



a world class African city



APPOINTMENT OF CONSULTANTS

JOHANNESBURG DEVELOPMENT AGENCY

***City Futures* project coordination, facilitation
and administration in the Nancefield Station
Precinct and Diepsloot**

REQUEST FOR PROPOSAL FROM:

**Experienced urban development consultant
or researcher**

Contract Number: JDA PS 004/2013

REQUEST FOR PROPOSAL: 6 MARCH 2013

CLOSING DATE : 20 MARCH 2013

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1. INTRODUCTION

The JDA is requesting proposals from experienced planning, urban development or public participation practitioners or researchers to coordinate and project manage community engagements on the future of two neighbourhoods in Johannesburg: the Nancefield Station Precinct and an informal activity street in Diepsloot.

South African City Futures is a project that combines the use of **futures thinking**, **multi-stakeholder dialogue**, and **multiple forms of visualisation** (of data, of built form, and of lifestyle) to reflect upon the future of urban neighbourhoods. The City Futures project will involve the application of a range of facilitated processes or methods to produce a neighbourhood-level rendering of possible futures by the year 2040. Johannesburg and Nelson Mandela Bay are participating as local government partners in a collaboration that includes the SA Cities Network, the African Centre for Cities at UCT, the CSIR and others.



South African City Futures

Visualising the Futures of our Neighbourhoods

The results of the neighbourhood engagements will be interpreted and expressed in various creative public installations within the neighbourhood, on digital platforms, and at the *25th International Union of Architects World Congress* to be held in Durban in August 2014.

The JDA is seeking experienced consultants with (a) an understanding of urban development; (b) the ability to facilitate public participation processes in a skilled way; (c) capacity to provide coordination and administration services for the project; and (d) the ability to produce written and illustrative outputs that provide a record and analysis of the process and outcomes.

Proposals for this contract are invited by public tender.

All queries in connection with this document are to be submitted in writing to:

Sharon Lewis

E-mail: slewis@jda.org.za

2. PROJECT INFORMATION

2.1 Background on SA City Futures Project

At the core of the City Futures project is the belief that if we use visualisation techniques more effectively we can induce better dialogue between stakeholders with an interest in fostering more vibrant and resilient cities.

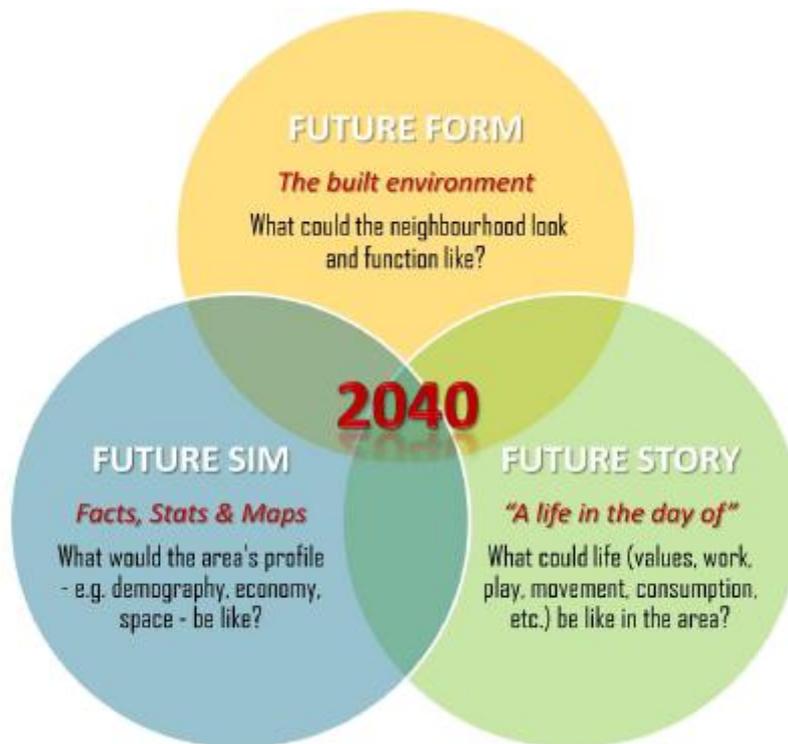
The City Futures project proposes to work with a variety of public participation tools and methods with a view to sharpening and enlivening the discussion that is required. These include:

□ **Future Sim:** The simulation model or Future Sim will use real and forecasted data to create models and maps that graphically depict how city-regions are likely to physically change over the course of time. The modelling will allow planners to gain an understanding of living, economic and migration patterns as well as residents' changing needs for infrastructure, housing, transport, recreation etc. The CSIR has developed the model so that it is currently able to render spatial images reflecting the spatial outcomes 'footprints' of the implementation of spatial plans and policies on an annualised basis over 20-30 year period in the context of a range of population and employment growth scenarios. These spatial renderings of growth patterns (time change maps) are underpinned by data and statistics on a range of variables, which enables detailed analysis of the impact of planning and land development decisions on future spatial develop typologies, demographic and household profiles, likely consumption patterns, infrastructure and services demand and travel demand patterns to name but a few. This module is vital to keep the process and engagement grounded in material constraints, without necessarily undermining innovation or creativity.

□ **Future Form:** The Future Form model will employ design methods such as design studio and charette in combination with appropriate foresight techniques such as *visioning*, *scenario building*, *roadmapping*, and *futurewheeling* in order to create visual renderings of the possible futures of the precincts and neighbourhoods. It is anticipated that this tool will reflect upon different future spatial typologies for the city, and will physically model selected places and their spatial sense. It will depict answers to questions such as: How will the place be used, and by whom? What will the place look like? What will it feel like to use the place? Future Form will be a carefully facilitated participatory design process to ensure that design does not become an end in itself, but is rather focussed on being a 'means' for strengthening stakeholder engagement, collective insight, and relevance. The process will rely on a teams-based approach, combining an inter-disciplinary urban design studio approach with charettes-based, participatory, community-based design methodologies.

□ **Future Story:** South Africa has a rich oral heritage of storytelling, stretching all the way back to the very first people who walked our land. The narrative is a means of relating what we innately understand. The "stories of possible futures" or the Future Story tool will use extensive research in order to develop possible stories, mapping out possible archetypal future city residents. Storytelling opportunities will weave a richly textured picture of the community and its values while building social capital (Ganley, 2010). We imagine that these stories will describe typical households and lead characters from each of the neighbourhoods to describe their lives from an urban functional point of view. These stories aim to provide a creative way for city residents and professionals to understand how, despite physical and cultural barriers, people's lives in cities intersect. (An excellent example can be seen in the twelve South African archetypes developed in 2010 by The Now Project – an anthropologist should ideally be called in to assist in constructing this component of the study.

□ **Triangulation:** These outcomes of Future Sim, Form and Story, will be integrated and assimilated/triangulated. The triangulation process will be an iterative process, which will constantly and consistently monitor the development of the Sim, Form and Story workshops. By continually engaging with the workshops and facilitating the development of the outputs, the final triangulation process and facilitation thereof will also combine diverse visualisation techniques to form likely, creative, futures for South African city neighbourhoods.



South African City Futures: Visualising the Futures of our Neighbourhoods is a project about doing things differently. This project is to encourage South African cities and their constituent neighbourhoods to start thinking, and possibly thinking differently, about the future of the cities. The goal is to launch an innovative project that is part research, part co-creation which combines the use of futures thinking, multi-stakeholder dialogue, and multiple forms of visualisation to reflect upon the future of urban neighbourhoods.

The *City Futures* approach is to be applied in a selection of neighbourhoods in Johannesburg and Nelson Mandela Bay. Neighbourhoods are parts of the city, yet entities in their own right. These clusters of people, places and resources are where communities are grown. It is here, through shared reference and experience, that cities develop their individual character – as well as their everyday issues. Too often, when we think about city planning, we forget to look at the unique challenges and cultural complexities at neighbourhood and street level, and in so doing we miss out on the richness, inspiration and practical requirements that might guide future-orientated decisions and interventions. The proposed participatory approach brings together the work of researchers, designers and neighbourhood participants to create a practical yet desirable vision for the future structure and function of urban communities. We hope, through this process, to uncover and actually experience from within, the creative and technical capital that South African cities will need in order to create inspired responses to neighbourhoods and city-wide opportunities and challenges in the future.

2.2 Background on the Nancefield Station Precinct

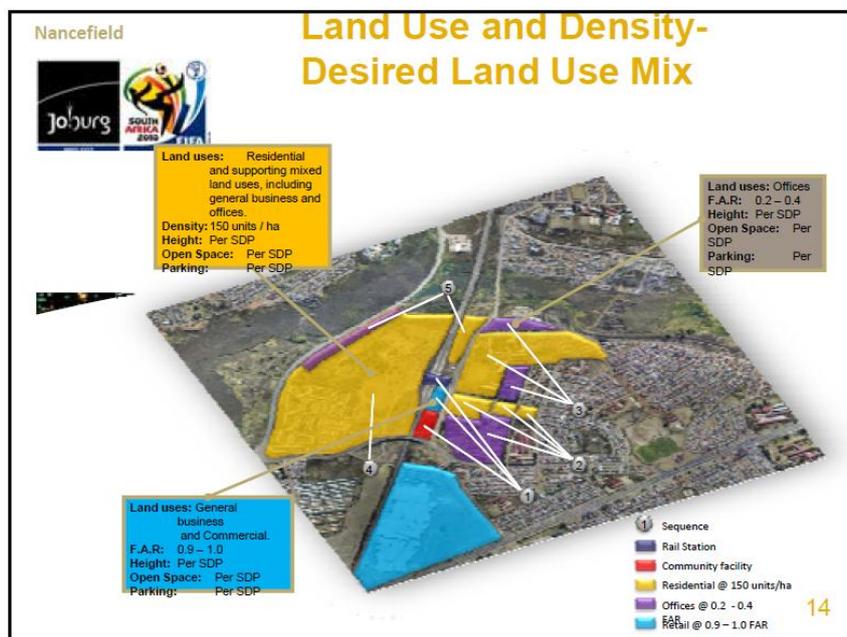
The Nancefield Station Precinct in Soweto is a flagship Transit Oriented Development (TOD) node, which the City wishes to develop over the medium-term. It is one of the precincts identified in the Cluster Business Plan as part of the TOD sub-programme, with the aim of creating “a *restructured space economy that gives poor households better access to well-located accommodation, jobs and markets; optimised land use and energy consumption; and improved living standards and mobility for large numbers of people in well serviced and managed transit neighbourhoods.*”

The Nancefield Station Precinct is situated within the Klipspruit township, east of the Klipspruit Valley, approximately 18km south of the Johannesburg Inner City and 8km west of the N1 Highway the Diepkloof Interchange. The precinct is bounded by Moroko (Nancefield) Road on the

south, Sofasonke Street on the north, Mbambisa Drive on the east and floodplain area on the west, and the railway line.



The development concept for the precinct was approved by Council in July 2010, which identifies the area as highly suitable for high density residential accommodation that complements the public transport facilities in the area. The vision is for a transformed area; with the vacant and underutilized land parcels developed with higher density housing typologies and supporting social facilities; development opportunities that will be able to attract private sector investment, including business development; the emphasis on transit oriented development with Nancefield Station as a focal point and a safe, walkable environment is critical.



The broader vision of the Nancefield Precinct is as follows:

- That it is the business heart of the Klipspruit area, but also provides an opportunity for the initiation of residential developments that appeal to a diverse range of people.
- That it offers high quality urban environment with available social and educational facilities, generous quality open spaces and ample entertainment opportunities
- That it acts as a key transportation transit point for the Klipspruit area, but also a destination of choice where people want to walk the streets;

- That it showcases best urban management practices – clean and safe, with strong by-law enforcement and maintenance of public space.

While the official Urban Development Framework vision is of interest, we would like to explore what local residents and stakeholders think about the future and potential of their neighbourhood. The application of the *City Futures* project in the Nancefield Station Precinct might yield innovative and creative ideas to inform future development strategies.

2.3 Background on Diepsloot

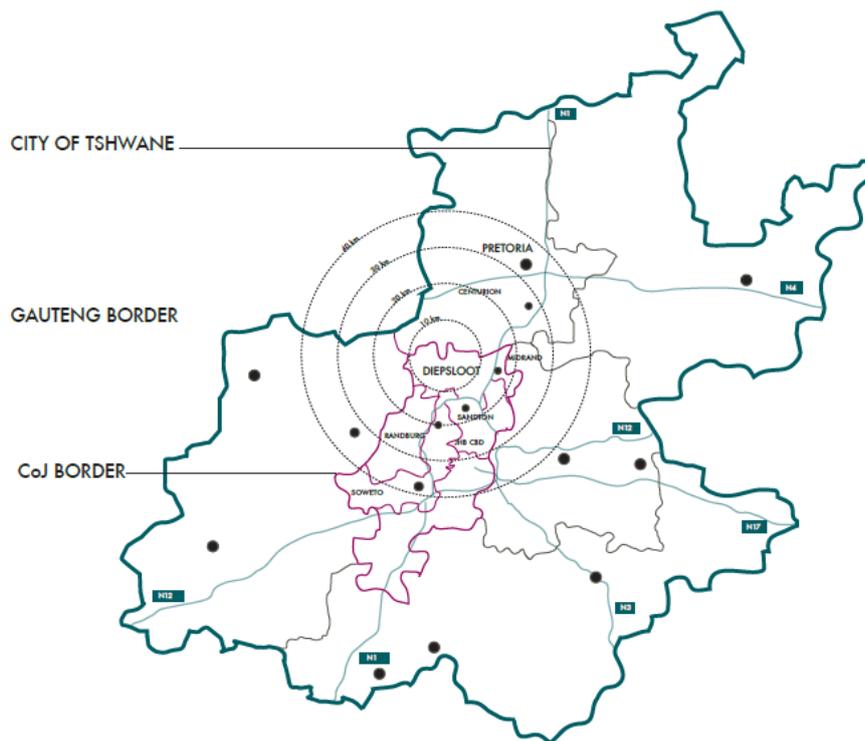
Diepsloot is one of Johannesburg's newest towns. It was established in 1994, as a relocation area for informally settled households from Zevenfontein. In less than 20 years Diepsloot has grown into a bustling neighbourhood covering approximately 5 km² with a population of more than 160 000.

There are an estimated 25 000 shacks alongside more than 5 000 formal housing units, such as RDP houses, self-built houses on serviced sites, and a small number of bank-financed houses. The formal dwellings are mostly brick structures on separate stands, with access to electricity, tap water, flush or chemical toilets and refuse removal at least once a week. The informal part of Diepsloot is densely developed with informally constructed homes that are serviced through communal taps and toilets, and roads that are in a poor condition.

A large group of young and upcoming adults makes up 56% of the population. Those who are economically active comprise 74% of the population, 47% of whom are employed in mostly elementary or blue collar occupations, including craft and related trades, service work, shop and market sales and machine assembly. Diepsloot residents experience low to moderate living standards, 52% in the LSM 1-3 category and 35% in the LSM 4-5 category. The Diepsloot community relies heavily on public transport, mainly on minibus taxi services.

Diepsloot is located on the northern edge of the Johannesburg metropolitan area, approximately 40 kilometres from the inner city and 20 kilometres north of Sandton, close to Fourways and the Midrand corridor. Diepsloot is served by the N14 highway to the north and William Nicol Drive and is ideally positioned along the Johannesburg-Midrand-Tshwane growth corridor, nestled between the high-income residential areas of Dainfern, Northgate, Fourways and Sunninghill. As a dense, unplanned and impoverished settlement, Diepsloot is starkly contrasted with its surroundings which comprise high income private sector residential and commercial developments such as estate housing projects, business parks, shopping centres and office developments.

The central location of Diepsloot and the informal nature of much of this settlement makes it an interesting neighbourhood for the *City Futures* project. Ndimatsheloni Street, a busy activity street within the informal 'reception area' in Diepsloot, has been selected as the focus neighbourhood.



2.4 Overview: Scope of Service

This assignment will include coordination, facilitation and project administration for the *City Futures* project in the Nancefield Station Precinct and in Diepsloot. Activities are anticipated to include:

- 2.4.1. Participating in *City Futures* project meetings (at least 4 one-day meetings) for orientation and briefing purposes; to report on progress in the Nancefield and Diepsloot neighbourhoods; and ensure alignment with the project implementation in other neighbourhoods in Johannesburg and Nelson Mandela Bay.
- 2.4.2. Reviewing existing plans, research and analysis on the neighbourhoods (including the CoJ's Urban Development Frameworks and the CSIR's Future Sim inputs) in order to become familiar with the area and to inform the participative processes.
- 2.4.3. Developing project plans to apply the agreed *City Futures* tools, methods and processes in the Nancefield and Diepsloot neighbourhoods.
- 2.4.4. Designing, convening, coordinating and facilitating the *City Futures* consultations that will include workshops in each neighbourhood to engage stakeholders and residents on the future simulations, future form and future narrative components of the project. (See extract from *City Futures* concept note overleaf for more information about the intended processes).

It is anticipated that at least the following outputs will be required in each neighbourhood:

- A summary description of the neighbourhood and an introduction to the project and the intended participative *City Futures* process.
- At least 10 high resolution photographs of the neighbourhood (min 1MB each) – all photos to be captioned and credited.
- Outreach and communication material (such as a community postbox, pamphlets, media releases, or social media outputs) to engage and inform community members.

- Hosting of 4 workshops (1/2 or 1-day sessions as necessary) for at least 30 participants at a local venue.
- The workshop facilitation may require inputs by specialists such as visual or performing artists, story-tellers or writers. Please define a provisional sum in your quote to accommodate these services if they are not part of your core team (recommended at about R30 000 per neighbourhood).

2.4.5 Recording the results of the workshops in various ways by producing photographs, drawings, audio and video and written outputs. These must include at least the following outputs for each neighbourhood:

- At least 10 high resolution photographs of the workshops and any other project processes (min 1MB each) – all photos to be captioned and credited.
- At least 10 minutes of film footage of the process at good resolution - suitable for exhibition projection and website viewing.
- Illustrations of future form options (2 – 5 illustrations) that are generated through the workshops. Please include the costs for artist or illustrator fees and reproduction of the illustrations for the workshops. Digital copies must also be provided at a high resolution (at least 1MB each).
- A written report describing the methods, processes and outcomes of the *City Futures* project in each neighbourhood. This report should be limited to about 50 pages with photographs and illustrations, and a 400-word executive summary.
- Profiles of project team members and key project participants from the neighbourhood (no more than 150 words per person) with photographs.

2.4.6 Writing for various purposes including City Futures project reports, JDA performance reports, media relations, and briefing or communication outputs for the community engagement processes. It is estimated that this will require at least 10 days of research, writing and other advisory services per neighbourhood.

2.4.7 Preparation of a draft concept note and creative brief for the commissioning of a public artwork or other visual expression of the *City Futures* project in the neighbourhood. This concept should be endorsed by the project participants, and it is intended as an expression of gratitude to the neighbourhood, and a representation of the *City Futures* project.

Extract from the City Futures project concept note:

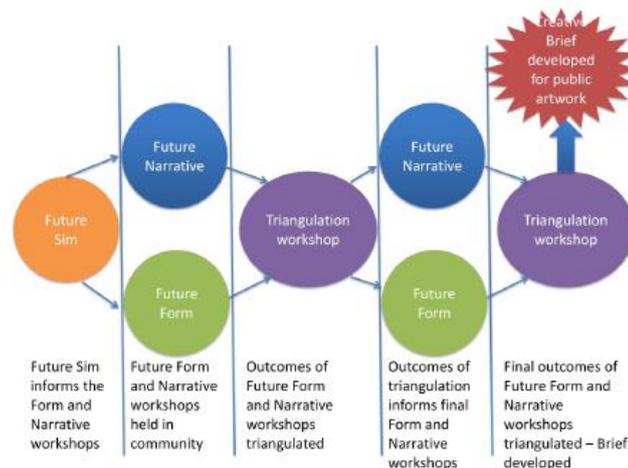
The implementation phase begins with the idea of a community “postbox” concept which involves the local solicitation and contribution of ideas and information (in any medium), as well as internet, mobile and social media options. The community “postbox” will be followed by a series of interactive facilitated Future Form and Future Story workshops. These workshops will consist of teams that are envisaged to include the following role-players:

- Residents of the local neighbourhood (it has been imagined that residents will be included using specific criteria, potentially selected through the medium of a competition);
- Multi-disciplinary academics and researchers e.g. built environment, economics, humanities, natural sciences, journalism, future studies;
- Multi-sector professional partners e.g. design professions, retail, services, manufacturing, civil service, market research, businesses in the neighbourhood and
- Community-based partners with a focus on youth.

The workshops will employ real-time animation techniques which will allow us to bring to life the stories of people living in the neighbourhood in the future, all of which will be supported by detailed data modelling through Future Sim. Participants will interact with and mould these expressions, ultimately leading to the creation of artistic representations with which the community and public would be able to engage.

Creative pieces will be finalised through an iterative process with the local communities, and will also be exhibited in some form at the International Union of Architects World Congress, to be held in August 2014. Results will also be disseminated to architects, planners, government officials and advocates. The process intends to showcase the difference that creative participation and foresight can bring to the process of urban planning. Once it's all over, the final artworks will remain as installations in the communities who created them, as living and perhaps evolving) perspectives on their future.

Figure 1: Series of Implementation Workshops (DRAFT)



It is envisaged that the process is to be implemented in up to six neighbourhoods – four in the City of Johannesburg and two in Nelson Mandela Bay Metropolitan Municipality. The primary target audiences for *SA City Futures* are “urban consumers” and citizen groups; especially the youth. These will be civil actors and leaders who operate at the neighbourhood and settlement level and could be critical in influencing power brokers and to some extent their respective constituencies. A second important constituency are the network of decision-makers and managers who impact directly on the development paths of cities. In this grouping we include, inter alia, real estate developers, senior municipal managers involved in infrastructure investment, land-use management decisions, economic investment, environmental management, academics, non-profit think- and do-tanks that focus on the right to the city, social movement leaders, financial industry players, area-management bodies, specialist development agencies, parastatals, professional associations and leading urbanists. If this project can effectively target the key networks of power brokers in the key urban centres, we can hope to shift the terms of the debate and discourse that drives imaginaries about the probable futures of the city.

3. APPOINTMENT

The JDA requests proposals from experienced consultants or researchers, with an understanding of development planning and sustainable urban development, and experience of participative planning and consultation processes, to co-ordinate and facilitate the *City Futures* project in the Nancefield Station Precinct and in Diepsloot.

3.1. Notes

- 3.1.1. Applicants are to ensure that they have adequate resources to undertake the work under strict timeframes.
- 3.1.2. Tenderers are required to take cognisance of the role of the other professionals as described in this proposal call and work coherently with them where required.
- 3.1.3. The JDA reserves the right to ask tenderers to replace any member/s of the proposed team.
- 3.1.4. Successful tenderers will be required to sign the JDA's Standard Form Agreement and appendices which are attached as Annexure G for information purposes.

4. **PRICING**

4.1 **Pricing format**

Please present your quote in the following format to allow for a fair comparison of prices.

Item	Description of activities and outputs	Nancefield price	Diepsloot price	Total Price
City futures project coordination				
Participation in project briefings and orientation (2.5.1)	At least four 1-day project meetings.			
Reporting on progress and lessons learnt (2.5.7)	Monthly project reports to the JDA and the <i>City Futures</i> project steering committee.			
Participatory process facilitation				
Neighbourhood research and project planning (2.5.2 and 2.5.3)				
Stakeholder and participant identification and mobilisation (2.5.4)				
Public participation process as defined and informed by <i>City Futures</i> project steering committee (2.5.4)	4 neighbourhood workshops in each area			
Provisional amount for specialist facilitators (2.5.4)	Workshop facilitation by visual or performing artists, story-tellers or writers.	30 000	30 000	
Estimated amount for neighbourhood workshop logistics (2.5.4)	Cost of local venue, equipment and catering for 4 workshops for about 30 people in each neighbourhood			
Reporting and knowledge production				
Writing (2.5.5 and 2.5.6)	50 page report on process and lessons Other communication and media reports			
Illustrations of Future Form (2.5.5)	2 – 5 illustrations			
Video and	20 high resolution photographs			

Item	Description of activities and outputs	Nancefield price	Diepsloot price	Total Price
photography (2.5.5)	10 mins of video			
Project administration and management	Monthly project progress report At least 4 client meetings (in addition to project meetings) Artwork brief			
Other costs				
Totals excluding VAT				
Totals including VAT				

This total must be carried over to the offer page and signed.