BA-PHALABORWA

BA-PHALABORWA LOCAL MUNICIPALITY

NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT

PROJECT BUSINESS PLAN

HERITAGE CENTRE

Ba-Phalaborwa Local Municipality The Municipal Manager Private Bag X01020 Phalaborwa 1390	**PD Naidoo & Associates (Pty) Ltd** P.O. Box 1287 32 Bell Street Nelspruit 1200
Compiled for: Name: Dr. SS Sebashe Telephone: 015 780 6808 Fax No. 017 781 0726	Compiled by: Name: Mr Anton Kruger Telephone: 013 752 5013 Fax No. 013 752 5014

TABLE OF CONTENTS

1. Introduction 3

2. Background 3

2.1 General 3

2.2 Heritage Centre 4

3. Project vision and objectives 5

3.1 Project vision 5

3.2 Project objectives 5

4. Brief project description (Phase 1) 6

5. Status Quo 6

6. Demand and current heritage needs 9

7. Detailed project description 10

7.1 Location and site description 10

7.2 Demographics 10

7.3 Project detail arrangements 11

7.4 The market 11

7.4.1 Defining the Tourism Markets 11

7.4.2 Cultural Tourism Markets 12

7.4.3 Generic Success Factors 12

7.4.4 Development Guidelines 12

7.4.5 Potential Risks 13

7.4.6 Marketing Recommendations 14

7.5 Design criteria 15

7.5.1 Water Design Criteria 15

7.5.2 Sewers 16

7.5.3 Roads and Parking Areas 16

7.5.4 Storm Water Drainage 16

7.6 Associated infrastructure 17

7.7 Phasing of development and future additions pending outcome of urban renewal 17

7.8 Institutional arrangements 17

7.9 Design team and procurement 18

7.10 Availability of services 18

8. Development impact 19

9. Other related activities to form part of memorial precinct project 20

10. Implementation plan 20

11. Project costs 22

ANNEXURE A Locality plan

ANNEXURE B Layout plan

ANNEXURE C Photos

1. Introduction

PDNA Engineers were appointed by the Ba-Phalaborwa Local Municipality (BPLM) to support the LM to:

a). Compile an urban renewal strategy
b). Compile business plans for 6 projects identified by the Ba-Phalaborwa sustainable development strategy (heritage centre, MPCC, cultural village, flea market, 2x taxi ranks). The projects have already been constructed.

The programme is part of National Treasury's Neighbourhood Development Partnership Grant (NDPG) to eradicate poverty through the upliftment of previously disadvantaged areas. The main aim is to stimulate investment through urban upliftment (renewal).

It is planned that the PDNA urban renewal strategy (URS) will be competed in April 2012. Ideally it is required that the strategy and business case precede the development of he project business plans in order for the strategy to support the projects as a business case. It is however anticipated that information from the URS will be used to augment the project plans.

The project forms part of the initial package of projects that was identified as "quick win" projects, that can stimulate other development, and will have an impact on the ultimate goals of the programme.

The purpose of this project plan is to provide sufficient information to treasury on the memorial complex that will form part of the memorial precinct to release funds to BPLM for the implementation of the project.

2. Background

2.1 General

The Urban Renewal framework has the aim of integrating the strategies, goals, objectives, land use policies and guidelines of National Government, Government and Ba-Phalaborwa Local Municipality into an urban and rural development framework. This framework will provide a business case and development concepts with projects that can be funded by the neighborhood Development Partnership Grant. This will then act as catalyst for public as well as private investment as well as the formation of Public Private Partnerships in historically disadvantaged areas. The framework involves the integration of town planning, economic analysis, transportation and road planning, urban planning and water services engineering to ensure the future sustainability of investments. The framework further has the aim to ensure the enhancement of quality of life.

The future development and growth of the area will require positive public as well as private interventions in order to create sustainable investment and business confidence within the area. These interventions require:

- proper planning and direction
- funding capital

- infrastructure
- natural resources on a local and regional level.

This Business Plan for the heritage centre quick win project is part of the abovementioned interventions which will eventually feed into the further detailed planning and implementation phases of the urban renewal plans.

2.2 Heritage Centre

BPLM currently lacks a focal point for cultural and heritage activities, specifically with the focus on the historical political struggles and the traditional way of living of the people from the areas in the Ba-Phalaborwa Municipality.

There is further a desperate need in BPLM to strengthen education in the LM area and more important to build knowledge around science, technology, engineering and mathematics (STEM). The coupling of the heritage centre with an interactive educational science centre (facilities that offers an informal educational experience by providing interactive exhibits and interactive programmes) will play an important role in developing a science culture in the local communities.

Ba-Phalaborwa like the rest of South Africa has a high unemployment rate.

In order to address the above mentioned, it is proposed that a memorial precinct be established with a heritage/science centre as hub. The heritage/science centre will ultimately be combined with conference facilities, and other heritage activities and shops.

The need for the project was already indicated in the Ba-Phalaborwa Sustainable Development Strategy (Nov 2007). The strategy recommended the establishment of a memorial precinct with educational facilities.

A heritage centre specifically if it is combined with other activities will be welcomed by local stakeholders, and will be a valuable asset to the BPLM' tourism industry. Mpumalanga and BPLM has a wealth of natural, cultural and living heritage resources that can be portrayed in the centre as part of the memorial precinct. The centre can play a pivotal role in attracting tourism to the area.

Given the high levels of unemployment in the area, opportunities associated with the creation of the centre will be created, such as commercial activities. The hub will also be a business incubator for cultural businesses.

Although there is currently no survey conducted in this regard, various historical documents are available to enrich the African experience.

The need for and position of the cultural and science centre will be determined through an interactive public participation process.

3. Project vision and objectives

3.1 Project vision

The project vision is to create a sustainable cultural and memorial precinct that can serve the cultural needs of the Ba-Phalaborwa communities and also serve other associated needs (tourism, job creation, learning, etc). The project will form a very important building block (sense of being) in the overarching urban renewal strategy.

3.2 Project objectives

The main objectives of the project are to:

- Construct a heritage memorial building complex coupled with a science centre that can form the hub of community heritage activities in Ba-Phalaborwa, and can play an important role with the education of local communities. The complex will be constructed in phases as follows:
    - Phase 1- offices and a memorial museum
    - Phase 2 – Science centre and library
    - Phase 3 – Function hall, conference facility and kiosks
    - Phase 3 – Other
- Form important part of school curriculum and include visits by schools
- Utilising of site identified for other community heritage and cultural activities
- Attract tourists through formalised tours at heritage centre and by showcasing other heritage activities.
- Utilise memorial building as pivot point for establishment of future learning hub with the addition of a library on the site. Join forces with FET College in close proximity.
- Utilise memorial building as conference facility (private and public)
- Increase employment opportunities:
    - Heritage tours
    - Cultural shows
    - Learning hub (library – science centre)
    - Formal shops, kiosks on site to service tourists as well as community
    - Utilising of buildings for formal functions and conferences (private, public)
- Create a sense of pride and being
- The project is expected to enhance the possibility of declaring Ba-Phalaborwa as an Eco-Town in the future.

4. Brief project description (Phase 1)

Construct a heritage centre building consisting of:

- Main hall for showcasing of political heroes and other activities
- Offices
- A ticket office
- Parking area
- Ablution facilities

5. Status Quo

5.1 General

The Ba-Phalaborwa Local Municipality IDP only identified 3 ecotourism projects. The memorial centre is one of the three projects.

There is currently no existing heritage centre / precinct in BPLM that can serve the needs and demand as highlighted above.

5.2 Demographics

The demographic information from a house count conducted for this study can be seen below.

Area	Township	House Count Total	Persons per stand	Total
A2	Ben Farm	2477	4	9908
A1	Humulani	2464	4	9856
A1	Kharula	1373	4	5492
A1	Lulekani A & B	1382	4	5528
A1	Matiko Xikaya	3289	4	13156
B1	Ga-Makhushane	1833	4	7332
B1	Namakgale	10294	4	41176
B2	Mashimale R1	636	4	2544
B2	Mashimale R2	1024	4	4096
B2	Mashimale R3	1792	4	7168
B3	Maseko	752	4	3008
C	Mahale	526	4	2104
C	Gaselwane	1674	4	6696
C	Nondweni	228	4	912
D	Gravelotte			990

Area	Township	House Count Total	Persons per stand	Total
E	Phalaborwa			25887
F	Prieska	162	4	648
Total		**27316**	**4**	**146501**

Source: Developed Stand Counts Laduma TAPP on 2009 Aerial Photography

5.3 Socio Economics

5.3.1 General

Socio Economic information is important as it assist the planning and design processes. The information below will be used by the planners to ensure that the infrastructure developed are in line with the socio economic landscape of BPLM.

5.3.2 Gender Distribution

The table below indicated the distribution of gender within the Planning areas.

Planning Area	Place	Male	Female	Total	% Males	% Females
0	NP334: Ba Phalaborwa	64124	66968	131092	48.9	51.1
A1	Humulani	14620	16606	31226	46.8	53.2
A2	Ben Farm	4720	4934	9654	48.9	51.1
B1	Ga-Makhushane	5260	5739	10999	47.8	52.2
B2	Namakgale	16518	16825	33343	49.5	50.5
B2	Ga-Mashishimale	5234	5678	10912	48.0	52.0
B2	Mashishimale	539	587	1126	47.9	52.1
B2	Ga-Mashishimale	192	219	411	46.7	53.3
B3	Ba Phalaborwa Ba Nakome	1262	1319	2581	48.9	51.1
C	Mahale	705	840	1545	45.6	54.4
C	Masala	182	207	389	46.8	53.2
C	Nondweni	287	365	652	44.0	56.0
C	Ga-Selwana	2098	2471	4569	45.9	54.1
D	Gravelotte SP	220	98	318	69.2	30.8
D	Gravelotte Township SP	250	168	418	59.8	40.2
E	Phalaborwa Part 1 SP	6590	6348	12938	50.9	49.1
G	Letaba NU	2762	2906	5668	48.7	51.3
G	Lulekani NU	436	255	691	63.1	36.9
G	Namakgale NU	188	166	354	53.1	46.9
G	Phalaborwa NU	1059	691	1750	60.5	39.5
G	Die Eiland SP	23	19	42	54.8	45.2
G	Letaba Ranch SP	19	11	30	63.3	36.7
G	Majeje SP	0	0	0	0.0	0.0
G	Ruskamp	27	29	56	48.2	51.8
G	Murchison SP	931	488	1419	65.6	34.4

Source: Census 2001

5.3.3 Age Distribution

The age distribution in 2001 within the various Study Areas are as follows:

Planning Area	PLACE NAME	0-19	20-59	60+	Total
	NP334: Ba Phalaborwa	45.0	50.6	4.4	100.0
A1	Humulani	52.1	43.8	4.1	100.0
A2	Ben Farm	48.6	47.4	4.0	100.0
B1	Ga-Makhushane	45.5	49.9	4.6	100.0
B2	Ga-Mashishimale	49.6	44.7	5.8	100.0
B2	Mashishimale	51.6	43.0	5.4	100.0
B2	Namakgale	42.4	54.4	3.1	100.0
B2	Ga-Mashishimale	46.8	48.0	5.3	100.0
B3	Ba Phalaborwa Ba Nakome	49.6	45.1	5.3	100.0
C	Ga-Selwana	54.8	38.5	6.7	100.0
C	Mahale	58.7	35.9	5.4	100.0
C	Masala	63.8	30.3	5.9	100.0
C	Nondweni	60.2	35.2	4.6	100.0
D	Gravelotte SP	17.3	77.7	5.0	100.0
D	Gravelotte Township SP	26.6	71.7	1.7	100.0
E	Phalaborwa Part 1 SP	33.7	60.0	6.3	100.0
G	Die Eiland SP	9.1	90.9	0.0	100.0
G	Letaba NU	35.4	61.1	3.5	100.0
g	Letaba Ranch SP	7.9	81.6	10.5	100.0
G	Letaba Ranch SP	18.8	59.4	21.9	100.0
G	Lulekani NU	13.3	76.7	10.0	100.0
G	Murchison SP	24.8	72.1	3.0	100.0
G	Namakgale NU	11.6	82.3	6.1	100.0
G	Phalaborwa NU	22.5	73.2	4.3	100.0
G	Ruskamp	18.5	81.5	0.0	100.0

Source: Census 2001

5.3.4 Household Income

The distribution of income in 2001 within the various Study Areas can be seen in the table below.

PLANNING AREA	PLACE NAME	No income	R1 - R4 800	R4 801 - R 9 600	R9 601 - R 19 200	R19 201 - R 38 400	R38 401 - R 76 800	R76 801 - R153 600	R153 601 - R307 200	R307 201 - R614 400	R614 401 - R1 228 800	R1 228 801 - R2 457 600	R2 457 601 and more	Not applicable (institutions)	Total
A1	Humulani	35.9	9.2	14.0	14.8	13.9	7.5	3.1	0.8	0.4	0.1	0.2		0.0	100.0
A1	Ruskamp		12.5		12.5	62.5	12.5	12.5							100.0
A2	Ben Farm	31.7	9.6	16.2	18.2	16.1	6.0	1.4	0.1		0.1	0.1		0.5	100.0
B1	Ga-Makhushane	26.9	8.3	19.2	23.1	16.1	5.4	0.7						0.2	100.0
B1	Namakgale	22.4	6.1	10.4	15.3	21.9	15.9	6.0	1.3	0.2	0.1	0.2	0.1	0.1	100.0
B2	Ga-Mashishimale	24.0	11.1	21.4	21.2	16.2	3.4	2.1	0.4	0.2					100.0
B2	Mashishimale	20.4	7.1	23.2	22.3	21.3	5.7								100.0
B2	Ba Shai-Ditlou	60.7	8.4	11.2	7.5	5.6	2.8	2.8							100.0
B3	Ba Phalaborwa Ba Nakome	24.8	10.8	25.9	22.4	11.9	2.9	0.6							100.0
C	Mahale	45.6	18.6	18.6	11.3	4.5	0.8			0.8					100.0
C	Nondweni	49.4	12.3	17.5	14.3	4.5	1.9								100.0
C	Ga-Selwana	45.8	14.4	22.0	10.5	4.7	1.8	0.6							100.0

PLANNING AREA	PLACE NAME	No income	R1 - R4 800	R4 801 - R 9 600	R9 601 - R 19 200	R19 201 - R 38 400	R38 401 - R 76 800	R76 801 - R153 600	R153 601 - R307 200	R307 201 - R614 400	R614 401 - R1 228 800	R1 228 801 - R2 457 600	R2 457 601 and more	Not applicable (institutions)	Total
D	Gravelotte SP	4.2	11.9	35.1	15.5	7.7	13.1	8.9	4.2						100.0
D	Gravelotte Township SP	6.1	4.1	8.2	29.0	49.8	2.4								100.0
E	Phalaborwa Part 1 SP	4.3	1.0	3.4	4.3	7.3	18.9	28.9	22.8	6.3	1.5	0.7	0.2	0.4	100.0
F	Masala	41.9	20.9	19.8	8.1	3.5	3.5								100.0
G	Letaba NU	3.2	51.1	31.6	10.1	2.7	0.5	0.7			0.1				100.0
G	Lulekani NU	2.1	22.1	27.5	16.1	16.4	7.0	5.2	2.3	1.0					100.0
G	Namakgale NU		26.9	37.3	18.9	5.5	4.5	1.5		3.0				1.5	100.0
G	Phalaborwa NU	5.9	21.7	34.1	20.7	12.1	1.7	1.8	0.8		0.5		0.3		100.0
G	Die Eiland SP			11.1	29.6	40.7		14.8							100.0
G	Letaba Ranch SP				25.9	70.4									100.0
G	Murchison SP	1.9	4.0	2.9	39.8	32.0	12.5	4.6	1.9	0.4		0.4			100.0
	NP334: Ba-Phalaborwa	22.9	11.0	15.3	15.8	15.4	9.4	5.8	3.0	0.8	0.2	0.2	0.1	0.1	100.0

Source: Census 2001

5.3.5 Formal Employment and Unemployment

Formal employment versus unemployment: Ba-Phalaborwa Municipality

Race	Employed	Unemployed	Not economically active	Unspecified	Institutions	Unemployment Rate
Black	27033	14485	32378	977	1654	34.9
Coloured	130	56	130	0	11	30.1
White	3409	263	1289	136	97	7.2
Total	30572	14804	33797	1113	1762	32.6

6. Demand and current heritage needs

The demand as indicated previously can be summarised as follows:

- Memorial place for honouring of apartheid activists
- Museum for portraying rich cultural history of Mpumalanga and BPLM area
- Place for showcasing cultural activities and hosting of cultural functions
- Demand for science hub with informal educational experience and interactive exhibits and programme
- Increasing of tourism potential
- Function and conference facilities
- Job creation

- Additional shops / kiosks to serve community

7. Detailed project description

7.1 Location and site description

The proposed location for the heritage centre can be seen in Annexure A. The site is North West of the stadium in Namakgale and can be accessed via the R71 travelling from Phalaborwa to Namakgale turning left into Namakgale town and driving to the stadium.

The site area is 1,3 ha in size and is in close proximity to schools, Namakgale stadium, FET College. The proximity of the abovementioned social infrastructure can be seen in Annexure A.

The selection of the site was based on the following criteria:

- Site availability
- Availability of services
- EIA requirements
- Location
- Accessibility
- Visibility
- Proximity to other associated infrastructure
- Current zoning
- Compatible neighbours
- Future expansion potential

7.2 Demographics

From the demographic information above it is clear that the proposed heritage centre can serve the BPLM population either directly or in directly. The centre will serve the population with the following functions:

- Heritage functions / showcasing
- Cultural and heritage tours
- General tourism hot spot
- Learning and science hub
- Library
- Memorial purposes (historical political struggle)
- Functions (conferences shops)
- Museum

7.3 Project detail arrangements

A plan of the proposed project can be seen in Annexure B. The project consists of the following:

Phase 1	
No.	**Item**
1	Main exhibition hall
2	Offices
3	Ticket office
4	Ablution facilities
5	Parking

7.4 The market

In order to gain an understanding of the township/heritage tourism market, it was necessary to conduct a preliminary market analysis of this niche market within tourism. There is not much researched data currently available on this niche market, and therefore benchmarks within the South African context were used as a point of departure.

7.4.1 Defining the Tourism Markets

There are various types of tourism markets such as eco-tourism, business tourism, educational tourism and cultural tourism. Due to the location of this market it was appropriate to classify township tourism, which is planned for Phalaborwa, within the sphere of cultural/heritage tourism.

Defining Cultural/Heritage/Historical Tourism: is a market, which attracts tourists who "visit destinations to enrich their cultural perspectives of the host community and its environment. Visitors are attracted to a destination area to learn about the earlier lifestyle of the local people, to enjoy live theatre, to learn about South African art and culture and to get first-hand experience of the character and lifestyle of the local people. Places to visit include historical, archaeological, palaenthology sites, theatres, museums, monuments, statues, and other cultural activities like festivals, craft markets and live performances" (*Taylor etc, 1998)* Within the analyses it was found that heritage tourism could be subdivided into *Rural Cultural Tourism* and *Township Tourism,* which working definitions are defined as follows:

Rural Cultural Tourism: encompasses the definition of heritage tourism but is commonly associated with a rural setting where traditional rural lifestyle has still been preserved and includes ceremonies, rituals, live performances, arts and crafts and traditional cuisine served within the traditional manner.

Township Tourism: encompasses the definition of heritage tourism but is commonly associated with the convergence of traditional culture into urban lifestyle which created a distinct, unique type of culture (township culture) within underdeveloped communities due to previous laws of segregation.

7.4.2 Cultural Tourism Markets

It was found that Township/Heritage Tourism Attractions consisted of the following:

- ✓ Sites or buildings associated with political hero's or events during the struggle
- ✓ Lifestyles of shack dwellers
- ✓ Shebeens and taverns usually including traditional township cuisine and brews
- ✓ Local community/training centres for traditional arts and crafts, sewing, carpentry etc. aimed at the empowerment of locals
- ✓ "New" phenomenon of the township B&B and hospitality
- ✓ Hostels used for black labourers in the Apartheid era

7.4.3 Generic Success Factors

The generic success factors for township/heritage tourism were derived from benchmark studies done on existing township tourism areas such as Soweto, Alexandra in Gauteng, Khayelitsha in Cape Town and Esikawini Township in Kwa-Zulu Natal. The following findings were derived:

Township Tourism:

- ✓ Must be linked with SA **indigenous cultures**
- ✓ Must be linked to existing local and regional tourism markets, i.e. local **tourism associations** and key role-players such as tour operators
- ✓ Must be linked to globally recognisable **political key features** and events e.g. the former home of Nelson Mandela or the site where the Sharpeville massacre occurred
- ✓ Must be linked to the **movement patterns** of the locals (activity streets)
- ✓ Must have strong linkages with **urban renewal** and environmental rehabilitation to ensure the ventures' sustainability
- ✓ Must be linked to **empowerment of locals** through skills development and job creation
- ✓ Must include the **buy- in of locals** who must take collective ownership of the initiative
- ✓ Must be linked to **tourism awareness** and education within the local community.

7.4.4 Development Guidelines

After the initial benchmarking, the generic success factors were applied locally and it was concluded that the implementation success of the Heritage Centre would be determined by the successful implementation of the following factors:

- ✓ A strong emphasis on community involvement and ownership of the initiative
- ✓ Collective vision and strategy for township tourism in Phalaborwa
- ✓ Integration of township tourism into the Ba-Phalaborwa and Mopani tourism marketing and management plans
- ✓ Township tours should be linked to cultural and wildlife tours

- ✓ Awareness of tourism advantages, urban renewal and environmental rehabilitation
- ✓ Business support and training
- ✓ Must be a **strong linkage** between the **Heritage Centre** and **Flea market**

It was also concluded that the development had to include:

- ✓ Arts and crafts should only include the indigenous cultures of local inhabitants and locals should be aware of imports from the rest of Africa
- ✓ A local office for a tourism association / satellite facilities
- ✓ Statue and heritage sites
- ✓ Movement patterns have to include an activity loop
- ✓ Urban renewal process should include cleaning of the area as well as awareness programmes
- ✓ Key figures and entrepreneurs within the community have to be identified in order to empower locals
- ✓ Ownership should include a broad representation of local entrepreneurs

7.4.5 Potential Risks

Potential Risks: The potential risks of the project have been carefully considered and measures have been established to counter them, if they should occur.

POTENTIAL RISKS THAT MAY ARISE	MEASURES TO COUNTER RISKS
✓ Lack or fading of community buy-in and commitment to the project.	Have community workshops to discuss the objectives and goals of the centre. It is very important that the time frame for the project is adhered to and tangible results are provided in order to gain further trust from the community.
✓ Lack of safety for tourists.	Safety awareness programmes should be started as part of the community workshops that are realising the detrimental effect that this could have on tourism. Also, safety is promoted as a tool to change previous mindsets and promote social integration.
✓ Lack of land availability**.**	The land has been made available.
✓ Lack of Funding.	A significant amount is needed for the actual construction, landscaping and infrastructure of the project over a 5-year period. Additional funding at a later stage will be sourced for the management and sustainability of the project.
✓ Lack of tourists (feet) to the area.	The Heritage Centre will be linked to the existing tourism network within Phalaborwa and the Kruger National Park. Strong linkages with the local flea market will also increase viability further.

7.4.6 Marketing Recommendations

When marketing the study area to a potential investor, cognisance must be taken of the specific location considerations that he/she will consider before relocating within a specific region such as Namakgale, located within Phalaborwa. These locational considerations can be viewed on a macro as well as micro level.

Macro-location considerations. The macro location considerations refer to the possibilities and opportunities on a national, provincial or regional level. There is a hierarchical order of considerations starting with the macro considerations such as the size of the economy and market share. The main purpose at this level is to verify whether the particular business will be feasible. After the feasibility of the business has been established, the exact location is determined by micro decisions such as the cost of land and the availability of infrastructure. Within the context of this study, it is only possible to manipulate the micro considerations.

Micro Location Considerations. Micro location considerations refer to those factors, which are considered by a developer/investor before locating its business. These factors determine the optimal geographic location for the enterprise.

These factors include the following:

- ✓ **Labour:** The proximity to a labour force with the necessary skills and ability is an important consideration in the location decision of an industry. The quality of labour, i.e. educational and skill levels, of the labour pool must match the company's particular needs. Even more important is the willingness and ability of the labour pool to learn and develop their skills base.
- ✓ **Accessibility:** accessibility refers to three elements namely transportation, communication and visibility. Transportation involves the movement of raw and intermediate inputs, the final products, as well as the accessibility of the labour force to the industry.
- ✓ **Access to inputs**: This refers to the availability of the raw and intermediate inputs required in the production process. Of particular importance is the quality, cost of transport and unit cost of these inputs.
- ✓ **Access to markets:** Access to markets refers to two elements namely the direct sale of commodities or consumption of services, and secondly access to the facilities at which the sale transaction takes place, or from where the goods are transported. Examples of such places include a fresh produce market, harbour, or airport.
- ✓ **Competitive land prices, rates and taxes:** The cost of land is one of the major considerations for the potential investor, in order to make the area as competitive as possible.

The discussion above shows that decisions which companies make about where to locate are complex, uncertain and inherently subjective. Phalaborwa can play an important role in attracting business through:

- ✓ Marketing and promotion of the local area, which ensures that potential investors know what the area has to offer

- ✓ Providing accurate information to potential investors
- ✓ Working out where to position themselves in the market, based on comparative advantage, and following up with sound marketing practices
- ✓ Inventive schemes
- ✓ Providing a good business environment.

7.5 Design criteria

7.5.1 Water Design Criteria

The design standards of the PBLM as well as any other governing authority will be followed in conjunction with the "Guidelines for Human Settlement Planning and Design" as applicable. The design criteria to be used in the final design of the water services is summarized below:

Table 3 - Water Supply - Design Standards

Summer Peak Factor (SPF)	1,5
Daily Peak Factor	2,5
Design Peak Flow Rate (DPFR) for domestic flows	GAADD x SPF x DPF
Maximum velocity	1,2 m/s
Minimum residual head under peak flow conditions	25 m
Maximum static head	90 m
Maximum linear flow velocity under conditions of domestic peak flows	1,5m/s
Pipe type	uPVC pressure pipes to SABS 966 part 1
Fire flow at any one hydrant under the condition of domestic peak flows	15 ℓ/s
Fire flow	SABS 090 Low Risk Group 1
Minimum pipe diameter	75mm Ø
Minimum pipe class	Class 9
Duration of fire flow	2 hrs
Minimum residual head (fire plus domestic peak flow)	7m
Maximum linear velocity under conditions of fire fighting	2,0m/s
Minimum depth of cover	1.0m

7.5.2 Sewers

The design standards of the BPLM, as well as any other governing authority will be followed in conjunction with the "Guidelines for Human Settlement Planning and Design". The sewer reticulation system will be designed using commercial type uPVC piping according to S.A.B.S. 1601.
Conventional sewer manholes of pre-cast concrete ring construction will be provided with frames and covers.

Average Annual Daily Flow (AADF)	80% of water supplied
Peak Factor (PF)	3.5
Minimum pipe diameter	110 mm
Minimum flow velocity	0.7m/s (full flow)
Peak design flow	Full bore capacity of pipe
Allowance for extraneous flows	15%
Spacing of the manholes	80m maximum distance and at all changes in gradient or direction

7.5.3 Roads and Parking Areas

All roads infrastructure will be designed in accordance with the following standards:

- Guidelines for Human Settlement Planning and Design (Red Book)
- Guidelines for the Provision of Engineering Services (Blue Book)

7.5.4 Storm Water Drainage

All storm water infrastructure will be designed in accordance with the following standards:

- Guidelines for Human Settlement Planning and Design (Red Book)
- Guidelines for the Provision of Engineering Services (Blue Book)

Minimum pipe size	450mm Ø
Minimum pipe gradient	1/150 = (0,67%)
Outlet structures	Designed to limit soil erosion

The storm water will be accommodated above the surface in the road prism and in pipe culverts as far as possible.

7.6 Associated infrastructure

The infrastructure in close proximity to the heritage centre that can contribute to the sustainable functioning of the centre are as follows;

Associated Infrastructure	Distance from Facility
Schools	900m
FET College	400m
Namakgale Stadium	100m

7.7 Phasing of development and future additions pending outcome of urban renewal

- Phase 1 – Offices and a memorial museum
- Phase 2 – Science centre and library
- Phase 3 – Function hall, conference facility and kiosks
- Phase 3 – Other
    - Additional halls + facilities for functions, conferences
    - Overnights facilities for tourists
    - Upgrading of roads, water, sewer, electricity to service needs

7.8 Institutional arrangements

7.8.1 Funding and implementation

- National Treasury – funding agent
- BPLM – implementing agent

7.8.2 Operation and maintenance

BPLM will be responsible to operate and maintain the heritage centre. The estimated number of staff to operate and maintain the facility is as follows:

<u>Project start up (phase 1)</u>

Position	No.	Allocation	Function
Secretary	1	Not full time	Bookings arrangements
Cleaners	2	Not full time	Cleaning
Security	1	Full time	Security
Heritage tour leader	2	Not full time	As and when required
General Artisan	1	As and required	General maintenance work

It is anticipated that during functions, school tours etc, additional temporary staff will be employed. Exact numbers of temporary cannot be given at this stage.

7.9 Design team and procurement

7.9.1 Design team

Discipline	Professional support required	Procurement method
Architectural drawings and details	Architects	Open tender
Structural and civil engineering	Civil engineer	Open tender
Electrical design	Electrical engineer	Open tender
Compile SoQ for tendering	Quantity surveyor	Open tender
Mechanical (if required)	Mechanical	Open tender

7.9.2 Construction

An open tender process will be followed for appointment of the contractor, as the project cost will be above R500 000. The CIDB guidelines and regulations will be followed as far as practically possible.

7.10 Availability of services

7.10.1 Water

The settlement of Namakgale is serviced mainly with house connections. Water is available close to the identified site. The water supply can be regarded as reputable with minimum breakages in supply.

Institutional arrangement	Municipality
Water services authority	Mopani District Municipality
Water services provider (bulk)	Water Board
Water services provider (retail)	Ba-Phalaborwa LM

The planned facility will be connected to the existing water reticulation system with a metered connection. No on site water storage will be required.

Water demand	
Facility	**Service level**
Gov building (memorial)	2000ℓ or 2kℓ/day /stand
Shops + kiosks	400ℓ/day/100m²

The estimated water requirements of he planned facility is minimal and will not impact on the current demand requirements of the settlement.

7.10.2 Sewer

The settlement of Namakgale is serviced mainly with full borne sanitation, with sewer reticulation lines and main outfall lines gravitating to the STW. The sewerage generation of the proposed facility is regarded as minimal and will not impact on the STW capacity. The facility will be connected to the existing sewerage reticulation network. The daily sewage outflow is estimated as 80% of the AADD.

7.10.3 Roads

The site is in the Namakgale settlement and no specific external approvals or requirements (apart from BPLM) for access to the property are required.

The facility will make provision for parking on site. Off site parking will be made available as the need arises. The initial trip generation is expected to be low. The access road to the property will be upgraded to cater for increased future traffic volumes. The current access road is a fairly well maintained tar road with a short well maintained section of gravel road.

7.10.4 Waste disposal

Waste disposal will be done by BPLM as part of the waste disposal service for Namakgale which is once per week. The waste will be disposed at the BPLM waste disposal facility. The initial waste stream from the development is not expected to be large. Once the facility is used for functions and a steady tourist stream is generated the waste will be more significant and a separate holding facility for waste will be constructed on site.

7.10.5 Electricity supply

The settlement of Namakgale is fully electrified and electricity is supplied by the BPLM. The expected demand of the facility is low and will not impact on the overall demand of the settlement. Adequate procedures for connection to the existing electrical reticulation will be followed.

8. Development impact

The following development impacts are envisaged:

1. Create sense of being, pride
2. Educational value – history
3. Educational value – science centre
4. Bringing different cultures together
5. Addition to BPLM tourism “hot spots”. The improvement in the livelihoods, sustainability, self-reliance and dignity of he residents, tourism traders and the potential tourists to visit the memorial precinct. Tourism trading to become a career alternative, rather than a necessity for survival
6. Halls serve local community and LM in general (functions, etc)

7. Job creation (arts, crafts, tourism, shops, kiosks, functions)
8. Improve on the Public management of tourism activities, with customers being able to have alternative leisure activities in the immediate environment for a better quality life
9. The precinct will serve as a referral system in the Ba-Phalaborwa tourism cluster to link tourists to places to visit during a tour.

9. Other related activities to form part of memorial precinct project

- Identify the affected families and homes where these heroes lived and stayed. The identified areas must be considered as heritage sites and included in the tourism attractions.
- Recruit tourist guides and develop and implement training programmes for tourist guides in business development and life skills. Provide appropriate structures and facilities for accredited formal training of tourist guides and tourism product ownership.
- Assess opportunities for the establishment of co-operatives and the investment trust for the affected families.
- Mobilise resources for tourism support programmes.
- Institute a crime prevention programme in Namakgale and rural areas to enhance tourism development.
- Draft a local government tourism promotion policy that integrates the needs of the towns such as Namakgale, Lulekani, Makhushane, Maseke, Mashishmale, Seloane and Majeje as tribal areas rich in the historical political life experiences during the struggle era.

10. Implementation plan

Item	Programme																			
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20
Identify potential stakeholders and interested and affected parties																				
Conduct stakeholder workshops with regard to demand, facilities to be included, location, linkages with other programmes																				
Combine inputs from stakeholders and compile proposed to council																				
BPLM Approve proposal																				
Appoint professional team																				
EIA																				
Architect Plans, structural design																				
Approval by BPLM																				
Tender process																				
Tender evaluation and recommendation																				
Approved by LM																				
Appointment																				
Construction																				
Overall project management																				

11. Project costs

The estimated project costs can be seen below.

Item	Estimated cost
Project costs	R 4 320 000
Professional fees @ 17.56%	R 758 592
Total	**R 5 078 592**

Estimate qualifications are as follows:

1. The elemental system of construction was used as base to do the estimates.
2. Estimates are based on the attached preliminary drawings for each project
3. The estimates are indicative of current replacement costs and should only be used to determine budgets for the development of each project.
4. No allowances were made for land cost and land formalization procedures.
5. Allowance for professional fees is as per the current norms and standards.
6. It was assumed that “normal” founding conditions are applicable for all buildings.
7. No allowance was made for special foundations and blasting of rock, etc.
8. All external works (pathways, road works, fencing, etc.) were measured as per the layout drawings.

ELEMENTAL ESTIMATE OF CONSTRUCTION COST - NAMAKGALE HERITAGE CENTER

Code	Description	Cost R	Quantity	Unit	Cost per Unit	War Heroes	Toilet Block	Gate House / Pay point	Cost %
						1	1	1	
1	**PRIMARY ELEMENTS**	**2 064 419.60**				**3 775**	**10 043**	**6 899**	
						1 336 510	**451 950**	**275 960**	
	Foundations	141 699.60	225	m	630.00	135	58	32	**3.86%**
	Ground Floor Construction	114 140.00	439	m²	260.00	354	45	40	**3.11%**
	External Envelope (incl. doors, windows, finishes, etc)	855 330.00	489	m²	1 750.00	297	108	84	**23.32%**
	Roofs - Thatch	-	-	m²	700.00	-	-	-	**0.00%**
	Roofs - Sheeting	175 600.00	439	m²	400.00	354	45	40	**4.79%**
	Internal Divisions	95 940.00	234	m²	410.00	138	66	30	**2.62%**
	Floor finishes	109 750.00	439	m²	250.00	354	45	40	**2.99%**
	Internal wall finishes (incl. doors, etc)	198 900.00	234	m²	850.00	138	66	30	**5.42%**
	Ceilings & Soffits	61 460.00	439	m²	140.00	354	45	40	**1.68%**
	Fittings	21 950.00	439	m²	50.00	354	45	40	**0.60%**
	Electrical Installation	153 650.00	439	m²	350.00	354	45	40	**4.19%**
	Mechanical Installation	45 000.00	5	No	9 000.00	5	-	-	**1.23%**
	Internal Plumbing	91 000.00	14	No	6 500.00		12	2	**2.48%**
2	**SPECIAL INSTALLATIONS / EXTERNAL WORKS**	**1 079 000.00**							**29.42%**
	Earthworks	80 000.00	8 000	m²	10.00				**2.18%**
	Soil drainage	36 000.00	120	m	300.00				**0.98%**
	Water supplies	21 750.00	150	m	145.00				**0.59%**
	Boundary, Screen and Retaining walls, Fencing	-		m	750.00				**0.00%**
	Paving, walkways, etc	396 000.00	2 200	m²	180.00				**10.80%**
	Roadworks, minor earthworks	375 000.00	1 250	m²	300.00				**10.23%**
	Water features / Gates / etc	150 000.00	1	no	150 000.00				**4.09%**
	Landscaping, irrigation, etc	13 000.00	200	m²	65.00				**0.35%**
	Fire Services	7 250.00	5	no	1 450.00				**0.20%**
4	**PRELIMINARIES AND GENERAL**	**349 268.84**							**9.52%**
5	**CONSTRUCTION COST SUB-TOTAL**	**3 492 688.44**							**95.24%**
6	**CONTINGENCY ALLOWANCES**	**174 634.42**							
	PRICE AND DETAIL DEVELOPMENT (say 2.5%)	87 317.21							**2.38%**
	BUILDING CONTRACT CONTINGENCIES (say 2.5%)	87 317.21							**2.38%**
7	**ESTIMATE OF CURRENT CONSTRUCTION COST (EXCLUDING VAT) NOV. 2011**	**3 667 322.87**							**100.00%**
8	**ESCALATION**	**117 847.99**							
	PRE-TENDER ESCALATION (5 Mnths)	44 030.80							**1.20%**
	CONTRACT ESCALATION (11 Mnths)	73 817.19							**2.01%**
9	**VALUE ADDED TAX @ 14%**	**529 923.92**							**14.45%**
10	**ESTIMATE OF ESCALATED CONSTRUCTION COST AT CONTRACT COMPLETION DATE INCL. VALUE ADDED TAX**	**R 4 315 094.77** say **R 4 320 000.00**	**439.00**	**m²**					**117.66%**

Annexure A

Annexure B

Annexure C