Business + Residential Buildings
- Offices + Residential Buildings
- Med –High Density Residential Max150du/ha
- Education
- Police
- Community Facility Node
- Municipal Services
- Public Open Space
- Parks and Squares



URBAN DESIGN FRAMEWORK



7.3 Proposed Precincts

The Linbro Park UDF provides a basis on which detailed urban, architectural, landscape and engineering designs can be developed.

Precincts allow functional areas with a particular identity to be planned as an entity. Precinct Plans aid the planning of areas as they provide further detail and could be compiled either by the public sector planning authority or by the private sector in compliance with agreed norms and standards.

Within Linbro Park, 7 Precincts are identified to aid planning. The Precincts are defined by function or by spatial logic. Precinct Plans also allow the flexibility to incorporate new dynamics into current planning as the spatial and economic dynamics of an area develop.

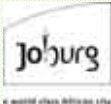
The Precinct Plans need to outline at least the following elements:

- Definition of the functional area
- Movement within the area (including parking)
- Land use activities
- Urban spaces
- Landscaping of the public realm
- Detailed built form directives
- Architectural guidelines
- Development parameters
- Subdivision parameters

Precinct Plans need to have the support of the majority of owners of the area, and are tools that provide further detail for the enhancement of an area. Residents or owners may take the initiative to compile Precinct Plans. These resident-initiated Precinct Plans do not however form part of the RSDF until they are approved by the Local Authority and are incorporated into the Local Spatial Framework.

08

THE VISION



09

IMPLEMENTATION STRATEGY

9.0 Introduction

An implementation strategy translates the principles and directives developed during the urban design process into an applicable reality.

Knowing the components of a UDF is just a start, the actual development strategy for implementation is an important and ongoing exercise.

Implementation is itself a complex undertaking and must account for timing, movements in demand, and other market vagaries, zoning and land use considerations, and – critically – access to financial resources.

In assessing the proposals in the Linbro Park UDF, market dynamics will have to be taken into account.

The need for a management and marketing strategy is highlighted, as is the need for reliable and dependable data for investors and developers.

IMPLEMENTATION STRATEGY

9.1 Phasing Strategy

The phasing strategy should allow Linbro Park to grow incrementally, from an established nucleus outwards. Reaching a critical development mass should be an early goal, to best attract tenants, developers, and investors. At the same time, the phasing strategy must be sufficiently flexible to adapt to shifting market conditions.

Development will be dependent on the availability of infrastructure. Service provision for new development such as sewer, water and electricity exists west of the watershed. Fortunately, the configuration allows for easy branching of services on a demand basis. Interest has already been shown for development of the Linbro Park properties adjoining Marlboro Drive and the PWV3.

In any development scenario, **Phase One of Linbro Park** should commence closest to the current road accesses and connection points of the outfall sewers, stormwater systems and electrical substations with the following core projects, which are believed to be critical to the success and establishment of the proposed UDF:

- **Internal road construction and upgrades;**
- **Public transport facilities/lay-byes;**
- **Walkway construction, street-trees and street lighting improvements;**
- **Infrastructure services upgrades and extensions; and**
- **Bulk power supply improvement and upgrades.**

The Phase One areas are both located in relatively close proximity to infrastructure services. It is estimated that they would together generate significant spin-offs – and create a quality urban environment. The Phase One areas within Linbro allow ample opportunity for a variety of different uses, with different scales and densities.

Further phasing could direct development further east, based on market demand. In this manner, large upfront infrastructure costs can be avoided until market forces make them feasible.



IMPLEMENTATION STRATEGY



9.2 Implementation Approach

A critical first step in the Linbro Park implementation process is to establish a coordinating structure for the area and its projects. Suggestions to achieve this include:

- Designate Linbro Park and related surroundings as a **Special Development Zone**, to be implemented through prescribed regulations and performance standards.
- Utilise rates, taxes and bulk contributions to finance improvements and the ongoing maintenance of Linbro Park.
- Formally establish a **Management Structure** to manage the development of the precinct. It should be charged with taking Linbro forward in line with the UDF. The exact structure and functions would have to be decided with landowners and the City of Joburg. Successful examples are where landowners and tenants are actively involved, such as the Illovo Boulevard and Sloane Street Precinct in Johannesburg.

The Linbro Park UDF provides a basis on which detailed urban, architectural, landscape and engineering designs can be developed. These detailed precinct plans should address the following points:

- Detailed designs should be considered by the proposed Management Structure and CoJ. The Precinct Plans must inform all urban, architectural, landscape and engineering designs and market feasibilities.
- Linbro Park will need to be able to handle both multi-agency and private interests, plus comprehensive planning and implementation requirements. CoJ must be committed to this process to create certainty around Linbro for developers.
- The priority, timing, financial responsibility and environmental impact of projects will have to be assessed individually. The CoJ will be responsible for implementing the majority of the proposed public infrastructure improvements, but will have the added responsibility for co-ordinating major improvements such as public transport or social facilities that benefit both private and public concerns.

IMPLEMENTATION STRATEGY

9.3 Land Use, Design and Zoning

Linbro has certain unique physical characteristics that underscore the area. Design guidelines should thus be managed by a supervisory body; the proposed Management Structure could play this role.

The content and administration of specific design guidelines will ultimately be determined at a later date; in the meantime, emphasis should be placed on achieving the goals outlined in this document.

Furthermore, all properties in the Linbro should be evaluated in terms of the UDF.

Where specific land uses are earmarked for a site, or where building form, parking requirements or other proposals are to be modified, the changes must be carefully evaluated as they could affect the entire UDF.

Furthermore, land-use applications can only be considered by the CoJ once suitable geological investigations, and where applicable, environmental and traffic assessments have been undertaken.

9.4 Financial Resources

The proposals for Linbro Park require financial resources and the UDF has attempted to balance what is desired against what can be afforded.

Since CoJ is likely to provide most of the funds, alternative funding opportunities are to be encouraged.

There may be scope to exploit the willingness and ability of the private sector to carry out appropriate development and infrastructure, either directly or in public-private partnerships.





IMPLEMENTATION STRATEGY

9.5 Managing and Marketing Linbro Park



The long-term viability of the Linbro Park will require both effective management and appropriate marketing, which must take cognisance of the price, position and promotion of the product.

The area has seen substantial levels of investment interest in the both the commercial and residential property market in recent years. Opportunities exist to build on this demand. Future demand, however, requires a dynamic urban environment with an appropriate mix of residential, business, social and leisure uses.

Marketing success means that Linbro must achieve early buy-in from property practitioners and investors. Development must be aware of short-, medium- and long-term market dynamics. It also means that infrastructural expenditure and delivery has to be linked to take-up rates.

A marketing programme must ensure the quantum and type of space offered to the market is appropriate for the market's needs and wants.



9.6 Development Timing

Future development of Linbro can be affected by a host of factors. By grouping actions to be undertaken within similar timeframes, a critical mass can be achieved to potentially generate more benefits than the sum of individual projects or events.

The attraction of Linbro as an investment area is confirmed by the number and variety of public and private development initiatives that are planned there.

The next five years - from 2010 to 2015 - is critical for establishing momentum for the process.

Successful implementation will be promoted by ensuring that the necessary supportive actions occur as and when needed. Given the private interest, Linbro Park must take advantage of growing development momentum and capitalise on new investor interest in the area.



10

THE WAY FORWARD

10.0 Conclusion



The City of Johannesburg has earmarked Linbro as a key focal point for re-development in the north-eastern part of the city. With a strong emphasis on urban revival, the CoJ seeks to stimulate a regional cluster of **business, residential, social and related economic and property activity** that will boost both Linbro, the surrounding areas and support Gautrain ridership.

The Linbro Park UDF aspires to take these catalysts and spark development projects that are both creative and sustainable. The aim is to redress previous planning policies, remove barriers to development, and capitalise on existing infrastructure to unlock and compound mutual value for Linbro and the north-eastern region of the city.

With new momentum gathering speed in previously under-developed areas like Modderfontein, a fresh **sense of activity is emerging in the north-east** and Linbro is well-positioned to exploit it.

Linbro Park must be **astutely positioned, specially managed, actively marketed, structured to best attract investment, employment and economic development**. In this way, it can start to develop not only its own potential, but create positive externalities for adjacent and surrounding areas.

There is without doubt **a sense of urgency** to engage constructively and productively in further detailed planning for Linbro Park to ensure that the current policies are fully integrated into the next phase. The UDF is intended to be a guiding document rather than a detailed plan. The next stage should focus on the **precinct plans and guidelines** of particular areas indicated for implementation.

The adoption of this UDF will **facilitate development** and constitute a **promotional tool** to attract potential investors, and involve other tiers of government or agencies as participants and drivers of some of the components integral to the development envisioned at Linbro.



THE WAY FORWARD

10.1 Recommendations



There are some **over-arching recommendations** that emerge from the UDF, separate from the individual recommendations included in the foregoing chapters, but which deserve mention.

The regeneration of Linbro must be **treated as a unified whole**. There must be agreement on a variety of coordinated measures by key role players over a specified time-period for the Linbro Park UDF to be able to make an impact and show results.

To take the process further, it is recommended that certain management vehicles be created. This could either take the form of a CoJ task team charged with facilitating the implementation process. Or it could take the form of an institutional vehicle that promotes and markets the node, and ensures an attractive investment climate.

It is recommended that a **Management Structure** be convened, with committee members coming from the landowners and other stakeholders. The group would be charged with collectively guiding and coordinating the development of the area.

Matters addressed in the UDF which affect city, regional and local interests should be continually reviewed and comments forwarded to the CoJ Planning Department. Once these comments are received, the Linbro Park UDF can be amended if necessary.

When the Linbro Park UDF is approved, effective implementation of the land use and development proposals will ultimately depend on the involvement and commitment of both public and private sector leaders.

The next **five-year period**, 2010 to 2015, is particularly critical for establishing momentum for the process. Successful implementation will be promoted by ensuring that the necessary supportive actions occur as and when needed.

In conclusion, the UDF is designed to be a **working document** that directs, guides and helps manage development at Linbro. Because of its position as a differentiated development node between Johannesburg, Tshwane and Ekurhuleni, the special characteristics and features of the area must be carefully developed and enhanced. The design proposals seek to create a viable urban future and – more importantly – competitive destination at Linbro, for visitors, residents and investors alike.

